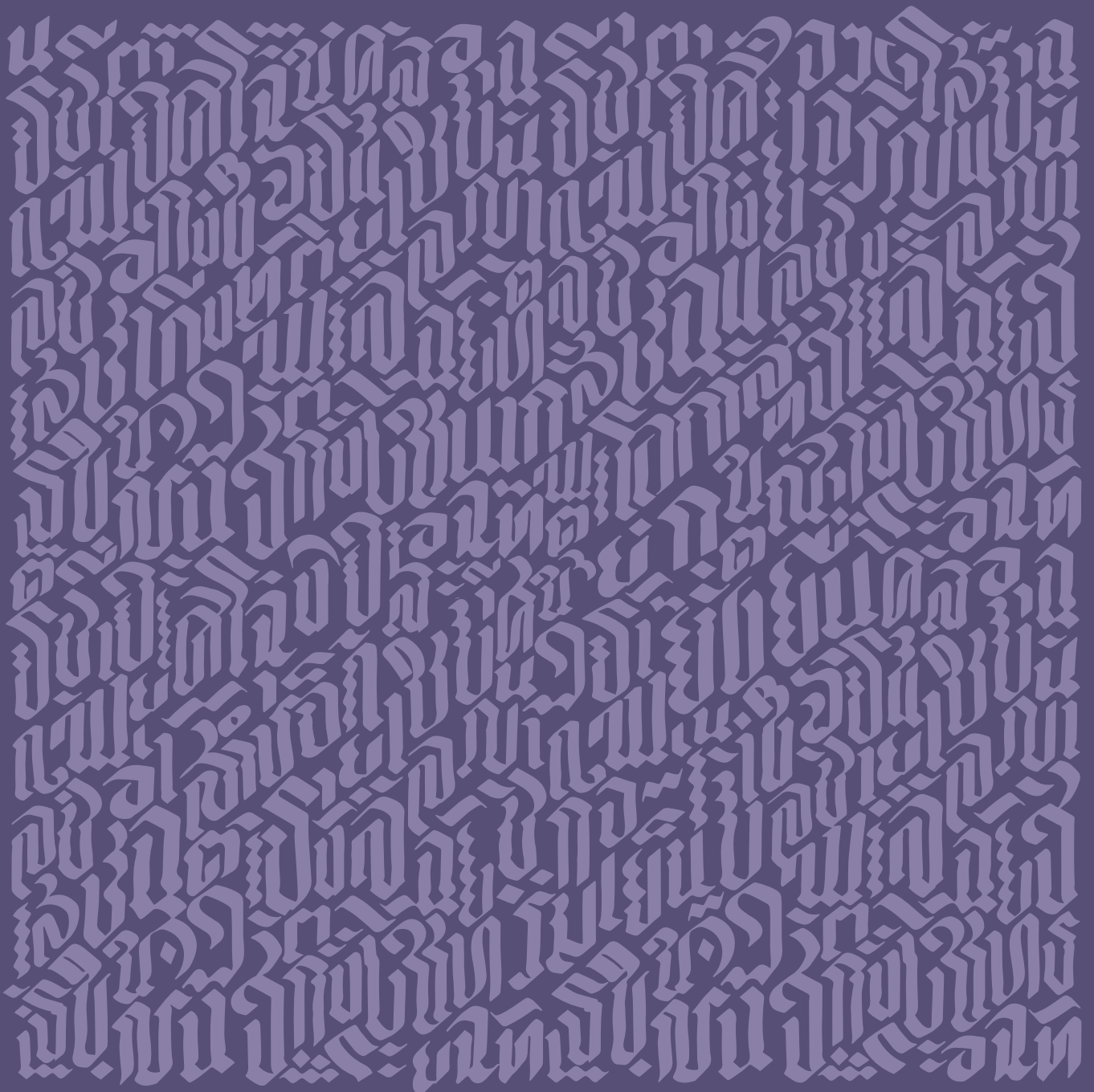


**2022 Annual Registration Statement/
Annual Report**
(Form 56-1 One Report)



Content

Part 1

Business Operation and Operating Performance 2

1. Group Structure and Operation 2

- 1.1 Policy and Business Overview 2
- 1.2 Business Operations 14
- 1.3 Shareholding Structure 48
- 1.4 Registered and Paid-up Capital 51
- 1.5 Issuance of Other Types of Securities 51
- 1.6 Dividend Policy 59

2. Risk Management 59

- 2.1 Risk Management Policy and Plan 59
- 2.2 Risk Factors 62
- 2.3 Emerging Risk Factors 71
- 2.4 ESG Risk Factors 75

3. Driving Business for Sustainability 76

- 3.1 Policy and Goal for Sustainability 76
- 3.2 Management of Impact on Stakeholders in Value Chain 78
- 3.3 Sustainability Management in Environmental Dimension 79
- 3.4 Sustainability Management in Social Dimension 80

4. Management Discussion and Analysis (MD&A) 82

- 4.1 Management Discussion and Analysis and Factors/Situations Which May Significantly Affect the Financial Position and Operating Performance in the Future 82
- 4.2 Information from Financial Statements 94
- 4.3 Key Financial Ratios 101

5. General and Other Important Information 102

- 5.1 General Information of Referenced Entities 102
- 5.2 Other Important Information 102
- 5.3 Legal Dispute 103

Part 2

Corporate Governance 104

6. Corporate Governance Policy 104

- 6.1 Overview of Corporate Governance Policies and Guidelines 104
- 6.2 Guidelines of Business Conduct 110
- 6.3 Major Changes and Improvements on Corporate Governance Policies, Guidelines, and System 110

7. Corporate Governance Structure 124

- 7.1 Organization Chart 124
- 7.2 Board of Directors 125
- 7.3 Committees 129
- 7.4 Management 138
- 7.5 Personnel 145
- 7.6 Names of Accounting Head, Corporate Secretary, Internal Audit Head, Compliance Head, and Investor Relations Officer 152
- 7.7 Auditor's Remuneration 153

8. Key Performance Report on Corporate Governance 154

- 8.1 Performance of the Board of Directors in the Previous Year 154
- 8.2 Performance of the Audit Committee in the Previous Year 169
- 8.3 Performance of the Nomination and Remuneration Committee in the Previous Year 172
- 8.4 Performance of the Compliance and Governance Committee in the Previous Year 173
- 8.5 Performance of the Executive Committee in the Previous Year 175
- 8.6 Performance of the Risk Oversight Committee in the Previous Year 177

9. Internal Controls and Related Party Transactions 179

- 9.1 Internal Controls 179
- 9.2 Related Party Transactions 182

Part 3

Financial Statements 186

Attachment

- Attachment 1 Profiles of Directors, Executives, Controlling Persons, Chief Financial Officer, Accounting Head, and Corporate Secretary 326
- Attachment 2 Information on Directors of Subsidiaries 410
- Attachment 3 Information on Internal Audit Head and Compliance Head 411
- Attachment 4 Assets for Business Operation 415
- Attachment 5 Policy and Guidelines on Corporate Governance, Business Ethics, and Board of Directors' and Committees' Bylaws 416
- Attachment 6 Report of the Audit Committee 457
- Attachment 7 Report of the Board of Directors' Responsibility for Financial Statements 460

In case this Form 56-1 One Report refers to any information disclosed on the Bank's website, such information is part of this Form 56-1 One Report. Besides the information on this Form 56-1 One Report, the Board of Directors is responsible for the accuracy and completion of such referred information on the website.

Part 1

Business Operation and Operating Performance

1. Group Structure and Operation

1.1 Policy and Business Overview

1.1.1 Background

Kiatnakin Phatra Financial Group (“the Group”) emerged from the merger between Kiatnakin Bank Public Company Limited (“the Bank”) and Phatra Capital Public Company Limited (“PHATRA”) on September 13, 2012, to synergize their business expansion and pursue the achievement of operational excellence in each of their core businesses with the aim of combining their relevant banking expertise and capital market proficiency. As a result of the merger, the Bank acquired 99.93% of PHATRA and offered newly-issued ordinary shares of the Bank to PHATRA’s shareholders at a swap ratio of 1 ordinary share of PHATRA to 0.9135 ordinary shares of the Bank in accordance with the merger plan approved by the 2012 Annual General Meeting of Shareholders.

After the merger, the Group operates two main businesses, namely the commercial banking business operated by the Bank and the capital market business operated by the Group companies, which consist of PHATRA, Phatra Securities Public Company Limited (“PTSEC”), KKTRADE Securities Company Limited (“KKTRADE”) (previously known as Kiatnakin Securities Company Limited-KKS), and Phatra Asset Management Company Limited (“PASSET”) (previously known as Kiatnakin Fund Management Company Limited-KKF).

In 1971, the Bank was established as Kiatnakin Finance and Securities Company Limited with Baht 10 million in registered capital to operate the finance and securities businesses. The company was listed on the Stock Exchange of Thailand (“SET”) in 1988

before its transformation to a public company in 1993. Eventually, its finance business and securities business were separated in 1999.

Kiatnakin Finance and Securities Company Limited was operating at the time of the financial boom, and it also experienced several national economic crises, especially the 1997 economic crisis, in which the company was one of the fifty-seven financial institutions that were forced to temporarily discontinue operations. However, with its perseverance, commitment, and support from its strong alliance with shareholders, clients, management, and employees, the company was granted permission by the Ministry of Finance to resume business operations in 1998. The company grew steadily until it was granted permission to upgrade from a financial company to become Kiatnakin Bank Public Company Limited and begin operations as a commercial bank on October 3, 2005.

PHATRA is a holding company that has been set up since April 1, 2010, as a public company limited under the business restructuring plan of PTSEC to engage directly in the investment business and hold shares in PTSEC.

PTSEC is a broker member of the SET (no. 6). PTSEC was founded on September 17, 1997, under the policy of separating the finance and securities businesses of Phatra Thanakit Finance and Securities Public Company Limited, which was set up in 1972, in order to carry on the securities business. PTSEC’s main businesses consist of the securities and derivatives brokerage business for local and foreign institutional clients. PTSEC has BofA Securities (formerly Bank of

America Merrill Lynch) as its exclusive business partner. For high-net-worth individuals, PTSEC operates a private wealth management business covering several asset classes and focusing on asset allocation, the investment banking business, and the investment business.

On September 25, 2012, the newly-issued ordinary shares of the Bank started trading on the SET, while PHATRA's shares were delisted from the SET. Later, the Bank officially changed the stock trading ticker from "KK" to "KKP" effective from August 1, 2013, onwards.

On July 8, 2016, PHATRA sold a total of 49,999,998 shares, or 99.99% of KKTRADE, to Yuanta Securities Asia Financial Services Limited. Later, on September 1, 2016, KKTRADE was renamed Yuanta Securities (Thailand) Company Limited.

On August 17, 2020, the names of the Bank, PHATRA, and PTSEC were changed to Kiatnakin Phatra Bank Public Company Limited, KKP Capital Public Company Limited ("KKP CAP"), and Kiatnakin Phatra Securities Public Company Limited ("KKPS"), respectively. Moreover, on September 28, 2020, PASSET changed its name to Kiatnakin Phatra Asset Management Company Limited ("KKPAM"). This rebranding effort has united and truly completed the merger process carried out since 2012.

On November 11, 2021, KKP CAP incorporated a new subsidiary, holding 99.99% of the shares, under the name KKP Dime Company Limited, to provide financial and investment services through digital channels. Later, on April 18, 2022, KKP Dime Company Limited changed its name to KKP Dime Securities Company Limited ("KKP DIME") and has been allowed to operate its securities brokerage business from August 26, 2022, onwards.

1.1.2 Corporate Strategy

The Bank's Board of Directors has considered and set the vision, mission, purpose, and corporate principles in accordance with the current business strategies as follows:

Vision

Growing alongside the success of our clients, the economy,
and society

Mission

Allocating resources to clients appropriately and efficiently,
through services beyond expectation

Purpose

Driving the economy sustainably to optimise the benefits
of all stakeholders

Principles

Winning attitude, grit, community, and market

For its long-term strategies, the Group emphasizes businesses in which it has expertise and competitiveness through the development of a wide range of financial and investment products to serve target clients' needs. To accomplish these goals, the Group strives to create business innovations, generate synergies within the Group, and expand into new businesses to enhance its full commercial banking operation capabilities.

The Group plans to increase its service effectiveness and respond to the various needs of clients through a variety of service channels. The Group also focuses on improving its internal business processes, including risk management and efficient monitoring and control. For sustainable organizational development, the Group concentrates on its human resources development and information system improvement, as well as strengthening its corporate culture, which is fundamental for its sustainable business development.

The Group has a policy on organizational development in five main aspects as follows:

1. **Flexibility:** To be a highly flexible organization in order to be able to respond to various clients' needs;
2. **Speed:** To be able to service clients rapidly with its precise decision-making process;
3. **Innovation:** To be an innovative organization with continuous product and process development in line with the market trend;
4. **Quality:** To be an organization with strong resources in the aspects of employees, capital, and information systems; and
5. **Efficiency:** To be an effective organization by keeping its operating cost at a competitive level.

1.1.3 Major Changes and Developments

❖ 2020 ❖

The Bank's and the Group Companies' Name Change

On August 17, 2020, the names of the Bank, PHATRA, and PTSEC were changed to Kiatnakin Phatra Bank, KKP CAP, and KKPS, respectively. Moreover, on September 28, 2020, PASSET changed its name

to KKPAM. This rebranding effort has united and truly completed the merger process carried out since 2012.

Development of Products and Service Channels

KKP launched a savings account via the True Money Wallet application

The Bank has partnered with True Money Company Limited (True Money), a prominent company that provides a wide range of financial services through its True Money Wallet application ("True Money Wallet"), to offer a savings product under the name KKP Start Saving via the application. Clients who opened a KKP Start Saving account would receive an interest rate of 1.55% per annum. This rate is higher than the regular savings account average rate of 0.25% per annum, and clients could also use such deposits to pay for goods and services through True Money Wallet to promote a cashless economy.

The advantage of the KKP Start Saving account is that clients can open accounts through True Money Wallet's e-KYC without submitting documents, which can reduce the time-consuming process of traditional paper-intensive account opening via bank branches. Clients can also check the deposit balance with the daily accrual interest function or the transaction history instantaneously on the application. In addition, clients can earn interest from deposits in this savings account. Paying for products and services or topping up your wallet can be done conveniently via the application. This results in a significant increase in the online transaction volume of the Bank.

KKP Smart Growth

In 2020, the Bank introduced a new savings deposit product called KKP Smart Growth, which is a savings account with an investment component. It supported and encouraged clients to simultaneously save and invest. The investment was made through the mutual funds managed by KKPAM.

Insurance Product Development in Collaboration with Business Partner

The Bank, in partnership with Generali Life Assurance (Thailand) Public Company Limited

("Generali"), offered new insurance products, namely KKPGEN Wealth Flexi Link (RP) and KKPGEN Global Health Solution.

KKPGEN Wealth Flexi Link (RP) is designed for clients who prefer the flexibility to modify coverage and investment to best suit each stage of their lives and for their future investments, for instance, retirement plans, children's education plans, and inheritance plans. At each stage of life, clients may have varying ability to pay insurance premiums, require different insurance coverage, or expect a different rate of financial return. The unique point of this product is that clients can adjust the life coverage from 5 times to 100 times their main annual insurance premium while receiving a special bonus each year and life protection for the first 5 consecutive years, according to the specified conditions.

The funds for KKPGEN Wealth Flexi Link (RP) are screened using the knowledge and expertise of the Group and Generali for the utmost benefit of clients. The selected funds are full of quality and diverse assets and are not limited to funds under any specific asset management. This is to ensure that clients receive their return in accordance with their preferred risk level.

KKPGEN Global Health Solution, which is a life and health premium insurance, completely responds to clients' health needs. It covers medical expenses both domestically and worldwide, with a maximum coverage of Baht 100 million. In addition to treatment, it also covers general health care, such as physical checkups, vaccinations, dental care, and child delivery, which helps reduce clients' risk and concern under the current circumstances, where we are facing climate change and a disease outbreak worldwide. Moreover, medical expenses tend to increase by 8-10% per year on average. It also responds to the trend of Thai people paying more attention to their health.

KKPGEN Global Health Solution offers 7 alternative plans for clients to choose from in accordance with their preferred benefits and areas of coverage. Generali, a global insurance brand, has a support unit named Generali Global Health, which has long-term health insurance expertise and experience within the global medical network. In the event of an emergency or illness in any country, or if clients want to obtain specialized health treatment in any country, they can access such treatment with no advance payment.

Furthermore, the Bank offered KKPGEN Infinite Wealth 99/2 and 99/10, which are lifetime insurance products to help clients with inheritance planning and financial planning from generation to generation. Also, clients are provided with options to pay insurance premiums that best suit them.

Progress of Global Investment Service for High-Net-Worth Clients

In 2020, KKPS continued to extend the diversity of the global investment services ("GIS") (offshore mutual funds, structured notes, and private markets) by onboarding more quality products and world-class counterparties as follows:

- Eight additional fund houses for offshore mutual funds, namely Capital Group, Columbia Threadneedle Investments, Fidelity International, Janus Henderson Investors, Jupiter Asset Management Limited, Lazard Asset Management, Schroder Investment Management, and UBS Asset Management;
- Two structured note issuers, e.g., UBS AG and BNP Paribas. Moreover, KKPS added a new product feature of physical delivery in addition to the existing cash settlement option; and
- One more investment firm, Oaktree Capital Management, was added as a private market product provider. Together with Kohlberg Kravis Roberts ("KKR"), engaged since 2019, KKPS offered three new private market funds in 2020, which were popular among clients.

Mandate Service for Offshore Investment through Program Trading

Regarding the onshore investment situation, which still underperformed the market compared to offshore investment, coupled with the instability of the domestic market, investors might find difficulties in managing their own portfolios to meet their targets.

KKPS was aware of this pain point and proposed the new Mandate Service to its clients. The Mandate Service is targeted at helping clients invest in the offshore market easily through program trading under the concept of "Tailored Solutions, Professionally Managed." The Mandate Service is managed by

a professional and experienced team that will select the best investment products to construct clients' portfolios. Not only does the team manage asset allocation, but it also tracks risks and rebalances portfolio strategies periodically by using technology provided by Quantifeed, which is the Asian leader in digital wealth solution technology. This technology increases the efficiency of clients' portfolio management and automatically rebalances and continuously tracks portfolio risks for clients. In addition, with the open-architecture platform, the Mandate Service can offer a variety of investment options covering all industries worldwide to meet both short-term and long-term goals for clients.

Updates on the Development of Kiatnakin PhatraX-Digital Platform to Offer Analysis Report Services of KKPS

KKPS has been furthering the development of the Kiatnakin PhatraX digital platform since late 2019, with the initial step being designing a platform that is conducive to mobile device usage and adding new services, as well as improving the data and information provided on the platform. This includes 1) consolidating analysis reports released in the past 24 hours under the name KKPS Daily Digest, 2) offering financial models and valuation charts of each listed company's share, and 3) adding new data and information and improving the data offered on each sector and industry as well as economic data for Thailand and other countries in the form of a dashboard for clients' utmost convenience and benefit.

The next step for the Kiatnakin PhatraX platform is the preparation of the needed infrastructure to link it to other systems within the Group.

Issuance and Offering of Structured Notes

In 2020, KKPS, in collaboration with the Bank, issued and offered a new type of structured note, namely the Bonus Digital Note. It is a principal-protected note that is linked to 1 - 5 underlying securities and will pay a fixed return if the prices of all underlying securities close higher than the predetermined prices. The issuance of such a note received a good response from investors. In addition, KKPS has reduced the minimum subscription amount

for some issues of structured notes to Baht 1,000,000 to respond to clients' needs to diversify investment risks in structured notes by using a smaller amount of investment.

Opening 1st Bank Account via KKP Mobile Application

The Bank has facilitated its clients' opening their first deposit account via the KKP mobile application, as it has developed a system to connect with the National Digital ID ("NDID") infrastructure, which enables clients to open a deposit account through KYC verification with our partners, such as Advanced Info Service Public Company Limited ("AIS"), as well as through other mobile banking applications. In addition, the Bank uses facial recognition technology to build confidence in identification and verification. Such innovation was under the supervision of the Bank of Thailand in the Regulatory Sandbox Project, which made online transactions more convenient, more secure, and faster. This greatly reduces the country's economic costs and supports the promotion of the digital economy.

In the future, the Bank will expand this service to other types of transactions, e.g., loan subscription, securities account opening, mutual fund account opening, buying online life insurance, and so on.

1st Time in Thailand with Real-time NCB Credit Score Checking via KKP e-Banking Application

Since fast and secured access to credit information will create efficiency and reduce opportunity costs for the entire economy, the Bank is the first commercial bank in Thailand to cooperate with the National Credit Bureau Company Limited and NDID to provide credit report and credit score checking services through the KKP e-Banking application in real time. This facility provides clients with the most secure NDID verification and can protect their data privacy, replacing the credit information request through other channels, which probably takes around 7 working days to receive a report.

Hence, the Bank can streamline its traditional loan approval process to take less time and paperwork, as well as extend it to other business models, e.g., risk-based pricing by scoring. For instance, in the case of good credit, loan applicants will be granted a lower

interest rate, which helps reduce their cost of funds. In the meantime, this supports everyone's ability to have financial discipline to maintain his or her credit score.

Development of the Asset Management Business of KKPAM

In 2020, KKPAM introduced a variety of products to meet investors' evolving demand, covering several types of funds, including foreign investment funds ("FIF"), thematic funds, passive strategy funds, and asset allocation funds. These funds include:

- KKP Global Infrastructure Equity Fund-Hedged, which is a feeder fund investing in a master fund, Lazard Global Listed Infrastructure Equity Fund, which primarily invests in the equities of infrastructure companies globally.
- KKP Expanded Tech Fund-Hedged, which is a feeder fund investing in a master fund - iShares Expanded Tech Sector ETF - with the investment objective of tracking the performance of the S&P North American Expanded Technology Sector Index, using a passive investment strategy. The index is designed to measure the performance of U.S. traded stocks from the technology sector and select technology-related companies from the communication services and consumer discretionary sectors in the U.S. and Canada.
- KKP SET50 ESG Fund, which invests primarily in stocks of SET-listed companies that are the components of the SET50 index. The stocks are selected based on the criteria laid out by KKPAM, for instance, the fundamentals, environmental, social, and governance ("ESG") aspects.
- KKP Strategic Asset Allocation Fund-Ultra Light, which is an asset allocation fund investing in fixed income, equity, and alternative investments, both domestically and globally. This is to provide investors with more choices in addition to KKPAM's three existing asset allocation funds, which are

suitable for investors with different levels of risk tolerance. The fund follows a strategic asset allocation recommendation from its investment advisor, KKPS.

In addition, KKPAM also offered tax-deductible funds, including Super Saving Fund ("SSF") and Super Saving Fund Extra (SSFX), as a share class of ten existing funds currently under management, covering different types of funds as a choice for investors who seek long-term investments with tax benefits.

In addition to the developments in KKPAM's mutual fund products, KKPAM has also continued to introduce private funds that invest in various assets both locally and abroad.

KKPAM has continued to expand distribution channels in order to increase accessibility to KKPAM's funds via selling agents. KKPAM also added more products offered through commercial banks with the open-architecture platform, as well as life insurance companies (unit-linked) and securities companies.

Progress of iSTOX, the Capital Markets Platform for Digitized Securities

The digitized capital markets platform iSTOX achieved a key milestone in February 2020 when it graduated from the Monetary Authority of Singapore (MAS) FinTech Regulatory Sandbox. This graduation implies the elimination of restrictions for iSTOX, including previous limitations and constraints on the size of issuances and investors. Throughout 2020, iSTOX took huge initiatives to prepare for expansion in investor acquisition, public relations, brand strengthening, and investor education toward digitized assets. Therefore, iSTOX catered to digitized fund listing and trading with a total of five issuances, including hedge funds and unicorn funds, and supported multiple currencies like the US dollar (USD), euro (EUR), and Singapore dollar (SGD).

Going forward, iSTOX has started working on the infrastructure for B2B2C connectivity and expanded by collaborating with brokers, private banks, and external asset managers, including an expanding network of partnerships in key strategic countries, such as China and Japan. iSTOX also planned to add products, such as equity, fixed income, and structured products, to

expand the market's attention to a wider range of issuers and investors.

❖ 2021 ❖

Development of Products and Service Channels

Development of KKP Mobile Application

The KKP mobile application, which is a mobile banking application for retail clients, has been revamped since 2020 and started its full launch in April 2021. It reflects the Bank's commitment to develop digital service channels, focusing on the development of digital infrastructure and the constant improvement of services to meet clients' needs in terms of client experience and service and product offerings.

During 2021, the Bank focused on the development of features to make them more available and improved the efficiency of the KKP mobile application to enable clients to make transactions anywhere and anytime. Key features are a digital savings account called KKP Savvy; loan-related services, including loan information enquiry, loan service request, and payment; insurance renewal and reminders to ensure that client benefits and coverage are continued; and card-less withdrawal, which aims to add touch points for clients to get cash via ATM or CDM of SCB nationwide without the requirement to have an ATM or debit card subscription.

Going forward, the Bank will continue to expand the products and services of the KKP mobile application to serve new trends and new client demands, ensuring that the application has comparable features with those of industry-leading players. The Bank intends to provide a new feature of online loan requests as well as improve end-to-end loan services on mobile, such as digitized document processing and providing online debt relief measures through the KKP Mobile application. For investment services, the Bank will enhance the application to be a "Super Application" to serve clients of the Bank and the capital market business. In addition to new features for each type

of financial service, personalized offers and best deals will be available on the mobile application, leveraging the Bank's ongoing investment in client analytic and campaign platforms to provide the right offer to the right segment at the right time.

Development of Online Deposit and Foreign Currency Deposit Account Products

In 2021, the Bank introduced a new online savings product, namely KKP Savvy, to offer more convenience and reduce transportation time for clients. Clients can open accounts, transfer money, and make payments and bill payments by themselves without having to visit any branch.

Moreover, the Bank launched foreign currency deposit ("FCD") products, including savings and fixed deposits, in four foreign currencies - USD, pound sterling (GBP), Hong Kong dollar (HKD), and SGD- to increase savings options and reduce the risk of foreign exchange fluctuation for clients, both individual and corporate.

Insurance Product Development in Collaboration with Business Partner

In 2021, the Bank collaborated with Generali to develop and offer a variety of insurance products, including: 1) KKPGEN Wealth 15/5 (Par), which aids in short-term financial planning and has low risk with long-term return, dividend payment within the specified period of time, and a tax deductible benefit; 2) KKPGEN CI Care Plus, which aids in the prevention of health care risk, reduces anxiety and expense burden, and supports financial planning in the event of illnesses and medical expenses for future critical illnesses; and 3) KKPGEN HB Care Plus, which is an additional contract supporting daily compensation in the case of hospitalization and covers medical expenses for both OPD and IPD.

In addition, due to the COVID-19 outbreak, the Bank has offered insurance products for COVID-19 infections and vaccine allergies, which help reduce clients' concerns and increase protection for clients during the crisis.

Introduction of KKP Cash Now through an Online Channel

The Bank has expanded its cooperation with True Money and Ascend Nano Company Limited, a financial company of Ascend Group Company Limited, in order to provide clients with financial services and loan products by offering a personal loan product under the name KKP Cash Now via True Money Wallet.

The key feature of KKP Cash Now is that clients can apply for loans through True Money Wallet by verifying their identity through e-KYC and submitting electronic documents via the application without having to contact the Bank's staff or branches.

Furthermore, clients can track their loan approval status, review their terms and conditions, monitor their credit line and outstanding balance, as well as make payments via the application. Accordingly, KKP Cash Now empowers clients to complete their online transactions with more convenience and efficiency.

Progress of GIS for High-Net-Worth Clients

In 2021, KKPS continued to expand its GIS offerings (offshore mutual funds, structured notes, and private markets) by onboarding additional global elite counterparties, with details as follows:

- Twelve additional fund houses for offshore mutual funds, namely AllianceBernstein L.P., Allianz Global Investors, Amundi Asset Management, AXA Investment Managers, Baillie Gifford Overseas Limited, Barings, CPR Asset Management, DWS Investment S.A., Invesco Ltd., Morgan Stanley Investment Management, Robeco, and T. Rowe Price, through the fund platform provider;
- KKPS added European stocks as an underlying for physical delivery in addition to the existing cash settlement option; and
- In addition to the partnership with KKR and Oaktree Capital Management, which has been engaged since 2019-2020, KKPS connected with two more global managers, namely Blackstone and Brookfield Asset Management, to provide more exclusive

access to alternative investment in 2021. Thanks to the right clientele and proper offering approach, clients responded overwhelmingly to the opportunities, with oversubscription demand for all three new offering funds in 2021. Consequently, KKPS has offered seven private market funds altogether since the inception of GIS.

Issuance and Offering of Structured Notes

In 2021, KKPS's structured note offerings continued to gain popularity among investors. The issuance amount has improved over the previous year, and the Autocallable Fixed Coupon Note and Bonus Digital Note were among the main products offered. Other business developments this year included the enhancement of the features of structured notes whose payoff was linked to foreign underlying securities. Risk management frameworks have been established and have already obtained approval from regulators. KKPS expects to offer the new products with enhanced features in 2022. In addition, the internal processes and systems have been enhanced to gain more efficiency and facilitate the operation of documentation that is also updated with information required by the latest regulations in a more reader-friendly format.

Development of the Asset Management Business of KKPAM

In 2021, KKPAM introduced a variety of products to meet investors' evolving demand, including FIFs, thematic funds, and passive strategy funds.

- With more than 80% of NAV, KKP Global Thematic Opportunities Fund-Hedged is a fund of funds that invests in foreign mutual funds, such as ETFs. The invested mutual funds may have an investment strategy and/or investment policy that focuses on a specific sector or sub-sector or a group of sectors or sub-sectors and/or thematic investment and/or global equity instruments that are relevant to the changes in the trends of several factors, such as technology, political economy, geopolitical science, etc.

- KKP Global High Yield Bond Fund-Hedged Not For Retail Investors is a feeder fund investing in Janus Henderson Horizon Global High Yield Bond Fund that primarily invests in high-yield corporate bonds (sub investment grade) with credit ratings equivalent to “BB+” or lower.
- KKP Semiconductor Fund-Hedged is a feeder fund investing in a master fund-iShares Semiconductor ETF, with the investment objective of tracking the performance of the ICE Semiconductor Index using a passive investment strategy. The index is designed to measure the performance of U.S.-listed securities in the semiconductor business.
- KKP Global Impact Fund-Hedged is a feeder fund investing in the master fund Wellington Global Impact Fund, which invests primarily in companies whose core business, in the opinion of the master fund’s manager, aims to generate social and/or environmental change, alongside financial return.
- KKPAM offers two retirement mutual funds (“RMF”), namely KKP Expanded Tech Fund RMF-Hedged and KKP Passive Global Equity Fund RMF-Hedged, and offers SSFs as a share class of ten existing funds currently under management, covering different types of funds as a choice for investors who seek long-term investments with tax benefits.

In addition to the developments in KKPAM’s mutual fund products, KKPAM has also continued to introduce private funds that invest in various assets both locally and globally.

In addition to new product launches, KKPAM has continued to expand distribution channels in order to increase accessibility to its products via selling agents. More KKPAM funds have been offered through banks with the open-architecture platform, as well as through life insurance companies via their unit-linked products and securities companies.

❖ 2022 ❖

Development of Products and Service Channels

Development of Online Deposit and FCD Products

Apart from digital savings accounts such as KKP Savvy and KKP Start Saving, in 2022 the Bank launched a new deposit product, namely KKP e-Fixed Deposit, to respond to clients’ needs as clients could open deposit accounts easier and with more convenience on KKP Mobile. In the meantime, KK Phatra Smart Settlement (“KKPSS”) and KKP Smart Growth helped facilitate the investment, securities trading, and/or other transactions with KKPS and could be used as settlement accounts.

Moreover, the Bank offered FCDs for individual and business clients to help manage their foreign currencies efficiently. In addition to foreign currency savings deposit accounts, the Bank launched foreign currency account time deposits as an alternative to enhance cash flow management with a fixed interest rate. In addition, for added convenience, the Bank provided foreign exchange services via a telecom communication channel with financial consultants.

Insurance Product Development in Collaboration with Business Partner

In order to provide complete financial solutions and help clients prevent any risk and damage that may arise, the Bank intended to design and develop a wide range of insurance coverage with insurers and provide suitable insurance policies for each client group under the current circumstances. The Bank offered various insurance products, such as:

- New unit-linked insurance product: It is one of the flagship life insurance products that offers a cost-effective alternative for financial planning during times of market volatility. Clients will receive a maximum five-fold protection with a three-year premium payment period and a long term investment return. According to the product design, clients can select a payment period of 1 year, 3 years, or monthly installments. The Bank

will provide investment market information, services, and a policy portfolio on a monthly and quarterly basis.

- Savings insurance product, KKPGEN Wealth 5/1 (SP): This product is designed for high-net-worth individuals. It has a single premium payment with low financial risk planning over a short period and provides an annual cash return worth 3% of the sum assured and a 103% maturity benefit.
- Digital Channel, the new distribution channel on KKP Mobile. Clients can easily access insurance product information and insurance applications over the insurer's platform with a single click on KKP Mobile. Currently, personal accident (PA) and motor insurance are available on KKP Mobile.

Progress of GIS for High-Net-Worth Clients

It has been five years since KKPS first launched GIS. KKPS has been continuously exploring a greater variety of global products, as well as continuously onboarding additional global elite counterparties who have different core competencies in different strategies.

- Thirteen additional fund houses were onboarded via the fund platform provider, namely Aberdeen Standard, BNY Mellon, BNP Paribas, Comgest, Credit Suisse, Dragon Capital, Gemcap, HSBC Investment, Invesco, Lazard, M&G, Neuberger Berman, and Nomura.
- An additional structured note platform provider, Leonteq, enables KKPS to get access to a wide selection of structured products from different issuers, as well as compare investment yields for our end-clients.
- We connected with an additional global manager, Warburg Pincus, in our private market counterparty pool. In 2022, KKPS offered three new alternative investments from Warburg Pincus, KKR, and Blackstone, with investment strategies of global growth, global equity, and global buyout,

respectively. Consequently, KKPS has offered ten private market funds altogether since the inception of GIS.

D-Edge Business Development

In 2022, KKPS, in cooperation with the Bank, developed a digital investment service for the mass affluent segment. This service, which operates under the brand EDGE starting from December 2022, aims to deliver quality and convenient investment services to clients whose investments are below Baht 2 million, mainly through the KKP mobile application.

Investors can open an investment account and KKPS account via the KKP mobile application and start trading. Investors have various investment alternatives, including high-yield savings, mutual funds from nineteen asset management companies, Thai equities, and a model portfolio (EDGE Intelligent Portfolio). Moreover, investors can utilize our digital channels, such as Facebook, YouTube, Line@, and our website to accumulate knowledge, information, and investment views from KKPS to optimize their investment decisions.

Issuance and Offering of Structured Notes

In collaboration with the Bank in 2022, KKPS continued to issue principal protected notes, such as the Saving Plus Note and Bonus Digital Note, which gained popularity among investors and increased issuing notional amount compared to last year. For product development, KKPS also initiated new types of yield enhancement notes, such as the Bonus Equity Linked Note and Quanto Booster Note, which would increase investment alternatives for investors.

In addition, KKPS has developed an internal pricing system to efficiently create catalogs and offering prices for structured notes that is flexible for product offerings and responsive to dynamic market circumstances.

Offering Financial Products and Services through Partnership Channels

In 2022, the Bank started a new collaboration with AIS Digital Life Company Limited, a digital advertising and e-financial marketplace company

of AIS and Advance Wireless Network Company Limited. The collaboration is to provide the Bank's financial products and services for AIS customers via AIS channels, such as the myAIS application, digital advertising, AIS social media accounts, and AIS partnership websites. Currently, there are three initial products and services, consisting of KKP Savvy, KKP Personal Loan, and financial and investment contents and media. This enables AIS customers to easily access financial products and services and participate in privileges and sales campaigns from this collaboration.

Development of the Asset Management Business of KKPAM

In 2022, KKPAM introduced a variety of products to meet investors' evolving demand, covering several types of funds including FIF, both passive and active strategies, private market fund, local equity fund, fixed income fund, and structured note fund. These funds include:

- KKP NDQ100 Fund-Hedged, which is a feeder fund investing in a master fund – Invesco NASDAQ 100 ETF – that primarily invests in securities that comprise the NASDAQ-100 Index, which includes the 100 largest, based on market capitalization, domestic (U.S.) and international (non-U.S.), and non-financial companies listed on NASDAQ.
- KKP Global Multi Asset Income Fund-Hedged, which is a feeder fund investing in a master fund - BGF Global Multi-Asset Income Fund – with the multi-asset strategy. The Fund invests globally in various assets, for example, equity-related securities, fixed income, high yield fixed income, units of undertakings for collective investment, cash, and money market instruments.
- KKP Vietnam Growth Fund Not For Retail Investors, which is a feeder fund investing in a master fund - Vietnam Long-term Growth Fund - which is a Vietnam-domiciled mutual fund investing primarily in Vietnam equities. The master fund applies an active investment strategy, aiming to achieve long-term capital appreciation through predominant investments in high-quality stocks.
- KKP Private REIT Fund Not For Retail Investors, which is a feeder fund investing in non-voting participating shares of a segregated portfolio of Blackstone Real Estate Income Trust iCapital Offshore Access Fund SPC, which invests in Blackstone Real Estate Income Trust, Inc. ("Underlying REIT"). The underlying REIT seeks to primarily invest in commercial real estate and, to a lesser extent, real estate debt.
- KKP Thai Quality Growth Equity Fund, which is an equity fund that primarily invests in stocks of companies listed on the SET. The fund selects companies with growth potential and/or ability to generate earnings based on their fundamentals.
- KKP Smart Plus Fund, which is a fixed income fund that primarily invests in onshore and/or offshore government, state enterprise, and/or corporate bonds, deposits and/or deposits equivalent. The fund aims to maintain the portfolio duration of approximately no more than one year.
- KKP Complex Return 2022A Fund Not For Retail Investors, which is a multi-asset fund with a maturity of one year. During the first approximately six months, the fund primarily invests, using a buy-and-hold strategy, in structured notes linked to a basket of securities consisting of shares of companies listed on the SET. After the first period of approximately six months, if the payment at maturity of structured notes is a physical delivery of the underlying share(s), the fund shall use its discretion to sell some or all of the underlying share(s) within the remain time of the fund's maturity.
- KKP Fixed Income 1Y6M 1 Fund Not For Retail Investors and KKP Fixed Income

2Y 1 Fund Not For Retail Investors (For Big Retail Investors), which are term funds that primarily invest in investment-grade domestic bonds.

- Tax-deductible funds: KKPAM offered SSF as a share class of two existing funds currently under management, including the KKP Global Infrastructure Equity Fund-Hedged, and the KKP Strategic Asset Allocation Fund – Ultra Light, as a choice for investors who seek long-term investments with tax benefits.

In addition to new product launches, KKPAM has continued to expand distribution channels in order to increase accessibility to its products via selling agents. More KKPAM funds have been offered through banks with the open-architecture platform, as well as through life insurance companies via their unit-linked products and securities companies.

Setting up KKP DIME to Provide Financial and Investment Services Through Digital Channels

On November 11, 2021, KKP CAP incorporated a new subsidiary under the name KKP Dime Company Limited to provide financial and investment services through digital channels. On April 18, 2022, KKP Dime Company Limited changed its name to KKP Dime Securities Company Limited and has been allowed to operate its securities brokerage business from August 26, 2022, onwards.

KKP DIME has the objective of offering digital financial and investment services for retail clients regardless of their knowledge, level of income, or wealth. This is because KKP DIME perceives that Thai people have limited access to investment compared to people in developed countries or even other countries in the ASEAN region due to the fact that Thai people have limited investment knowledge. In addition, a financial institution's cost of serving retail clients is high relative to the income generated by them. Therefore, KKP DIME started developing the mobile application, Dime!, using its own human resources to respond to retail clients' needs for savings and investments that are convenient, fast, smart, and fun, as well as requiring a low initial investment. Clients can open a Dime! savings and investment account on the application in ten minutes without having to pay any fee.

At this initial stage, the application Dime! provides three services, which are: 1) savings and money transfers, 2) U.S. securities trading, and 3) Thai mutual fund investment. Moreover, KKP DIME uses investment and economic research articles of KKPS and makes them simpler for retail clients.

As of December 31, 2022, the application Dime! attracted more than 70,000 users. KKP DIME plans to collaborate with its partners to provide access to more retail clients and add more digital financial and investment services.

1.1.4 General Information

| | |
|--|--|
| Name of Company | Kiatnakin Phatra Bank Public Company Limited (“the Bank” or “KKPB”) |
| Stock Ticker | KKP |
| Type of Business | Commercial banking business, capital market business and other related businesses under the Financial Institution Business Act, Securities and Exchange Act, and other related regulations |
| Type and Number of Shares | 846,751,109 ordinary shares and none of preferred share, with par value of Baht 10 per share (As of December 31, 2022) |
| Authorized Share Capital | Baht 8,467,511,090 |
| Issued and Fully Paid-up Share Capital | Baht 8,467,511,090 (As of December 31, 2022) |
| Head Office Address | 209 KKP Tower, Sukhumvit 21 (Asoke) Road, Khlong Toey Nua, Wattana, Bangkok 10110 |
| Company Registration Number | 0107536000986 |
| Telephone | 0-2165-5555 |
| Website | www.kkpfg.com |

1.2 Business Operations

The Group’s business is divided into two main sections: the commercial banking business operated by the Bank and the capital market business operated by the Group companies, which are comprised of KKP CAP, KKPS, KKP DIME, and KKPAM. Both the commercial banking business and the capital market business work closely together.

The Group has set the goal of becoming a high-performance financial institution operating three key businesses and has set its business operation categories in accordance with the business objective to ensure collaboration between the commercial banking business and the capital market business while placing focus on synergy within the Group. The Group leverages the expertise of each business in order to achieve combined results in terms of expanding the Group’s scope of services and continuously enhancing overall business operations. The three key businesses are as follows: 1) credit business and related

transactions; 2) private banking; and 3) investment banking. For the credit business, which focuses on loan expansion to the retail and SME segments, the Bank emphasizes on building efficiencies, creating standards, and identifying new alternative channels to reach targeted client segments while maintaining effective risk management. For the private banking business, which targets high-net-worth clients and is a business in which the Group has long-term expertise, the goal is to grow the business by creating good yields and diverse investment opportunities for clients by capitalizing on the capital market group’s expertise in the wealth management business together with the commercial banking business’ distribution channels and clientele. Lastly, the area of investment banking business will combine the expertise of several functions within the Group to allow the Group to offer more comprehensive financial products and services to meet clients’ demands.

1.2.1 Revenue Structure

The revenue structure of the Group in accordance with the consolidated financial statements for the years ending December 31, 2020 - 2022 is as follows:

| | 2020 | | 2021 | | 2022 | |
|--|---------------|--------------|---------------|--------------|---------------|--------------|
| | Baht Million | % | Baht Million | % | Baht Million | % |
| Interest income | 19,584 | 92.2 | 19,489 | 80.4 | 23,671 | 86.0 |
| Interest expense | 4,905 | 23.1 | 3,788 | 15.6 | 4,589 | 16.7 |
| Net interest income | 14,679 | 69.1 | 15,701 | 64.8 | 19,081 | 69.3 |
| Fees and services income | 5,107 | 24.1 | 6,974 | 28.8 | 7,183 | 26.1 |
| Commercial banking business | 1,958 | 9.2 | 2,329 | 9.6 | 2,878 | 10.5 |
| Capital market business | 3,150 | 14.8 | 4,644 | 19.2 | 4,305 | 15.6 |
| Fees and services expense | 771 | 3.6 | 900 | 3.7 | 1,018 | 3.7 |
| Net fees and services income | 4,336 | 20.4 | 6,074 | 25.1 | 6,165 | 22.4 |
| Gain on financial instruments measured at fair value through profit or loss, net | 1,079 | 5.1 | (158) | (0.7) | 831 | 3.0 |
| Gain (loss) on investment, net | 50 | 0.2 | (10) | 0.0 | (4) | 0.0 |
| Dividend income and profit sharing | 389 | 1.8 | 1,329 | 5.5 | 507 | 1.8 |
| Other operating incomes | 700 | 3.3 | 1,309 | 5.4 | 958 | 3.5 |
| Total operating income | 21,233 | 100.0 | 24,246 | 100.0 | 27,539 | 100.0 |

1.2.2 Information on Products and Services

(1) Nature of Products and Services and Business Innovation

Commercial Banking Business

The commercial banking business provides the following key products and services:

- **Auto Hire purchase**

In an environment of a rapid technological change, the Bank continues to launch auto hire purchase products and develop services to best serve clients in the digital era by emphasizing quality and fair financial services in accordance with market conduct regulations, as well as personal data security.

The Bank provides many types of motor vehicle hire purchase services for both new and used vehicles, including passenger cars, multi-purpose vehicles, and commercial vehicles, such as pickup trucks, for individuals and corporate entities. Clients can choose the payment scheme that best suits their needs. The auto hire purchase products offer clients the choice

of equal installments, unequal installments (flexi-payment), or low installments at the beginning of the term (balloon payment) to best suit their financial requirements in terms of their profession and income. Moreover, the Bank also offers other related automobile products and services, such as motor insurance, life insurance, the annual motor vehicle tax, other related automobile tax payment services, etc. The Bank's services cover all provinces and provide options to respond to clients' needs.

Auto sales increased in 2022 as the COVID-19 pandemic subsided. The reopening helped boost the number of tourists and stimulate the economy. Together with the Thai government's support for battery electric vehicles (EV), Thai car buyers were introduced to many new brands and models. EV (hybrid, plug-in hybrid, and battery EV) sales rose significantly in 2022. The bustling scene of the automotive industry resulted in domestic car sales of 870,000 - 890,000 in 2022, a 17% increase YoY. Had it not been for the semiconductor shortage and delayed deliveries, the sales could have been even higher. The scarcity of new cars benefited the used car market. Many consumers who could not

afford to wait opted to buy used cars in 2022. With continued support from financial institutions, 2022 was another momentous year for the used car industry.

As of December 31, 2022, auto hire purchase loans accounted for 49% of the Bank's total lending portfolio, and the ratio of new to used cars stood at 40% to 60%. The Bank will continue to grow the auto hire purchase business by considering the market, economic conditions, and competition landscape so that the business operation is suitable for the circumstances. Strong emphasis will be placed on fast and efficient services, prudent credit controls, and responsible lending in accordance with the sustainable banking guidelines.

- **Rod Riak Ngern**

In 2022, the Bank rebranded multi-purpose loans to car owners (both under financing and freehold) as Rod Riak Ngern. The car's ownership has to be transferred to the Bank as collateral while the car remains in the client's possession for everyday use. Clients pay equal installments with a fixed interest rate. Rod Riak Ngern was totally revamped with new offerings, processes, and services. The Bank also hired many staff to support the Rod Riak Ngern business, which resulted in strong growth in 2022.

- **Personal Loan**

Personal loan products are multi-purpose loans, and the Bank offers both loans with collateral and unsecured loans. There are two types of unsecured personal loans that the Bank currently offers:

- 1) A term installment loan, which is an unsecured loan with a scheduled repayment plan; and
- 2) A revolving loan (under the KKP Cash Card), which is an unsecured loan in the form of revolving credit, in which clients can withdraw cash via the ATM pool nationwide and can use the card to spend via the UnionPay network with a minimum repayment as prescribed by the Bank.

For secured personal loans, the installment loan feature is offered using a KKP savings or fixed deposit account as collateral in case of financial emergencies, and clients can enjoy the lower interest rate by pledging the deposit with the Bank.

The Bank has continuously developed its personal loan services and underwriting processes

through both traditional and online channels to better serve clients' needs while offering interest rates that suit the client's profile and ability to repay and the market situation as to ensure responsible lending and sustainable growth for the Bank.

- **Housing Loan**

Housing loans are credit extended to homebuyers to finance the purchase of new and used houses, including housing loan refinancing. In addition, in cooperation with the Bank's Real Estate Lending Department, the Bank offers post-financing with special packages and other privileges to retail clients purchasing real estate projects where the Bank provides pre-financing. The Bank has also focused on improving the loan approval process to shorten its turn-around time with flexibility in pricing schemes that match each target client's needs.

- **HomeQuickCash**

The Bank offers a multi-purpose (non-business-related) loan facility with flat interest rates, using freehold houses as collateral or for the refinancing of multi-purpose loans from other financial institutions.

- **SME Loan**

SME loans are credit extended to individuals or corporate entities conducting small businesses, which include the service industry, retail and wholesale business sectors, etc. SME loan solutions include a range of products to respond to clients' needs, such as a business working capital line, an O/D, business expansion loans, etc. Different types of collateral can be used, such as a fixed-base asset and a clean loan. The Bank will consider the ability to repay as well as the willingness to repay the loan in order to provide the optimal product to clients with the appropriate risk and return. In addition, the Bank also uses credit scoring tools, which ensure the quality of assets and provide benefits to clients.

- **Lombard Loan**

Lombard loan is a multi-purpose credit facility offered to high-net-worth clients of KKPS who require loans for their investment opportunities or for personal use by using financial assets under KKPS's management as collateral, such as cash, ordinary shares in the SET100 (except KKP shares), property funds, REITS, infrastructure funds, mutual funds and private funds managed by KKPAM, securities and/or offshore financial assets traded on KKPS's platform

(GIS) or managed by KKPS (Mandate Service), etc. There are two types of loan terms available: flexible term (less than twelve months) and fixed term (one, three, six, nine, or twelve months). KKPS's financial consultants are responsible for introducing this product to clients. The Bank plans to allow additional types of financial assets to be placed as collateral in the future.

- **Portfolio for Property Financing**

Portfolio for Property Financing ("PPF") is a credit facility offered to individual and corporate clients of KKPS who want to acquire real estate or increase financial liquidity as asset owners for investment in financial assets through KKPS or for multi-purpose loans. Clients can use land, land with a building that can be a house or commercial building, or other types of buildings, such as an apartment, hotel, or condominium, together with the financial assets under KKPS's management, such as cash, SET100 securities (except KKP shares), property funds, REITS, infrastructure funds, mutual funds and private funds managed by KKPAM, securities and/or offshore financial assets traded on KKPS's platform (GIS) or managed by KKPS (Mandate Service), etc., as collateral. In addition, the Bank plans to allow additional types of financial assets to be placed as collateral in the future.

- **Deposit and Investment**

During 2022, the Bank launched a new online deposit product, the KKP e-Fixed Deposit. This digital deposit helps facilitate the opening of accounts with more ease and convenience using the KKP mobile application, in addition to other digital savings accounts, such as KKP Savvy and KKP Start Saving, which the Bank had introduced earlier. The Bank also offers KKPSS and KKP Smart Growth accounts, which are investment accounts that help clients organize and optimize their investments with KKPS with ease and convenience.

Moreover, the Bank offers FCD for individual and business clients to help manage their foreign currencies efficiently. In addition to foreign currency savings deposit accounts, the Bank also offers foreign currency account time deposits as an alternative to enhance cash flow management with a fixed interest rate term. Furthermore, the Bank now offers foreign exchange ("FX") services through a telecommunications channel via financial consultants for added convenience.

- **Bancassurance**

The Bank aims to ensure that bancassurance

will become part of financial solutions to help serve its clients and to ensure that products will be beneficial for clients in mitigating potential risk and damage that may be incurred in the future.

The Bank, as a life and non-life insurance broker, has cooperated with leading insurance companies with strong financial positions to be able to serve its clients nationwide. The Bank offers various insurance products, such as:

- A unit-linked insurance product is a flagship life insurance product that provides a cost-effective alternative for financial planning in market fluctuation situations. Clients receive maximum five-time protection with a short premium payment period of only three years and receive a high investment return. According to the product design, clients can select a payment period of one year, three years, or monthly installments. The Bank will provide investment market information, services, and a policy portfolio on a monthly and quarterly basis.
- Savings insurance product (KKPGEN Wealth 5/1 (SP)): This product is a single premium payment with low financial risk planning over a short period and provides an annual cash return of 3% of the sum assured and a 103% maturity benefit.
- Insurance on a digital channel, the new distribution channel on the KKP mobile application. Clients can easily access product information and insurance applications over the insurers' platform with a single click on the KKP mobile application. Currently, personal accident (PA) and motor insurance are available on the KKP mobile application.

- **Priority Banking**

PRIORITY service is specially created by the Bank for high-net-worth clients whose combined value of deposit and investment (average asset) is Baht 10 million or higher. The Bank analyzes the clients' needs and offers a wide range of funding and wealth products and services suited for the needs of each individual client, such as deposits, investment-related products covering all types of mutual funds – fixed income funds, equity funds, bonds, structured

notes, and bancassurance, namely savings, annuities, life insurance, and unit-linked products. There are also services providing family wealth management and the Lombard loan, which is a credit facility for liquidity support.

The main PRIORITY services are:

- Deposit: Comprises several types of accounts, specially selected for clients to choose from, such as KKPS, a savings account for investors, in order to facilitate investment transactions made through KKPS and increase opportunities for a higher return; fixed deposit and FCD which offer greater convenience when making cross-border transactions.
- Investment: The Bank provides advice on clients' investment plans to best suit the clients' financial goals through the Bank's relationship managers at the Bank's branches, together with a team of financial experts from KKPS, via both local and global investment products. There are two types of services. Kiatnakin Phatra Wealth Management is offered to clients with a portfolio value of Baht 30 million or greater who are interested in diversified investments. The Group's financial experts provide advice on appropriate asset allocation to ensure proper investment and financial proportions while paying attention to all relevant angles of the clients' financial status to ensure the best-fit advice on risk management for each individual client. Kiatnakin Phatra Edge is the financial planning service for clients with a portfolio value of Baht 2 million and higher, which offers greater coverage for tax planning, retirement planning, and educational planning for their children through an investment allocation strategy and an appropriate risk management scheme via local and foreign financial products.
- Lombard loan: A multi-purpose credit facility offered to clients who are high-net-worth clients of KKPS, using financial assets under KKPS's management as collateral.

In addition, to provide clients with investment

choices, the Bank acts as a mutual fund selling agent for KKPAM and has formed a business alliance with insurance companies to conduct bancassurance business through the Bank's distribution channels. The Bank also offers online services such as e-Banking and mobile banking, as well as investments to improve the convenience of self-service transactions.

Besides our PRIORITY services, the Bank also gives various PRIORITY privileges throughout the year with exclusive events, aiming to increase knowledge in finance and investment for our clients, such as the KKP Focus Forum, an update on worldwide investment situations, together with providing investment advice, and the NeXtGen Program: From Study to Success, which is a serial yearly seminar that aims to prepare clients' business successors and further strengthen and advance their businesses. Events are held both online and on-site to best fit the situation and the convenience of clients.

• Corporate Banking

The Corporate Banking Group was formed after the merger with KKP CAP. The aim is to extract synergies from the merger by leveraging strength from existing KKPS relationships with clients, which are mainly listed companies on the SET and other large corporations, for which KKPS is providing investment banking, financial consultancy services, and raising capital through the sale of assets, and other financial and investment services. This is done in conjunction with the Bank's expertise in offering credit products. As a result, the Group is able to provide a full financial service platform for clients.

The Corporate Banking Group is responsible for offering credit facilities to all industries under the credit policy of the Bank but does not include those already managed by the Commercial Lending Group. The target market is listed companies, their subsidiaries, and their affiliates; non-registered major companies; multi-national companies; and cross-border lending, mainly in Southeast Asia. The credit services include revolving credit lines, project finance, loan syndication, loans for business expansion, and other credit products that evolve with the financial and capital markets.

The Group coordinates closely with KKPS's team, the Financial Markets Group, and other departments under the Wholesale & Investment Banking Group to offer various financial services to clients, resulting in

a broader and deeper understanding of the targeted businesses.

The Corporate Banking Group will continue to selectively grow assets and revenues with a suitable portfolio to broaden the Bank's revenue base by working on key KKP competitive segments and focusing on potential sectors, such as energy and utilities, M&A financing, debt restructuring, tourism, and domestic services.

As of December 31, 2022, the Corporate Banking Group booked a record high loan balance of Baht 51,817 million, or an increase of 20% YoY, due to the continuous acquisition of new clients, mainly driven by utilizing KKP's network and increasing the size of existing clients' wallets.

- **Commercial Lending**

The Commercial Lending Group's aim is to strengthen clients' businesses by providing a comprehensive range of products and services to meet their needs. The Commercial Lending Group provides services to the following three sectors in which the Bank has expertise: 1) real estate lending; 2) apartment and hotel lending; and 3) general industry, which consists of logistics lending, commercial and industrial lending, and construction materials and machinery lending. The details of each sector are as follows:

1. **Real Estate Lending**

The Bank provides real estate lending to real estate developers within Bangkok and its vicinity. Real estate lending aims to facilitate the sale of real estate project. The Bank concentrates on facilitating clients with a timely approval process, suitable types of credit facilities, an adequate loan amount, and an appropriate repayment schedule that suit the clients' anticipated cash flow scheme.

The Bank has a wide variety and full range of financial products to facilitate real estate developers, such as long-term loans for both project financing and investment in future project development, working capital, Aval and letter of guarantee ("LG") limits, etc.

The Bank is equipped with a qualified credit team and technical specialists who are business partners capable of providing a full range of services, including technical advisory services on engineering works, construction, architectural designs, and research and development information. The Bank also has

a network that can provide client support for project management. These support services are aimed at enhancing the clients' business potential. The Bank also continually develops the working process to ensure a timely and efficient credit approval process.

2. **Apartment and Hotel Lending**

Apartment and hotel lending is credit extended to clients who operate rental apartments, service apartments, dormitories, rental offices, and hotels, both for new investments and for renovation work. The Bank has architectural and engineering teams that can offer advice on construction plans and construction work for the projects to ensure the standard is met. The Bank offers a wide range of products to support entrepreneurs, such as long-term loans for both new construction projects and renovation projects, working capital, Aval and LG limits, etc.

3. **General Industry**

General Industry focuses on lending to various manufacturing and service businesses as follows:

- Commercial and industrial lending focuses on providing support to entrepreneurs in both manufacturing and service businesses, for example, in the food industry, healthcare industry, communications equipment, telecommunication, the manufacturing of electrical appliances and hardware, the packaging business, etc. The Bank's lending products include long-term loans for factory expansion and machinery purchases, secured revolving facilities, and credit for refinancing.
- Logistics lending is credit extended to finance logistics activities, which include the transportation of containers, automobiles, vehicle spare parts, etc. In this regard, the Bank offers various credit types, such as hire purchase for owners of car rental fleets and hire purchase for trucks, lorries, and tow trucks. Term loans for land purchase and building construction, as well as working capital facilities, are also available for logistics lending.

- Construction materials and machinery lending provides support to businesses related to the construction industry and businesses engaged in the sale and rental of construction machinery. Facilities consist of revolving credit lines, leasing and hire purchase, Aval and LG limits, etc.

In addition to lending products, the Bank also provides financial solutions to meet clients' needs, such as business cash management, risk protection, and wealth management, to ensure that the clients' businesses can grow sustainably.

- **Special Asset Management (SAM)**

Special asset management or distressed asset management businesses are operated by the Bank together with mutual funds in which the Bank holds unit trusts. The Bank began its distressed asset management activities in 1999, when it auctioned some debt portfolios from the Financial Sector Restructuring Authority (FRA). During 2003-2006, the Bank also auctioned debts under liquidation process from the Legal Execution Department. In 2010, the Bank acquired unit trusts in Gamma Capital Fund and Bangkok Capital Fund, both of which operate mutual fund operations which are similar lines of business to those operated by the Bank's subsidiaries. The Bank currently holds total unit trusts in six mutual funds, all of which are in liquidation.

The special asset management business is managed by the Special Asset Management Group, which consists of the Debt Restructuring Department, which is responsible for handling debt restructuring negotiations, and the Foreclosed Property Management Department, which is responsible for sales of foreclosed assets. The details of assets for sale, such as property type, location, size, and price range, are provided at <https://bank.kkpf.com/th/kkproperty> for viewing by clients and interested parties.

- **Financial Markets**

The Financial Markets Group offers financial products and services for investment, business operations, and hedging purposes to serve both corporate and high-net-worth clients of the Bank and KKPS through collaboration within the Group. Our range of products and services includes FX business, primary and secondary bonds, structured notes, and financial

derivatives with an array of asset classes, such as FX, interest rates, and equity.

For the year 2022's operating performance, the Financial Markets Group achieved its financial target with an increase in reported revenue compared to that of the previous year. The FX business expanded as a result of the high volatility of Thai Baht and the Bank of Thailand's relaxation of FX regulations. Moreover, the Financial Markets Group created a system to provide FX services to KKP DIME in order to support offshore investments.

The performance of fixed-income businesses was affected by the higher market interest rate environment. Nevertheless, the Financial Markets Group had entered into hedging activities with derivatives to minimize the impact. Moreover, corporate bond trading volume had increased compared to last year, resulting in an improvement in market share and dealer ranking, as planned. In addition, the derivatives business had performed well due to the collaborative work within the Group to offer product solutions for the Wholesales & Investment Banking Business' clients.

In addition, the Financial Markets Group continued to play a key role in fund raising through its instruments in both the short- and long-term debt markets. KKP's yen currency debenture was newly issued in 2022. The collaboration between the Bank and KKPS to improve product variety and efforts to provide the right investment products for investors led the Group to be the top issuer in 2022 for structured notes.

The new treasury system project has been one of the most crucial projects for the Financial Markets Group. The Bank put effort into implementing the system at a good pace and target a successful go-live within 2Q2023. The accomplishment of this project will enhance operational efficiency and support business and product expansion.

The Financial Markets Group commits to offering a high professional standard of financial services and solutions to meet clients' demands and market situations by utilizing its expertise and fostering collaboration within the Group. In 2023, business partnerships and the enhancement of financial services in digital platforms will be the focus in order to support the digital transformation in today's fast-changing financial services environment.

In addition to product and service offerings, the Bank also places great importance on enhancing internal efficiencies through support groups, with developments as follows:

- **Personnel**

The Group has continuously placed great emphasis on the development of employees and leaders with the belief that efficient personnel and leadership are the keys success in driving the Group's short- and long-term strategies for achieving its mission, vision, and purpose. The Group recognizes the importance of its employees and strives to create a supportive working environment and corporate culture under the common corporate principles, which underline employee participation and collaboration to maximize the most benefit for clients and the Group, as well as society, to ensure sustainable business growth.

The Bank aims to be a "Great Place to Work" by creating an impressive experience for both employees and candidates throughout the employee journey (Employee & Candidate Experience). Our initiatives include searching for qualified candidates through the KKP principle-based selection interview technique and attracting candidates through various channels to gain access to the most qualified personnel; an effective performance management system to drive towards a performance-driven organization and providing advice and assistance frequently to enhance employee performance and expertise; fair and competitive compensation to be comparable to leading business groups in the same industry, as well as flexible welfare and benefit programs which respond to the individual's specific needs and changing economies and living conditions; supporting diversity and respecting individual differences among employees in terms of race, religion, culture, physical ability, gender, and experience, etc.; creating opportunities for employees to manage their own career growth; and providing a wide range of training and development in line with the aim to become a learning organization through supporting the theme of "Freedom to Learn and Freedom to Grow" and encouraging employees to acquire more knowledge and skills by having access to anytime, anywhere digital learning (Taxila Platform), thereby supporting their self-development. The Bank promotes employees' health through the Happiness

Inside program, which comprises four dimensions of happiness (physical, mental, social, and financial), with the belief that healthier employees will be happier and more productive, which are key to the success of the organization. Additionally, the Group has invested in new technology to modernize the human resource system, which is an important tool for the future work platform "Anytime, Anywhere," enabling positive employee experiences throughout their journey.

- **Transactional Banking and Operations**

In 2022, the Bank underwent a major restructuring of its operations by integrating its transactional banking services, including securities business and payment systems services, card management, cash management, and payment system development, with its operational work, which resulted in the Transactional Banking and Operations Group. The decision was made in order to provide a clearer direction and more focus on management and integration among all support functions within the Bank. It is also focused on building business infrastructure in various fields with modern technology and efficiency to support the business of the Group and its clients. Amid the rapidly changing environment, the Transactional Banking and Operations Group's aim is to differentiate by offering fast response to client needs with flexibility and customization to meet real client needs and ultimately create a sustainable business partnership with clients. The Bank would not be able to operate in this way without robust technology infrastructure and work systems that are suitable, up-to-date, and using systems solutions at the same level as global banks.

1. **Securities Business Services**

At present, the Bank has continually expanded its capabilities to provide securities business services. The Bank provides custodial services to private funds and mutual fund supervisory services with the ability to safekeep assets and settle institutional investors' investments both domestically and internationally, etc. In 2022, the Bank has made significant developments in increasing the capability of both its operating systems and personnel to support custodial services for foreign institutional clients (non-resident investors), which is an indicator of confidence in the Bank's operating system comparable to that of global custodian banks with branches in Thailand. By working together seamlessly under

the Group, the Bank is able to offer total solutions to clients efficiently. In addition, the Bank can differentiate and provide services that benefit clients or business partners through linking custodial services for both domestic and foreign institutional investors or linking services as a custodian for securities subscriptions for securities offering through a crowdfunding system with payment services that complement the Application Program Interface (API) technology. Additionally, the Bank also provides fund accounting services, which are back-office outsourcing services for corporate clients who are focused on having lean operations. Furthermore, the debenture holder's representative, securities registrar, and paying agent for securities issuers can complete the full needs of the issuer in fund raising with the Group's total financial solution. This increases the flexibility of doing business and reduces the overall cost of the business group that used to rely on services from other service providers. Therefore, this is also a business opportunity for the Bank to expand its securities business services by providing customized services to meet the needs of corporate clients, with the ultimate benefit to clients.

2. Payment and Cash Management Services

The Bank places a high value on the development of a more stable payment system in order to maintain its competitiveness and service clients' transactions. The Bank has focused on structuring its systems to accommodate the ever-increasing volume of payment transactions, including the ability to manage in the event of an emergency. In addition, new service capabilities have continually been developed to meet the needs of corporate and retail clients, such as the development of payment systems for corporate clients through KKP BIZ e-Banking, e-Withholding tax, payment gateway, and an online payment connection with FinNet Innovation Network Co., Ltd. (FinNet), a subsidiary of the SET that acts as a payment intermediary for transactions in capital markets, which will allow clients who have an account with the Bank to conveniently make payment transactions with ease. This is a business opportunity to extend the time to make investment decisions in mutual funds for clients using KKP as an investment account. The Bank also improves the client journey for retail clients by offering card-less ATM withdrawals via mobile banking in collaboration with its partner banks,

Siam Commercial Bank PCL and Bank for Agriculture and Agricultural Cooperatives (BAAC). In 2022, the Bank enhanced the ability for its clients to use the KKP mobile application to withdraw cash through ATMs of both partner banks, totaling more than 13,500 ATMs throughout Thailand. The Bank also plans to expand this capability with other partner banks for better coverage for clients in 2023.

3. Development of Infrastructure to Support Digital Journey

Under the cooperation and support of the Bank of Thailand, the Bank has initiated and extended the ability to authenticate via NDID by developing the digital contract ("dContract") system for authentication of signing contracts or other crucial business documents with the connection of electronic stamp duty payment with the Revenue Department. Such developments increase the ability to conduct business under the changing business environment caused by the COVID-19 situation and more digital adoption and understanding of NDID and mobile applications. Thus, the Bank can provide a truly digital journey, increasing convenience for clients. It also reduces the time and cost of operations for the Bank.

4. Business Continuity Management

Apart from quality and efficiency in providing services, the Bank also recognizes and attaches importance to crisis management with a proper crisis management plan. In the case of unexpected business disruptions, critical business functions must be able to perform continuously or resume at the appropriate time in accordance with the guidelines of the Bank of Thailand. Moreover, to raise awareness for employees and to deal with emergency situations effectively, the Bank has scheduled tests for the performance of the crisis management plan on a regular basis to ensure that relevant parties and staff understand their roles and responsibilities and are ready to provide services in the event of an emergency.

Concerning the COVID-19 pandemic situation in 2022, the government declared COVID-19 a monitored disease. The Bank regularly monitored news and surveillance of COVID-19 measures from government agencies, and in order to manage the situation effectively, the business continuity plan for a pandemic situation was reviewed and updated to align with the current situation.

The Bank recognizes impacts in four key areas: 1) personnel; 2) premises; 3) information systems and work processes; and 4) business-related persons. Important measures were put in place to respond to the situation in a timely manner, as follows:

- Prepare adequate equipment to support work from home under the Bank's policy.
- Update the call tree chart for all units.
- Prepare BCP sites to be ready for activation at any time.
- Establish suitable measures for allowing access to the Bank's premises.
- Announce COVID-19 measures and awareness regularly to employees and other stakeholders so all concerned parties understand the situation and are able to take care of themselves and others properly.
- Maintain health and safety measures in the working space and prepare sufficient protection equipment.
- Focus on technology development to serve clients and ensure effectiveness in serving clients' needs.

- **Information Technology**

In 2022, the Bank continued its commitment to create innovation, improve its IT platform, and provide new tools to upgrade products and services with leading technology in response to the rapidly changing working environment and consumer behavior accelerated by the pandemic and global trend in order to deliver a good client experience. In addition to the consistent effort in modernizing the core IT platform, enhancing data intelligence, upgrading digital sale and service tools, and adopting automation, the Bank also invested more in the cyber security area to improve detection and protection capabilities and minimize potential risk. The Bank's key initiatives for each area can be summarized as follows:

- **Modernizing the IT Platform and Automation**

In response to digital transformation initiatives, the Bank has upgraded the internal collaboration tools to improve the operational efficiency of the organization, especially the LowCode and Power Apps platform (part of Microsoft Office 365), which can deliver powerful workflow processes and

dashboard monitoring as well as reduce the operating cost significantly.

For the digital payment infrastructure (national ePayment), the Bank has allowed connectivity with the Revenue Department to provide e-Tax invoice, e-Receipt, and debit and credit note services for both clients and business partners. The electronic transactions and documents include the digital signature according to the Revenue Department and ETDA standards. In addition, the Bank is the first in Thailand to adopt NDID for implementing the dContract, which can pay stamp duty (eStamp Duty) through seamless online processing. The dContract was launched along with the debt restructuring (TDR) contract and open unit holder contract.

Furthermore, the Bank is developing Thinker (pilot launch in 2Q2022), a new powerful data-driven tool with a decision tree to support the loan origination system, which is the next generation of the credit underwriting platform that uses the clients' data and a decision tree to review and approve credit and reduce judgement from underwriters, significantly improving the operation efficiency. The risk decision engine tool is a new platform that uses clients' data, including historical statistics and behavior, to determine the debt collection strategy and identify the best channel to contact clients.

Moreover, the Bank also participated in and contributed to the development of the digital bond infrastructure of the SET, which is the major capital market infrastructure that will significantly improve the efficiency and effectiveness of operations for both issuers and investors.

Dedicated efforts and investments have been secured to maintain operational excellence as part of our commitment to deliver a meaningful experience to clients and sustain our long-term business growth. Monitoring tools with AI for key applications have been acquired to stabilize the operation, and the end-to-end daily processing has been redesigned to ensure all SLAs (service level agreements) are improved, as proven by the continued and significant reduction in downtime. Cloud data base and processing have been deployed in areas the Bank foresees as benefiting from cost optimization due to low initial investment and their ability to enable a faster time to market.

- Data Intelligence Development

The effort to uplift and strengthen data analytic capabilities has continued from last year, when the Bank adopted the latest cloud-based technology for its bank-wide enterprise data platform. A series of new and advanced analytic data marts and dashboards have been gradually released throughout the year, and the Bank anticipates fully sunsetting the legacy platform next year. The best practices in data management and policy governance are in place, and the aim is to expand the coverage to the entire financial group, leveraging synergies of data insight across the organization to enhance competitive edge in securing business opportunities and providing the best-fit offers to clients. Solid data structures are a core foundation to enable the success of new business use cases and new project implementations, such as the decision management upgrade for loan application and collection areas and campaign tools for personalized offers with seamless handover experiences across channels. Furthermore, the Bank is focused on data analytic tools and training programs aimed at enabling employees to maximize the use of analytic tools and provide sufficient insight access to valuable dashboards in a secure environment while also complying with PDPA regulation (Personal Data Protection Act).

- Improving Cyber Security Capabilities

With cyber threats exponentially increasing and becoming more targeted nowadays, the Bank realizes that existing defensive mechanisms can never be enough and understands the need for continuous improvements to keep up with the threats. As a result, the Bank strives to improve cyber security capabilities by preparing for, defending against, and responding to threats, including recovery processes to ensure operational uptime. Besides improving monitoring capabilities, user awareness is also an important factor that will enforce the organization's capabilities. Consequently, cybersecurity knowledge is provided to employees in the organization continuously.

• Risk Management

- Overview of Risk Management

The Group improved many aspects of risk management in the previous year to strengthen overall risk management, for example, through the development of both new and existing risk management tools to increase effectiveness, the

establishment of a recovery plan for solving problems that may arise in the future, and the promotion of a good risk management culture.

- Risk Management Development

In 2022, the Group developed several risk management initiatives to increase the efficiency of risk management activities, as follows:

1. Existing tool applications and new tool development

- Developed an internal credit rating ("ICR") system to classify the risk levels of commercial lending and corporate lending clients. The results from the ICR will be used in each client's credit approval and credit review processes.
- Initiated the monitoring of the watch list process to increase the surveillance and supervision of debtors more closely, allowing the Bank to be able to solve problems or provide assistance to debtors faster and in a more timely manner.
- Developed the NCB score (acquisition score) for housing loans, which improved the efficiency of acquiring new clients for housing loans.
- Improved the NCB score (acquisition score) for retail lending covering many products, such as personal loans, new car hire purchase loans, used car hire purchase loans, Rod Riak Ngern, SME loans, etc.
- Improved the acquisition score for clients with limited or no NCB data for retail lending in many products, such as new car hire purchase loans, used car hire purchase loans, Rod Riak Ngern, etc.
- Developed and improved the behavior score for auto hire purchase loans divided by product, namely, new car hire purchase loans, used car hire purchase loans, Rod Riak Ngern, and personal loans, and by daily calculations according to the due date to increase the accuracy of distinguishing clients in order to determine:

- Debt collection strategies, including cross-selling strategies and topping up the credit limit in accordance with the risk level of the clients; and
 - Risk segmentation to determine the debt collection strategy.
 - Developed a plan to reduce credit loss from the sale of repossessed vehicles in volatile markets.
 - Developed risk segmentation by developing CHAID as a loan collection tool for retail lending.
 - Determined the indicator to monitor the credit quality of each retail lending product to promptly monitor the credit quality of the new loans. This is a proactive action to prevent NPLs, which eliminates the need to issue measures to improve the product program.
 - Developed early indicators to improve product programs and launched test programs for new channels and new segments in order to increase business opportunities within acceptable risk levels for the Bank and determine the exposure for the test to reduce the Group's concentration risk.
 - Reviewed the risks of retail credit clients at the portfolio level to manage the risk when setting limits. Implementation of a program to assist clients in timely debt restructuring in case of significant increases in risk. It is also used to formulate credit quality improvement strategies that are suitable for each client's situation.
 - Specified special financial assistance measures in accordance with the client's repayment ability for retail lending in every lending product to alleviate the impact of the COVID-19 situation, natural disasters, or unfavorable economic situations.
 - Developed and improved the provision model under TFRS 9 for the COVID-19 situation and volatile economic situations in the future.
 - Developed various calculation tools, such as fair value, pricing, profit and loss, analysis of profit and loss, market risk and capital adequacy, counterparty credit risk, and credit value adjustment for new products of the Financial Markets Group.
 - Developed model for adjusting the behavior of savings deposits (CASA) to be more accurate by separating behaviors based on client type and savings deposit product type for better liquidity risk management.
 - Improved commercial credit risk and financial institution dashboards to increase stability and the level of information provided.
 - Improved single lending limit (SLL) effectiveness.
 - Developed and improved the risk assessment of interest rates in the banking book (IRRBB) to be more efficient and reflect reality by adjusting the risk factors of client behavior in the re-pricing gap and testing the risk factors for deformation and the slope of the yield curve in various patterns.
2. Preparation for future systems and requirements of the Bank of Thailand
 - Improved relevant systems to support TFRS 9 accounting standards and the Bank of Thailand's regulations under the COVID-19 pandemic situation and volatile economic situations in the future.
 3. Preparation for new product launches to support the Financial Markets Group by the Market Risk Management Department
 - Index options, complex options, or adding a new underlying asset
 - Purchased a new treasury system to increase the efficiency of business operations.
 - Reviewed the market risk management criteria to suit current business needs and be in line with the new treasury system.

- Prepared for the termination of publishing IBOR and THBFX interest rates.

4. New guideline implementation and process improvement

Apart from new developments for risk management, the Group also continued to develop the previous year's risk management actions, which have contributed benefits to the business as follows:

1. Establishment of a recovery plan to prepare for future financial crisis, especially the impact on liquidity risk and capital adequacy of the Group, so that the Group will be able to strengthen its stability more effectively with the integration of risk frameworks and crisis response plans in each area.
2. Risk management involvement in the product and service development process along with business units.
3. Risk management knowledge training for the Bank and the Group companies' personnel to foster understanding and embed risk awareness and risk culture into the Group.
4. Capital adequacy assessment process developed by the Group, which covers all of the Group's significant risks and assesses three aspects of capital adequacy: forecast capital needs, current capital needs, and potential capital needs in crisis, to conform with the Internal Capital Adequacy Assessment Process (ICAAP) guidelines from Basel.
5. Prepared and improved loan-to-value calculation rules for Lombard loans to accommodate new types of collateral and better reflect collateral risks.

In 2022, the Group focused on risk management, bad debt management, and the provision of financial assistance to debtors who were affected by the COVID-19 situation and debtors who were impacted by natural disasters or the economic situation. The Group also focused on the quality of new clients during the year.

All risk models are validated every quarter to assure the accuracy and effectiveness of risk management. The Group continues to encourage

cooperation between the Risk Management Group and other business units in managing risk, developing risk management procedures, and initiating tools or processes to assess risks the Group may confront within the foreseeable future.

- **Compliance**

Compliance units under the Legal and Compliance Group are an independent control function of the Group and are responsible for supervising compliance risk with the purpose of enabling business units within the Group to operate in compliance with relevant laws and regulations, with an emphasis on working as a business partner in cooperation with business functions and other support functions within the Group. While the principal responsibility for compliance lies with business managers and their teams, all employees are responsible for protecting the Group by: 1) understanding and adhering to compliance requirements that apply to their day-to-day activities, including the Group's Guidelines for Business Conduct and other policies and procedures, and 2) seeking advice from relevant compliance units with questions regarding to compliance requirements and promptly reporting violations of laws, rules, regulations, policies, or relevant ethical standards. Compliance risk management starts with the Board of Directors and senior management, who set the tone from the top by promoting a strong culture of ethics, compliance, and control, while the Compliance and Governance Committee shall assist the Board of Directors in achieving those goals.

Compliance units educate and provide advice and suggestions to business units to operate in compliance with changed laws and regulation requirements according to guidelines in conducting business and treating clients fairly, as well as oversee non-compliance risks by forming compliance surveillance programs, including serving as the contact center for the Bank and the Group companies to coordinate with relevant authorities during official inspections and monitoring the Group's operations to ensure corrective procedures according to observations raised by the authorities. Also, they have the duty to ensure that the Group determines policies, rules, and regulations in accordance with relevant laws and the Group's Guidelines for Business Conduct.

Capital Market Business

The capital market business is under the operation of the Bank's subsidiaries, comprising KKP CAP, KKPS, KKP DIME, and KKPAM of which core businesses can be divided into five categories:

1. Securities and Derivative Brokerage

KKPS is the No. 6 registered broker, servicing foreign and Thai institutions as well as high-net-worth individuals on stock and derivatives trading in the SET, the mai, and Thailand Futures Exchange ("TFEX").

In 2022, KKPS ranked first in market share, accounting for 18.63% of the total trading value of the SET and the mai combined (excluding proprietary trading), and generated revenue from brokerage fees in the amount of Baht 1,840.31 million. The proportion of revenues from institutional investors and high-net-worth individuals was 74.17% and 25.83%, respectively.

Of the total institutional brokerage fee income earned by KKPS in 2022, local institutional client business accounted for 48.25%, consisting of asset management companies, provident funds, private funds, the government pension fund, the Social Security Office, and insurance companies. As of December 31, 2022, KKPS had 41 local institutional clients that transacted at least once in the past year.

Foreign brokerage income accounted for 51.75% of the total, of which 22.77% was from BofA Securities, previously Bank of America Merrill Lynch, according to the securities brokerage and business alliance agreement.

In addition, KKPS's derivatives brokerage fee income from local and foreign institutions amounted to Baht 180.75 million, while income from securities borrowing and lending activities totaled Baht 120.82 million in 2022.

KKPS acts as a broker for high-net-worth individuals using financial consultants and client service assistants who are registered with the Securities and Exchange Commission ("SEC") in the capacity to advise clients with investment opportunities for the SET- and mai-listed securities, debt instruments, derivatives instruments, and other investment units. Additionally, KKPS offers personal wealth planning and investment to mass affluent clients who have investible assets between Baht 2-30 million, using an online investment platform and investment advisors in the capacity to advise clients under the Kiatnakin Phatra Edge brand.

As of the end of 2022, the value of assets under advisory for all high-net-worth clients of KKPS was approximately Baht 742,000 million, from a client list of around 20,900 accounts.

The table below illustrates the value of securities traded in the SET through KKPS and the brokerage fee and market share of KKPS as of December 31, 2022:

| | Local Institutions | Foreign Institutions | High-net-worth Individuals |
|--|-----------------------|-------------------------|-------------------------------|
| Total trading value of KKPS (Baht Million) | 265,025.76 | 5,851,147.85 | 229,942.86 |
| Market share ¹ (%) | 9.61 ² | 34.71 ³ | 1.59 |
| Brokerage fee (Baht Million) | 658.53 | 706.42 | 475.36 |
| Proportion of brokerage fee (%) | 35.78 | 38.39 | 25.83 |

Source: SET, KKPS

Remarks: ¹ The market share is calculated based on the figures collected by KKPS and the data released by the SET.

² The market share of local institutions is calculated after deducting trading transactions of proprietary accounts.

³ The market share of foreign institutions of KKPS is divided by transactions of foreigners after deducting transactions of foreign individuals.

In servicing clients, KKPS offers macro and equity research with a team of 11 analysts covering 90 listed companies. KKPS's equity research covers an aggregate market value of 65.94% of the market capitalization of the SET. KKPS provides investment advice and trading ideas for clients with a dedicated sales and research team.

KKPS's Research Group collaborates with BofA Securities, under an exclusive agreement on research cooperation. Under the agreement, KKPS's analysts produce research on the Thai economy and politics as well as SET-listed securities, which are distributed to BofA Securities' clients under the BofA Securities brand, while KKPS also distributes BofA Securities' research on regional and global macro as well as equities to Thailand-based clients.





2. Investment Banking Business

KKPS is one of the leading investment banks in Thailand, providing financial advisory services and securities placement services to government agencies, state enterprises, and leading companies in Thailand.

Previous projects include the IPO/POs of PTT PCL, Krungthai Bank PCL, Thai Airways International PCL, Thai Oil PCL, PTT Exploration and Production PCL, Tesco Lotus Retail Growth Freehold and Leasehold

Property Fund, Airports of Thailand PCL, Thai Beverage PCL, BTS Rail Mass Transit Growth Infrastructure Fund, Star Petroleum Refining PCL, B.Grimm Power PCL, Osotspa PCL, Thailand Future Fund, Asset World Corp PCL, Central Retail Corporation PCL, PTT Oil and Retail Business PCL, Ngern Tid Lor PCL, and Thai Life Insurance PCL as well as the issuance of exchangeable bonds of Charoen Pokphand Foods PCL into CP ALL PCL's shares, the issuance of Bangkok Dusit Medical Services PCL's convertible bonds, the merger of Bangkok Dusit Medical Services Group with Phyathai Hospital Group and Paolo Hospital Group, and the acquisition of Bank of Ayudhya PCL by the Bank of Tokyo Mitsubishi UFJ, Ltd.

KKPS continued to play a major role in the M&A market, advising major corporations in merger and acquisition transactions, facilitating joint ventures and business alliances, restructuring businesses, and advising on the issuance of financial instruments. In 2022, KKPS was chosen to be the financial advisor of JWD InfoLogistics PCL, SCG Logistics Management Co., Ltd., Bank of Ayudhya PCL, Principal Capital PCL, and Pewdee Clinic Esthetics Co., Ltd. in their M&A activities and restructuring, with a combined transaction size of more than Baht 67,005 million.





| Company | | Details of the Project | Value (Baht Million) |
|---|---|--|-------------------------|
|  | JWD InfoLogistics PCL and SCG Logistics Management Co., Ltd. ^{1 2} | The merger of JWD InfoLogistics PCL ("JWD") and SCG Logistics Management Co., Ltd. ("SCGL") whereby JWD will issue ordinary shares as compensation for the transfer of all ordinary shares of SCGL. After the share swap, SCGL's existing shareholders will hold shares in JWD in the proportion of not more than 43.7% of all JWD's voting shares and there will be EBT (entire business transfer) of SCGL's business to JWD. | 43,500 |
|  | Bank of Ayudhya PCL ² | The purchase of 75.0% of the ordinary shares of Home Credit's consumer finance business in Indonesia and the Philippines | 17,701 |
|  | Bank of Ayudhya PCL ² | The purchase of 99.1% of the ordinary shares of Capital Nomura Securities PCL from Nomura Asia Investment (Singapore) Pte. Ltd. | 5,501 |
|  | Principal Capital PCL and Pewdee Clinic Esthetics Co., Ltd. ¹ | The purchase of the ordinary shares and newly issued ordinary shares representing 51.0% of Pewdee Clinic Esthetics Co., Ltd. by Principal Capital PCL | 303 |

Remarks: ¹ KKPS acts as a central advisor













² Announced transactions in 2022 and currently in progress

For the equity market in 2022, KKPS was appointed as financial advisor, joint global coordinator, and domestic joint bookrunner for the IPO of Thai Life Insurance PCL and financial advisor, joint global coordinator, and domestic joint bookrunner for the IPO of Betagro PCL, in which KKPS helped raise Baht 37,067 million and Baht 20,000 million, respectively.

In addition, KKPS was appointed as the sole bookrunner in the overnight private placement of Bumrungrad Hospital PCL and The ONE Enterprise PCL, with a total value of Baht 11,889 million and Baht 3,035 million, respectively.













| Company | Details of the Project | Value (Baht Million) |
|---|-----------------------------|-------------------------|
|  Thai Life Insurance PCL | Initial public offering | 37,067 |
|  Betagro PCL | Initial public offering | 20,000 |
|  Bumrungrad Hospital PCL | Overnight private placement | 11,889 |
|  The ONE Enterprise PCL | Overnight private placement | 3,035 |

In 2022, the fixed-income business continued to grow from the previous year. KKPS serviced corporate clients in 49 debt offerings with a total value of over Baht 288,333 million with details as follows:

| Company | Details of Project | Value (Baht Million) |
|--|--|-------------------------|
|  Kiatnakin Phatra Bank PCL | Euro-dominated bonds No. 1/2022 | 2,064 |
|  Muangthai Capital PCL | Senior unsecured debentures No. 2/2022 | 4,000 |
|  CPF (Thailand) Co., Ltd. | Perpetual bonds No. 1/2022 | 15,000 |
|  SANSIRI Sansiri PCL | Senior unsecured debentures No. 2/2022 | 5,000 |
|  Central Pattana PCL | Senior unsecured debentures No. 1/2022 | 5,500 |
|  Minor International PCL | Senior unsecured debentures No. 1/2022 | 7,000 |
|  KTC Krungthai Card PCL | Senior unsecured debentures No. 1/2022 | 2,000 |
|  KTC Krungthai Card PCL | Senior unsecured debentures No. 2/2022 | 1,000 |
|  Kiatnakin Phatra Bank PCL | Senior unsecured debentures No. 2/2022 | 5,000 |
|  Lalin Property PCL | Senior unsecured debentures No. 1/2022 | 500 |
|  ORIGIN Origin Property PCL | Senior unsecured debentures No. 1/2022 | 3,500 |
|  Ngern Tid Lor PCL | Senior unsecured debentures No. 1/2022 | 8,300 |

| Company | Details of Project | Value (Baht Million) |
|---|--|-------------------------|
|  Supalai PCL | Senior unsecured debentures No. 2/2022 | 2,600 |
|  B.Grimm Power PCL | Green bonds No. 1/2022 | 12,200 |
|  BEC World PCL | Senior unsecured debentures No. 1/2022 | 2,000 |
|  True Move H Universal Communication Co., Ltd. | Senior unsecured debentures No. 1/2022 | 7,848 |
|  True Move H Universal Communication Co., Ltd. | Senior unsecured debentures No. 2/2022 | 2,800 |
|  IRPC PCL | Green bonds No. 1/2022 | 11,000 |
|  Ngern Tid Lor PCL | Senior unsecured debentures No. 2/2022 | 300 |
|  Muangthai Capital PCL | Senior unsecured debentures No. 4/2022 | 4,964 |
|  Srisawad Corporation PCL | Guaranteed debentures No. 1/2022 | 4,682 |
|  Kiatnakin Phatra Bank PCL | Yen-dominated bonds No. 3/2022 | 640 |
|  Xayaburi Power Co., Ltd. | Green Baht bonds No. 1/2022 | 8,395 |
|  Ngern Tid Lor PCL | Senior unsecured debentures No. 3/2022 | 3,000 |
|  Srisawad Corporation PCL | Guaranteed debentures No. 2/2022 | 2,883 |
|  Srisawad Corporation PCL | Guaranteed debentures No. 3/2022 | 820 |
|  Gulf Energy Development PCL | Senior unsecured debentures No. 3/2022 | 25,000 |
|  CP ALL PCL | Senior unsecured debentures No. 2/2022 | 9,739 |
|  CP ALL PCL | Senior unsecured debentures No. 3/2022 | 4,835 |
|  Origin Property PCL | Senior unsecured debentures No. 3/2022 | 3,000 |
|  Kiatnakin Phatra Bank PCL | Yen-dominated bonds No. 4/2022 | 778 |
|  Minor International PCL | Perpetual bonds No. 1/2022 | 13,000 |
|  Energy Absolute PCL | Senior unsecured debentures No. 1/2022 | 5,100 |
|  Ngern Tid Lor PCL | Senior unsecured debentures No. 4/2022 | 6,500 |
|  Sena Development PCL | Senior unsecured debentures No. 2/2022 | 2,000 |
|  Banpu PCL | Senior unsecured debentures No. 2/2022 | 9,100 |
|  Sansiri PCL | Senior unsecured debentures No. 5/2022 | 7,000 |



| Company | Details of Project | Value (Baht Million) |
|---|--|-------------------------|
|  JMT Network Services | Senior unsecured debentures No. 1/2022 | 3,375 |
|  Central Pattana PCL | Senior unsecured debentures No. 3/2022 | 6,300 |
|  Ek-Chai Distribution System Co., Ltd. | Senior unsecured debentures No. 1/2022 | 23,493 |
|  Jay Mart PCL | Senior unsecured debentures No. 2/2022 | 4,000 |
|  CK Power PCL | Senior unsecured debentures No. 1/2022 | 1,000 |
|  Thai Beverage PCL | Senior unsecured debentures No. 1/2022 | 13,035 |
|  Kiatnakin Phatra Bank PCL | Senior unsecured debentures No. 5/2022 | 5,000 |
|  True Corporation PCL | Senior unsecured debentures No. 5/2022 | 15,905 |
|  Home Product Center PCL | Senior unsecured debentures No. 2/2022 | 2,000 |
|  True Move H Universal Communication Co., Ltd. | Senior unsecured debentures No. 7/2022 | 4,984 |
|  Kiatnakin Phatra Bank PCL | Yen-dominated bonds No. 6/2022 | 120 |
|  Kiatnakin Phatra Bank PCL | Yen-dominated bonds No. 7/2022 | 73 |

For 2023, KKPS will continue to provide clients with suitable financial advisory services and focus on working with the Bank, partners, and other stakeholders to offer more comprehensive wholesale banking solutions to its clients, as well as strive to push for the further development of the Thai capital market by initiating new and innovative financing solutions to its existing and potential clients via non-traditional products that are suitable for each of its clients.

3. Investment Business

The investment business is divided into two categories as follows:

Medium-term and Long-term Investments

Medium- and long-term investments are operated by the Direct Investment Department of KKPS. The Direct Investment Department operates under the supervision of the Investment Committee, which considers and approves each investment and divestment proposed by the department and also considers the expected rate of return of the investment and the risk level. The investment horizon of the Direct Investment Department is approximately in the range

of three to five years and covers both equity, equity-linked instruments, fund units, or other asset classes that are approved by the Investment Committee, both listed and non-listed, as well as on-shore and off-shore companies. The Direct Investment Department searches for investment opportunities in companies that have strong business models and sustainable competitive advantages, have visible business growth opportunities, have the ability to generate a high return on invested capital, are managed by capable management, and whose share prices have yet to reflect their strong fundamental value. In order to evaluate investment opportunities, the Direct Investment Department conducts company visits and management interviews. The team then performs industry analysis and evaluates the target companies' fundamental value, internal control process, and corporate governance structure. Finally, key risk factors and key considerations for the target companies will be evaluated.

In terms of risk management, the Direct Investment Department's investment evaluation

does not only consider the potential return from the investment but also the risks involved with the business. The investment proposal prepared by the department includes an investment horizon, terms of investment, and divestment plans. Prior to each investment, the proposal must be approved by the Investment Committee. Once invested, the Investment Committee will assign the Risk Management Department to monitor such investments based on the risk management framework on a daily basis. The Investment Committee will be notified or called for meetings to review a particular investment once the market price of the investment exceeds the pre-determined threshold or the holding of such an investment exceeds the concentration limit. Also, market risk assessment will be conducted regularly. In addition, the Direct Investment Department regularly monitors the business performance of invested companies to re-evaluate investment positions. Under certain circumstances, the Direct Investment Department may also utilize appropriate financial instruments, such as derivatives, for hedging purposes, which must be approved by the Investment Committee.

As KKPS highly emphasizes protection against potential conflicts of interest, especially with the use of internal information, it strives to avoid any conflict of interest between the investment of KKPS and KKPS's clients. Thus, the Direct Investment Department is treated equally as one of KKPS's clients and has no access to information or research reports that differ from those of other investors. In addition, policies on the usage of internal information, employees' trading activities, and the Chinese Wall among entities within the capital market group are specified in order to promote transparency and good corporate governance and prevent any potential conflict of interest.

In 2022, the Board of Directors of KKPS set the net additional investment line for direct investment at Baht 5,000 million. Nevertheless, the net additional investment line can be adjusted according to the capital market group's business plan or capital market situation. At the end of 2022, the Direct Investment Department's portfolio had a market value of Baht 1,920.22 million. It generated a total loss of Baht 130.64 million, consisting of dividend income of Baht 21.68 million, a realized gain of Baht 250.36 million, a change in unrealized loss of Baht 397.85 million, and other investment income of Baht -4.83 million.

Equity and Derivatives Trading

This investment is operated by the Equity and Derivatives Trading Department of KKPS with three investment strategies as follows:

1) Arbitrage Trade

Arbitrage trading is a short-term investment of not more than one year in equity, equity-linked, and derivatives listed on the SET and TFEX, notably securities listed on the SET100 index or with a minimum of Baht 3,000 million in market value, futures contracts and options (including their underlying assets), and ETFs under a market-neutral principle. Profit is generated from the market price discrepancy between the underlying asset and its derivatives, including securities or derivatives with the same underlying asset or liquidity provided for listed derivatives. Trade is made under the investment and risk framework approved by the Investment Committee and the Risk Management Committee to achieve a return rate specified by the Investment Committee. Securities and/or derivatives trading is done to reduce risk on the overall market price.

2) System Trade

System trade is short-term investment of not more than one year in equity, equity-linked, and derivatives listed on the SET and TFEX, notably securities listed on the SET100 index or with a minimum of Baht 3,000 million market value, futures contracts and options (including their underlying assets), and ETFs, utilizing information from the pricing model and back-test of market price and statistical relationship. The practice aims to define features and opportunities to make profit via the difference or behavior of the price movement. The trading of securities and/or derivatives is executed systematically according to the pricing model.

3) Financial Products and Services

The Equity and Derivatives Trading Department issues and offers financial instruments to investors, including equity-linked notes, derivative warrants, and OTC derivatives. An equity-linked note is a short-term bond whose payoff depends on the underlying asset as stated in the contract. A derivative warrant is a warrant that the department registers for trading via the SET's direct listing system, including both call warrants and put warrants. OTC derivatives are derivative contracts

between counterparties whose payoff depends on the underlying asset as stated in the contract. To issue and offer the instruments, the department will evaluate and define the purchase and/or selling price based on related factors in order to generate a proper return rate. In addition, the department also performs market-making duties on the SET50 index option for TFEX and ETFs for asset management companies.

In terms of risk management, the Risk Management Committee has set policies according to the investment value and liquidity of the invested securities, the value at risk (VaR) limit, and the accumulated loss limit. The committee also assigns the Risk Management Department of KKPS to monitor investments and report to related parties on a daily basis. In the case that the investment value or risk level is higher than the defined limits, the Equity and Derivatives Trading Department will have to reduce the exposure to meet the risk criteria within the defined timeframe.

For 2022, the department had a total cash limit for investment that was approved by the Board of Directors of KKPS of not more than Baht 11,000 million and an extra maximum cash limit of Baht 5,000 million for arbitrage trades whose usage requires approval from the Investment Committee of the Bank. The Investment Committee also set limits within the approved total cash limit for three investment strategies, including 1) a maximum Baht 11,000 million for arbitrage trade (which allows transfers from other strategies due to its lower-risk nature) and an additional maximum cash limit of Baht 5,000 million for arbitrage trade whose usage requires approval from the Investment Committee; 2) a maximum Baht 300 million for system trade; and 3) maximum Baht 5,000 million for financial products and services (excluding proceeds from structured notes) and an extra maximum cash limit of Baht 5,000 million for OTC transaction with the Wholesale & Investment Banking Group whose usage requires consulting with the Finance and Accounting Department about cash usage and the effect of the OTC transaction to the net capital requirement of KKPS and approval from the Investment Committee of the Bank and Risk Management Committee of KKPS.

The department had a net cash usage for investment of Baht 13,071 million at the end of 2022.

4. Asset Management Business

KKPAM, as a provider of asset management services under mutual and private fund licenses, has continued to develop and launch new funds. The asset under management (“AUM”) of KKPAM as of December 31, 2020, stood at Baht 85,117 million. As of the end of 2021, AUM recorded at KKPAM was Baht 121,317 million, and as of December 31, 2022, AUM recorded at KKPAM was Baht 114,365 million, comprising Baht 90,385 million in mutual funds, Baht 20,996 million in private funds, and Baht 2,984 million in property funds.

In 2022, KKPAM introduced a variety of products to meet investors’ evolving demand, covering several types of funds including FIF, both active and passive strategies, private market fund, local equity fund, fixed income fund, and structured note fund. These funds include:

- 1) KKP NDQ100 Fund-Hedged, which is a feeder fund investing in a master fund – Invesco NASDAQ 100 ETF – that primarily invests in securities that comprise the NASDAQ-100 Index, which includes the 100 largest, based on market capitalization, domestic (U.S.) and international (non-U.S.), non-financial companies listed on NASDAQ.
- 2) KKP Global Multi Asset Income Fund-Hedged, which is a feeder fund investing in a master fund - BGF Global Multi-Asset Income Fund – with the multi-asset strategy. The Fund invests globally in various assets, for example, equity-related securities, fixed income, high-yield fixed income, units of undertakings for collective investment, cash, and money market instruments.
- 3) KKP Vietnam Growth Fund Not For Retail Investors, which is a feeder fund investing in a master fund (Vietnam Long-term Growth Fund), which is a Vietnam-domiciled mutual fund investing primarily in Vietnam equities. The master fund applies an active investment strategy, aiming to achieve long-term capital appreciation through predominant investments in high-quality stocks.

- 4) KKP Private REIT Fund Not For Retail Investors, which is a feeder fund investing in non-voting participating shares of a segregated portfolio of Blackstone Real Estate Income Trust iCapital Offshore Access Fund SPC, which invests in Blackstone Real Estate Income Trust, Inc. (underlying REIT). The underlying REIT seeks to primarily invest in commercial real estate in the U.S. and, to a lesser extent, real estate debt.
- 5) KKP Thai Quality Growth Equity Fund, which is an equity fund that primarily invests in the stocks of companies listed on the SET. The fund selects companies with growth potential and/or the ability to generate earnings based on their fundamentals.
- 6) KKP Smart Plus Fund, which is a fixed income fund that primarily invests in onshore and/or offshore government, state enterprise, and/or corporate bonds, deposits, and/or deposits equivalent. The fund aims to maintain a portfolio duration of approximately no more than 1 year.
- 7) KKP Complex Return 2022A Fund Not For Retail Investors, which is a multi-asset fund with a maturity of 1 year. During the first approximately six months, the fund primarily invests, using a buy-and-hold strategy, in structured notes linked to a basket of securities consisting of shares of companies listed on the SET. If the payment at maturity of structured notes is a physical delivery of the underlying share(s), the fund may sell some or all of the underlying share(s) within the remaining time of the fund's maturity after the first period of approximately six months.
- 8) KKP Fixed Income 1Y6M 1 Fund Not For Retail Investors and KKP Fixed Income 2Y 1 Fund Not For Retail Investors (For Big Retail Investors), which are term funds that primarily invest in investment-grade domestic bonds.

- 9) Tax-deductible funds: KKPAM offered SSF as a share class of two existing funds currently under management, including the KKP Global Infrastructure Equity Fund-Hedged and the KKP Strategic Asset Allocation Fund-Ultra Light, as a choice for investors who seek long-term investments with tax benefits.

In addition to new product launches, KKPAM has continued to expand distribution channels in order to increase accessibility to its products via selling agents. More KKPAM funds have been offered through banks with the open-architecture platform, as well as through life insurance companies via their unit-linked products and securities companies.

5. Digital Financial and Investment Services

KKP DIME was established on November 11, 2021, to offer digital financial and investment services for retail clients regardless of their knowledge, level of income, or wealth. KKP DIME started its business by providing wealth and investment management services before proceeding to offer other financial services.

KKP DIME sees that Thai retail clients have limited access to investment compared to developed countries or even other countries in the ASEAN region. The main reason is that Thai people have little investment knowledge. In addition, the financial institution's cost to serve retail clients is high relative to the income generated by them; it is therefore not profitable for most companies to serve retail clients. KKP DIME, realizing these pain points, started developing the mobile application, Dime!, with its own human resources and released the application on September 8, 2022, with the aim to satisfy retail clients' savings and investment needs.

Fast and convenient: The Dime! application was developed with users in mind. Clients wanting to try the application can simply log in with their email address, Facebook account, or Apple ID. What users can do on its application include:

- Read financial and investment articles that are well classified and illustrated for readers of different backgrounds.
- Follow U.S. securities to get real-time quotes and other important information.
- Do virtual investing on its investment simulation system.

- Learn more about technical analysis and price pattern detection from its price pattern detection system.

Clients who would like to open a Dime! savings and investment account can open the account using the NDID system on the application without having to pay any fee. The process only takes 10 minutes, and clients will receive three services: a savings service, a U.S. securities trading service with more than 9,000 U.S. securities offered, and a Thai mutual fund investment service with more than 1,700 mutual funds offered.

Smart: KKP DIME has received the rights to use investment and economic research articles produced by KKPS. KKP DIME uses these articles, along with the client data analyzed by its data scientists, to produce personalized financial and investment recommendations for its clients. In other words, clients will receive recommendations of similar quality to those received by wealth clients (except for some high-risk products that can only be invested by wealth investors due to SEC regulations).

Low initial investment: The cost to serve clients, especially in the area of offshore investment services, is high for most financial institutions. As a result, investors must invest large sums of money. The Dime! application, aiming to overcome this pain point, allows clients to invest in around 5,500 U.S. securities starting at Baht 50. As the cost to serve clients incurred by KKP DIME is low and will become lower as more users join the application, it can allow clients to start investing with a low amount of money.

Fun: Although finance and investment are important for everyone, they are difficult and boring for most. With this in mind, KKP DIME has developed the application to make finance and investment fun and engaging with well-illustrated storytelling articles, a virtual portfolio for virtual investing, and finance and investment missions.

All the factors mentioned above have attracted 70,000 users to the Dime! application as of December 31, 2022. In 2023, KKP DIME will offer more financial and investment services and recruit and collaborate with more partners to create the best digital financial services personalized for each and every client's needs. In addition, KKP DIME will promote client awareness on the application, which will further generate more clients and income for the company and, at the same time, lower the cost to serve each client.

(2) Distribution Channels

The Group provides services through its entities, which are the Bank, KKPS, KKP DIME, and KKPAM. Details are as follows:

1. Kiatnakin Phatra Bank

1.1 Branches

As of December 31, 2022, the Bank had 61 branches. The breakdown by geography is as follows:

| Region | No. of Branches |
|----------------------|-----------------|
| Bangkok and vicinity | 33 |
| Central | 5 |
| East | 6 |
| Northeast | 5 |
| South | 6 |
| North | 6 |
| Total | 61 |

Additional details on the Bank's branches can be found at the Bank's website (<https://bank.kkpf.com/th/branch>) or by contacting 0-2165-5555.

The Bank strives to continuously improve its services to create the best-in-class client experience by developing its staff to be equipped with knowledge and skills as well as a service mindset to provide the best services and suitable advice on financial services and investment to clients, leveraging both traditional banking services and digital services in line with changing client behavior. In addition, processes and tools have been modernized to improve service efficiency.

The Bank has continued to focus on enhancing service levels across all offline and online channels to ensure a positive client experience anywhere and anytime. Insights from client behavior and collective feedback have been actively utilized to uplift the service level and expand self-service coverage that best serve clients' needs and also help promote the cost effectiveness of the company. Furthermore, the Bank will prioritize the effort to improve the handover experience across channels to truly deliver a seamless experience to our clients.

1.2 Digital Channel

Digital services are developed with the aim of fulfilling the Bank's aspiration to be the client's preferred retail banking business, with the goal of improving every day in understanding client needs and maximizing the value of the offering.

In 2022, the Bank has focused on expanding products and services to improve the experience of depositors and borrowers, which include more partners for top-up and card-less ATM services; more online deposit accounts in addition to KKP Savvy (an online savings account), which has gained a decent response from the market since it was launched in the previous year until now; self-service loan application requests; and other essential services related to loan and document enquiries. The goal of adding more functionalities is not only to serve client demand anywhere and at any time, but also to reduce the Bank's cost of service. In late 2022, the Bank launched an investment module, namely Edge Investment, leveraging the strength of its wealth management business to provide a simple and smart investment platform for the mass affluent segment, where clients could acquire all asset classes on a single platform and also access the best-in-class advisory and research of the Group, which is distributed to wealth clients.

In addition, a digital ecosystem to strengthen onboarding and utilization along with client lifetime engagement has been implemented, such as the electronic contract and e-Document systems.

In response to the rapid increase in demand for digital services, the Bank has committed to providing an exceptional mobile experience, not only in terms of adding more services, but also in terms of journey improvement based on client feedback and usage behavior insight. End-to-end digital products and sales journey improvement will be a key focus to drive the number of mobile banking users and revenue growth from the digital channel. Personalized offers and best deals will be available on digital channels, leveraging from the Bank's ongoing efforts in data and model prediction.

1.3 Contact Center Channel

The Bank provides multi-contact channel platforms to serve client inquiries and ensure a consistently positive client experience through every channel. There are dedicated lines established to provide a prompt response to client inquiries, which are listed below:

- KKP Contact Center (0-2165-5555): This is the main channel for serving retail clients. The Bank has shifted its agent service support toward a more advisory approach in order to increase client satisfaction and guide clients to our recommended products in order to increase their engagement with the Bank. A voice analytic tool has been invested in the main client-facing channels to ensure high service quality assurance. Self-service via mobile application has been promoted to clients who have simple requests as an alternative channel to access financial services with ease of use and also to help sustain cost efficiency levels. Furthermore, in response to today's client lifestyle, a social monitoring tool that allows agents to respond to client inquiries via social media platforms effectively and mobile chats are in place.
- KKP Asset Contact Center (0-2165-5577): This is a dedicated channel to provide online information for clients to inquire about assets, loan calculation, loan requests, as well as promotions and news.
- KKP PRIORITY Banking (0-2165-5566): A service channel dedicated to PRIORITY banking clients.
- KKP Anti-corruption (0-2495-1550): A channel for clients to report actions that are improper/against the Bank's good governance.
- KKP Biz Contact Center (0-2165-5599): Serves corporate clients and partners for their inquiries on KKP Biz e-Banking services.

1.4 Online Service Channel

The Bank has established several online media channels to enable online access to serve different client behaviors and lifestyles with the aim of developing long-term engagement. The main Group's website is www.kkpfg.com, which has corporate information and has seamless navigation to all the different products and services of the Group. The main website has been continuously enhanced to improve user experience and lead management journey for both existing clients and prospects. In addition, other owned social media and online ads have been actively promoted with relevant content to get traction and draw prospects to our online service channel.

1.5 Partnership Channel

The Bank sees the importance of building business alliances between different industries, as this can bring new opportunities to involved parties. For instance, expanding client base through a business partner creates efficiency and cost effectiveness, while also being more convenient for clients as they can access a variety of products and services without having to switch platforms. Here are the products that the Bank is offering with business partners:

- In 2022, the Bank started a new collaboration with AIS Digital Life Co., Ltd, a digital advertising and e-financial marketplace company of AIS and Advance Wireless Network Co., Ltd. The collaboration is to provide financial products and services for AIS clients via AIS channels such as the myAIS application, the AIS social media account, and the AIS partnership's websites. Currently, there are three initial products and services consisting of KKP Savvy, KKP Personal Loan, and financial and investment contents and media. This cooperation will enable AIS clients to easily access the Bank's products and services, as well as participate in privilege and sales campaigns.
- The Bank has expanded its cooperation with True Money and Ascend Nano Co., Ltd, a financial company of Ascend Group Co., Ltd, in order to provide clients with financial services and loan products by offering a personal loan product under the name

KKP Cash Now via the True Money Wallet application. The key feature of KKP Cash Now is that clients can apply for loans through the True Money Wallet application by verifying their identity through e-KYC and submitting electronic documents via the application without having to contact the Bank's staff or branches. In addition, clients can track their loan approval status, review terms and conditions, monitor their credit line and loan outstanding, as well as make payments through the application. Accordingly, KKP Cash Now empowers clients to complete their online transactions with more convenience and efficiency.

- KKP Start Saving is a savings account without a passbook. Clients can open an account through the True Money Wallet application. This product aims to attract the new generation to open a microsavings account for interest. This also serves the new normal lifestyle as clients can open the account without using documents, and transactions can be done anywhere and anytime. With NDID's e-KYC practice, high security is ensured through using clients' ID and facial recognition to verify their identities. KKP Start Saving can be used conveniently as a source of funds in the True Money Wallet application for any daily transactions, including topping up wallets and making payments at various stores.

2. KKPS

The sales and service channel of KKPS is through its head office at 209, KKP Tower A, 9th, 12A-18th, 20th Floor, Sukhumvit 21 (Asoke), Khlong Toey Nua, Wattana, Bangkok 10110 (Tel. 0-2305-9000). In addition, KKPS offers services via its call center, internet, and mobile application, Kiattakin Phatra Edge, providing convenient accessibility to clients nationwide.

3. KKPAM

KKPAM is currently located at 209, KKP Tower A, 17th Floor, Sukhumvit 21 (Asoke), Khlong Toey Nua, Wattana, Bangkok 10110 (Tel. 0-2305-9800). Distribution is carried out through forty-nine

selling agents, of which five are commercial banks, twenty-seven are securities companies, two are asset management companies, six are securities brokerages of investment units, and nine are life insurance companies. In addition, KKPAM has provided online access, KKPAM Online, as a convenient channel for investors to invest in KKPAM's funds.

4. KKP DIME

KKP DIME is located at 209/1, KKP Tower B, 26th Floor, Sukhumvit 21 (Asoke), Khlong Toey Nua, Wattana, Bangkok. KKP DIME offers the service via the Dime! application, and clients can also open an account via AIS, its partner.

(3) Market Condition and Competition

1. Commercial Banking Business

As of the end of November 2022, total assets of the thirteen domestically registered commercial banks were recorded at Baht 21.2 trillion, expanding at 3.5% YoY compared to a growth rate of 10.4% YoY in 2021. This acceleration was driven by a 2.6% YoY increase in asset growth among the four largest banks (which account for roughly 67.4% of market share). Medium- and small-sized banks saw their assets increase by 0.5% and 14.0%, respectively, from the year earlier.

The table shows assets, deposits, net lending of Thai commercial banks as of November 2022.

| No. | Thai Commercial Bank | Assets | | Loans | | Deposits | |
|---------------------------------|-------------------------|----------------|------------------|----------------|------------------|----------------|------------------|
| | | (Baht Million) | Market Share (%) | (Baht Million) | Market Share (%) | (Baht Million) | Market Share (%) |
| 1. | Bangkok Bank | 3,763,432 | 17.7 | 2,129,700 | 15.6 | 2,710,363 | 17.3 |
| 2. | Kasikorn Bank | 3,597,474 | 16.9 | 2,254,153 | 16.5 | 2,700,109 | 17.3 |
| 3. | Krung Thai Bank | 3,555,908 | 16.7 | 2,345,552 | 17.2 | 2,668,078 | 17.1 |
| 4. | Siam Commercial Bank | 3,395,582 | 16.0 | 2,199,382 | 16.1 | 2,601,875 | 16.6 |
| 5. | Bank of Ayudhya | 2,390,125 | 11.3 | 1,680,405 | 12.3 | 1,744,389 | 11.2 |
| 6. | TMBThanachart Bank | 1,784,494 | 8.4 | 1,331,623 | 9.8 | 1,369,767 | 8.8 |
| 7. | UOB Bank | 811,689 | 3.8 | 556,749 | 4.1 | 617,999 | 4.0 |
| 8. | CIMB Thai | 490,337 | 2.3 | 220,040 | 1.6 | 224,054 | 1.4 |
| 9. | Kiatnakin Phatra Bank | 484,772 | 2.3 | 362,220 | 2.7 | 329,774 | 2.1 |
| 10. | Land and House Bank | 277,834 | 1.3 | 203,572 | 1.5 | 214,952 | 1.4 |
| 11. | ICBC (Thai) | 245,457 | 1.2 | 108,297 | 0.8 | 164,834 | 1.1 |
| 12. | TISCO Bank | 245,028 | 1.2 | 201,799 | 1.5 | 184,487 | 1.2 |
| 13. | Standard Chartered Bank | 202,282 | 1.0 | 32,361 | 0.2 | 101,556 | 0.6 |
| Total | | 21,244,415 | 100.0 | 13,625,853 | 100.0 | 15,632,238 | 100.0 |
| 4 large-sized commercial banks | | 14,312,397 | 67.4 | 8,928,787 | 65.5 | 10,680,426 | 68.3 |
| 2 medium-sized commercial banks | | 4,174,618 | 19.7 | 3,012,028 | 22.1 | 3,114,156 | 19.9 |
| 7 small commercial banks | | 2,757,400 | 13.0 | 1,685,038 | 12.4 | 1,837,656 | 11.8 |
| All commercial banks | | 23,611,816 | | 15,493,911 | | 16,799,103 | |

Source: Summary Statement of Assets and Liabilities (C.B.1.1) as of November 2022, the Bank of Thailand

Note: Total loans exclude interbank lending

Commercial banks' outstanding loans were at Baht 15.5 trillion at the end of November 2022, growing by 3.3% from the end of 2021. Most of the increase in bank loans was driven by loans to businesses to boost their liquidity and build a cushion amid the COVID-19 pandemic impact. Meanwhile, consumer loan growth was flat, in line with weak household purchasing power and a tightening of bank credit standards.

Overall commercial bank asset quality appeared to have improved slightly from the previous quarter at the end of 3Q2022, owing to consistent efforts in managing loan quality as well as debt restructurings. The gross outstanding non-performing loans (NPL or stage 3) by the end of 3Q2022 were at Baht 207.0 billion, or 2.77% of total loans.

The Thai banking system remained sound with a high level of loan loss provisions and capital, which would provide a cushion for the future risk of deteriorating loan quality. The overall capital of the banking system was at Baht 3,094.6 billion as of the end of 3Q2022, equivalent to a capital adequacy ratio (BIS ratio) of 19.2%. Loan loss provision remained high at Baht 890.7 billion with an NPL coverage ratio of 171.6%. Liquidity coverage ratio ("LCR") registered at 186.5%.

Outstanding deposits were at Baht 16.8 trillion as of the end of November 2022, growing by 4.9% from the end of 2021. This acceleration was driven by the increase in individual and corporate savings deposits.

As a result, the nine-month net profit of Thai commercial banks was recorded at Baht 174,500 million, increasing from the same period last year primarily due to a decline in reserves set aside compared to the previous year, as well as expense controls and a slight increase in net interest income following the expansion of credit.

Banking Industry Outlook

In 2023, the banking industry will face several challenges, including a global economic slowdown, financial market volatility, high inflation, an increase in FIDF fees of +23 bps, an expected increase in policy rates, and the expiration of the forbearance program in 2023. This would pose challenges to the banking industry in two key areas:

- 1) Loan growth will decrease in 2023 following rising interest rates, a slowdown in exports, and downside pressure on domestic demand from a significant rise in inflation. Moreover, the benefit from faster tourism

recovery in 2023 will be concentrated in only some areas and industries.

- 2) The funding costs in 2023 will be much higher than in 2022 due to FIDF fee increases and policy rate increases, resulting in faster deposit migration. Because the SME and retail segments are weak, it is difficult for banks to pass on costs to clients; therefore, the 2023 net interest margin (NIM) will be under pressure. Finally, the Bank of Thailand's forbearance program will end in 2023, causing NPLs and credit costs to be normalized to pre-COVID-19 levels or higher.

2. Real Estate Business

Thailand's real estate market expanded in 2022 as a result of 1) economic recovery resulting from reduced cross-border restrictions, which supported housing demand; 2) after the lockdown was lifted, Thai and foreign demand resumed; 3) aggressive new launches, especially in the condominium sector after new launch delays during the COVID-19 pandemic; and 4) the Bank of Thailand has further eased the LTV ratio for mortgage lending, which is a positive factor for growth in periods ahead.

On the supply front, new developer loans nationwide over the first nine months of 2022 totaled Baht 52,865 million, an expansion of 29.3% compared to the same period of the previous year. In the Bangkok metropolitan region alone, new project launches in the first eleven months of 2022 increased by as much as 89.8% in units and 45.9% in total project value from the previous year. New launches of condominiums increased by 149.4%, and low-rise launches expanded by 49.9%.

Demand-wise, total new mortgage loans nationwide over the first nine months of 2022 were registered at Baht 489,733 million, a growth of 24.9% compared to the same period of the previous year, partly due to an easing of the LTV ratio for mortgage lending and an increase in housing demand corresponding to economic recovery. With regards to title transfers, over the first ten months of 2022, units transferred totaled 256,053, a growth of 16.6% compared to the previous year, due in large part to a transaction increase in the northern, western, and southern regions of 31.1%, 55.8%, and 48.7%, respectively. Total residential

property transfers in the Bangkok metropolitan region and its perimeter, which accounted for 52.1% of total national transfers, improved by 11.9%.

Property Market Outlook

The property market in 2023 should see a slowdown from 2022 due to a slowdown in housing demand, rising interest rates, and the cancellation of LTV relief measures for mortgage lending. The impact of macro headwinds should negatively impact housing sales and mortgage loan growth, especially in the low- and low-to-mid end segments. However, the return of foreign tourists is expected to partially be a supportive factor for the high-end segment.

3. Auto Hire Purchase Business

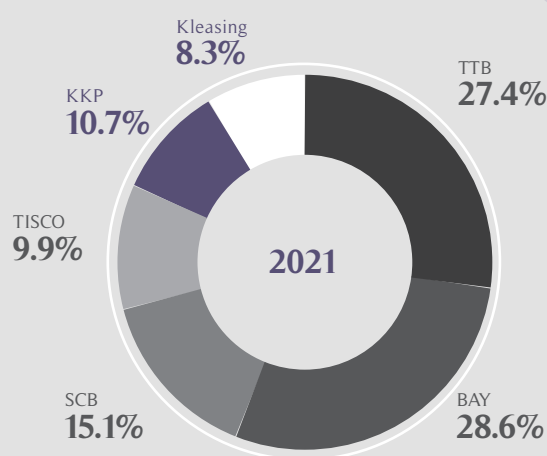
Domestic auto sales in the first eleven months of 2022 totaled 766,589 units, a growth of 14.7% compared to the previous year. Sales of passenger cars and commercial vehicles increased by 9.4% and 17.4%, respectively, due to economic recovery following the reopening, constant farm income growth, and an eased semiconductor shortage that improved new car production.

The dampened purchasing power induced potential car buyers to look for pre-owned vehicles. Meanwhile, the loan forbearance program limited the

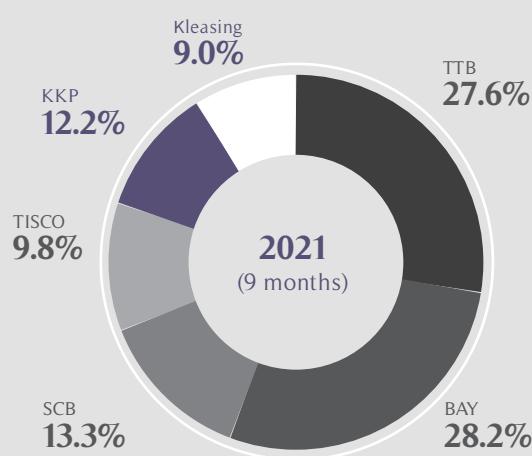
new addition of used-car supply, causing a speedy rebound for used car prices and sales. However, new car production resumed to its pre-COVID-19 level in 3Q2022, while used car demand declined and used car supply increased. Overall used car prices and sales were suppressed, as gauged by the used car price index and the private-vehicle ownership transfer, which declined by 18.7% and 2.9% in 4Q2022, respectively.

Total outstanding auto hire purchase loans by all commercial banks (excluding collateralized personal loans, e.g. CQC) totaled Baht 1,177,867 million at the end of 3Q2022, a 1.6% annum increase compared to the previous year's decline of 1.6%, but in line with increased auto sales. Meanwhile, the ratio of NPLs to total outstanding hire purchase loans was 1.66% at the end of the 3Q2022, down from 1.72% at the end of 2021.

Total outstanding auto hire purchase loans at the end of 3Q2022, including collateralized personal loans (e.g. CQC), by the six largest loan providers, namely TMBThanachart Bank, Bank of Ayudhya, Siam Commercial Bank, Tisco Bank, Kiatnakin Phatra Bank, and Kasikorn Leasing Co., Ltd, reveal Kiatnakin Phatra Bank's increased market share from 10.7% at the end of 2021 to 12.2% at the end of 3Q2022. The following diagram displays the auto hire purchase market share of each bank at the end of 2021 and 2022, respectively:



The outstanding auto loans of six major companies of Baht 1,453,956 million.



The outstanding auto loans of six major companies of Baht 1,468,762 million.

Note: Outstanding loans for 2022 were as of the accounting period ended September 30, 2022.

Auto Hire Purchase Business Outlook

The auto hire purchase business in 2023 is expected to stabilize from the previous year, in tandem

with domestic auto sales, which are forecasted to register around 800,000 units due to 1) dampened purchasing power and income prospects and 2) tighter

credit approval due to the concern over loan quality, which may dampen sales in the medium term until the economy improves significantly. Nevertheless, the return of foreign tourist arrivals, together with the economic recovery that is expected to materialize in 2H2023, will be supportive factors for the auto hire purchase business to accelerate.

4. Capital Market Business and Securities and Derivatives Brokerage Business

Global equities took a downturn in 2022, with the MSCI World Index dropping 19.8% YoY as risk-reward became unfavorable. Geopolitical concerns, inflation, the central banks' rate hikes, and recession risks all contributed to weaker earnings momentum for most sectors, leading to investors' defensive positioning. While top-line growth slowed due to higher inflation and macro headwinds, margins also came under pressure from higher costs, driven by materials, labor, interest rates, and structural trends. As a result, most of the major sectors posted negative growth in 2022, except for the MSCI Energy Index, which posted positive 27.5% growth due to the windfall of geopolitical tension, rising inflation, and controlled global supply.

The SET index outperformed most markets in 2022 with a total return of 0.7% YoY, closing at 1,668.66 points. This is supported by large net buying from foreign fund inflows of Baht 202.69 billion versus net selling of Baht 48.58 billion in 2021. Local institutions stayed as net sellers in 2022, at Baht 153.88 billion versus Baht 77.34 billion in 2021. Retail investors switched to being net sellers of Baht 45.39 billion in 2022 versus net buyers of Baht 112.24 billion in the previous year. Proprietary trading switched to a net seller of Baht 3.42 billion in 2022 from a net buyer of Baht 13.67 billion in 2021.

Global investors have returned to Thailand due to the country's improving consumption outlook, tourism recovery, and the Bank of Thailand's gradual rate hikes. Electronics (+57.4%) outperformed the most, led by DELTA (+101.5%), due to speculation

of potential inclusion in the calculation of the SET50 index and SET100 index rebalancing in 1H2023. This is followed by tourism (+36.3%) and healthcare (+25.2%) as being key beneficiaries of the country's reopening. On the other hand, agribusiness (-20.4%) underperformed the most due to falling agricultural prices. This is followed by (1) media (-19.1%) owing to the slower-than-expected recovery of advertising revenues and rising expenses and (2) finance (-16.5%) due to the negative impact of rising competition, higher funding costs, and deteriorating asset quality.

In 2022, the SET and mai's average daily securities trading value decreased by 18.2% YoY to Baht 76,773 million per day. Retail investors' participation decreased to 39.03% in 2022 from 46.52% in 2021. On the contrary, foreign participation increased to 45.56% in 2022 from 37.48% in 2021. Local institutions' participation also increased to 7.45% in 2022 from 6.64% in 2021, while proprietary trading's participation decreased to 8.0% in 2022 from 9.4% in 2021.

Despite relatively stable pricing pressure on high-touch trade executions, the stock brokerage industry remained difficult with rising trades from foreign institutions on execution-only services. In addition, the effective commission rate also declined with growth in direct market access (DMA) and high-frequency trading as well as program trading orders following the migration from actively managed funds to ETFs.

KKPS has no aggressive pricing policy, instead focusing on the quality of research and services, including technology to effectively support trading transactions and client base expansion. Therefore, KKPS successfully gained market share from 14.04% in 2021 to 18.63% in 2022, ranking first. KKPS's share of foreign institutional brokerage increased from 30.84% in 2021 to 34.71% in 2022. The market share of local institutional brokerage also increased from 8.52% in 2021 to 9.61% in 2022. The market share of high-net-worth clients increased from 1.29% in 2021 to 1.59% in 2022.

The table below illustrates the SET and mai market conditions, trading value, and market share of KKPS.

| | 2021 | 2022 |
|--|-----------|-----------|
| Average daily securities trading value of the SET and mai (Baht Million) | 93,845.64 | 76,772.85 |
| Trading value of the SET and mai by investor type | | |
| Foreign investors (%) | 37.48 | 45.56 |
| Local institutions (%) | 6.64 | 7.45 |
| Local individuals (%) | 46.52 | 39.03 |
| Proprietary trading (%) | 9.36 | 7.96 |
| Average daily securities trading value of KKPS (Baht Million) | 25,538.72 | 27,882.08 |
| Market share of KKPS (excluding proprietary trading) (%) | 14.04 | 18.63 |
| Market share-foreign investors (%) | 30.84 | 34.71 |
| Market share-local institutions (%) | 8.52 | 9.61 |
| Market share-high-net-worth clients (%) | 1.29 | 1.59 |
| Ranking | 1 | 1 |

Source: SET, KKPS

For TFEX, the trading volume in 2022 increased by 0.89% YoY, with the average number of contracts traded rising from 560,653 per day in 2021 to 565,627 per day in 2022. KKPS's market share on TFEX decreased from 9.17% in 2021 to 8.48% in 2022.

TFEX Market Summary

| | 2021 | 2022 |
|---|--------------|--------------|
| Number of contracts | 135,117,308 | 136,316,012 |
| Trading volume of KKPS (No. of contracts) | 24,779,485 | 23,112,346 |
| Trading value of KKPS (Baht Million) | 2,438,755.89 | 3,148,838.52 |
| Market share of KKPS (%) | 9.17 | 8.48 |
| Ranking | 3 | 4 |

Source: SET

5. Investment Banking Business

Securities firms continued to focus on the investment banking business with the aim of increasing fee revenue and supporting their securities brokerage business. Presently, there are 74 companies that have been granted licenses to operate financial advisory services and are currently in the business, while 42 securities firms have been granted licenses to operate as underwriters. Success in the industry will be determined by the experience and expertise of the banking team, initiatives to introduce new financial instruments to meet clients' increasing needs, and strong client relationships.

KKPS has continuously been trusted to advise clients in their restructurings, mergers, and acquisitions. In 2022, KKPS was appointed as the central financial advisor for the merger between JWD Info Logistics PCL and SCG Logistics Management Co., Ltd., with a value of Baht 43,500 million. Moreover, KKPS was chosen to be the financial advisor of Bank of Ayudhya PCL for the purchase of 75.0% of the ordinary shares of Home Credit's consumer finance business in Indonesia and the Philippines and the purchase of 99.1% of the ordinary shares of Capital Nomura Securities PCL from Nomura Asia Investment (Singapore) Pte. Ltd. with a value of Baht 17,701 million and Baht 5,501 million,

respectively. In addition, KKPS also acted as a central advisor for Principal Capital PCL and Pewdee Clinic Esthetics Co., Ltd. for the purchase of ordinary shares and newly issued ordinary shares representing 51.0% of Pewdee Clinic Esthetics Co., Ltd. by Principal Capital PCL.

With its superior strength, structuring expertise, and exceptional distribution capability, KKPS remains a leading player in capital market transactions. In 2022, KKPS was appointed as financial advisor, joint global coordinator, and domestic joint bookrunner for Thai Life Insurance PCL's IPO. Amidst the challenging market environment, KKPS was able to help raise Baht 37,067 million, which is the largest ever insurance sector IPO in Thailand, the largest insurance IPO from Southeast Asia since 2000, and the largest IPO in Thailand in 2022. Moreover, KKPS was also appointed as the financial advisor, joint global coordinator, and domestic joint bookrunner for Betagro PCL for its IPO with a total offering size of Baht 20,000 million, which is the second largest ever food and agro industry IPO in Thailand.

In addition, KKPS was appointed as the sole bookrunner in the overnight private placement of Bumrungrad Hospital PCL and The ONE Enterprise PCL, with a total value of Baht 11,889 million and 3,035 million, respectively. Moreover, as investors are confident in KKPS's bond selection, KKPS's fixed-income business has been growing steadily despite the challenging situation of COVID-19. In 2022, KKPS served corporate clients in 49 debt offerings with a total value of over Baht 288,333 million.

6. Asset Management Business

In 2022, there were 22 asset management companies under the supervision of the SEC. Industry AUM (only mutual funds and property funds) stood at Baht 4.88 trillion, registering a decrease of 9.13% relative to Baht 5.37 trillion in the previous year (Source: AIMC as of December 30, 2022).

Fixed-income funds represented the largest share of the industry's AUM, ending the year 2022 at Baht 2.05 trillion, or 42.08% of total AUM. Equity funds stood at Baht 1.61 trillion, or 33.00% of total AUM. Continued growth was seen in the RMF segment, ending the year at approximately Baht 0.40 trillion, representing a growth of 3.52% from 2021. The AUM of SSF in 2022 was Baht 0.05 trillion.

As for the private funds industry in 2022, the whole industry's AUM was Baht 1.93 trillion (Source: AIMC as of November 30, 2022), representing a negative growth of -5.56% relative to the end of 2021.

In 2022, KKPAM launched nine funds, including (1) KKP NDQ100 Fund-Hedged, (2) KKP Global Multi Asset Income Fund-Hedged, (3) KKP Vietnam Growth Fund Not For Retail Investors, (4) KKP Private REIT Fund Not For Retail Investors, (5) KKP Thai Quality Growth Equity Fund, (6) KKP Smart Plus Fund, (7) KKP Complex Return 2022A Fund Not For Retail Investors, (8) KKP Fixed Income 1Y6M 1 Fund Not For Retail Investors, and (9) KKP Fixed Income 2Y 1 Fund Not For Retail Investors (For Big Retail Investors) to broaden the scope of investment choices for investors. In addition, KKPAM also offered SSF as a share class of two existing funds under the management of KKPAM.

KKPAM will continue to develop its product platforms to meet investors' demands, diversify their investments, and to capture opportunities sparked by changes in the market.

7. Digital Financial and Investment Services

Digital financial and investment services have expanded considerably, as seen by the number of mobile banking application users (91,620,386 accounts) compared to the total number of savings accounts (107,428,047 accounts) (Source: the Bank of Thailand as of July 2022) or the number of financial transactions, especially cash transfer transactions. Digital services are therefore significant for all financial institutions. There are two types of digital financial and investment service providers.

- 1) The providers use a digital platform as one of the channels. Clients of this type of provider can comfortably use the service through both online channels and at the branch. These providers use the digital channel to reduce the cost of serving, not to generate income. Although digital channels can reduce the cost to serve compared to offering services at the branch, the cost to serve each client for these providers is still higher than for those that use only digital channels to serve clients. It may therefore be unprofitable for these providers

to serve retail clients. In addition, all the channels may not have the most up-to-date information on each client, which may cause problems when serving them.

- 2) The providers that use a digital platform as their business. These providers are the financial institutions that operate their businesses on digital channels. They aim to generate income and profit from these digital channels, not to reduce costs. They will invest to create the best user experience on their digital platforms in order to prevent client churn. Although offering services via only digital channels will lead to the lowest cost of service for the providers, some clients who are not familiar with digital platforms may not be interested as they want to consult with or complain to the service providers in

person. Moreover, digital financial services sometimes face regulatory limitations caused by concerns that clients may not be able to fully understand financial products if only offered via digital channels.

KKP DIME is determined to develop digital businesses that provide the best experience with the lowest cost to serve.

(4) Provision of Products and Services

1. Commercial Banking Business

1.1 Source of Funding

The Group's key funding sources include various types of deposits, bills of exchange, borrowings, and interbank transactions, with details shown in the table below.

| Funding Sources | 2020 | | 2021 | | 2022 | |
|-------------------------|--------------------------|-------------------|--------------------------|-------------------|--------------------------|-------------------|
| | Amount (Baht Million) | Proportion (%) | Amount (Baht Million) | Proportion (%) | Amount (Baht Million) | Proportion (%) |
| Deposits | 251,526 | 86.7 | 288,382 | 82.6 | 331,464 | 80.3 |
| Bills of exchange (B/E) | - | - | 2,007 | 0.6 | - | - |
| Debentures | 28,344 | 9.8 | 41,798 | 12.0 | 61,354 | 14.8 |
| Interbank transactions | 10,264 | 3.5 | 16,664 | 4.8 | 20,175 | 4.9 |
| Total | 290,133 | 100.0 | 348,851 | 100.0 | 412,993 | 100.0 |

At the end of 2022, the total funding from major sources was Baht 412,993 million, a Baht 64,142 million, or 18.4%, increase from the end of 2021. The increase was to support loan growth and liquid assets. In 2022, the interest rate situation in the market was rising, especially in 2H2022 since the COVID-19 situation began to subside. Such a situation caused global and Thailand's inflation to accelerate and therefore forced the Bank of Thailand to raise the policy rate from 0.50% to 1.25%. The Bank had been strategically repositioning its funding structure to manage funding costs suitable to each period in accordance with the situation as well as to balance between financial cost and liquidity risk management with two important measures, i.e., maintaining liquid assets to withstand any liquidity situation in stressed scenarios (LCR) and maintaining sufficient stable sources against uses of

funds (Net Stable Funding Ratio/ "NSFR"). At the end of 2022, the Group had a total of Baht 61,354 million in outstanding issued debentures, comprising Baht 52,962 million in senior debentures and Baht 8,392 million in subordinated debentures. The proportion of debentures increased to 14.8%, compared with 12.0% at the end of 2021, while deposits increased by 14.9% at the end of 2022. As a result, the Group's cost of funds in 2022 was at the same level as in 2021 at 1.2%.

- **Deposit Rate Policy**

The Assets and Liabilities Management Committee has approved a framework to govern deposit rates and delegated the duty to offer interest rates suitable for any particular period to the Money Desk Sub-committee, which will consider various factors, such as the Bank's liquidity needs, rate competition in the deposit market, and the interest rate trend. Deposit-

taking activities and rate offerings follow the guidelines announced by the Bank of Thailand.

1.2 Credit Related Policies

- **Credit Policy**

The Bank has set its credit policy to ensure clarity and consistency in the credit process and the highest benefit for the organization. The credit policy outlines the principles in credit analysis and the areas to be specially monitored or avoided in addition to the areas of focus of the Bank in order to expand the asset portfolio while ensuring good asset quality.

The credit policy is an integral part of allowing the Bank to achieve its strategic goals in terms of extending loans within the accepted risk limit. Loan portfolio composition is also monitored appropriately, taking into consideration concentration risk and risk diversification to align with the constant changes in the external environment. Overall risk is closely monitored against the specified risk limits.

- **Credit Risk Management Policy**

The Risk Oversight Committee is responsible for providing the credit policy for each loan type, which is based on the Core Credit Policy, the Retail Lending Policy, and the Commercial Lending Policy. The credit policy outlines the process for client selection, credit analysis, and any specific requirements or conditions that are mandatory for each type of business. The credit policy covers the entire process, from pre-approval up to loan servicing and management. The Group head is responsible for monitoring the risk management of the credit portfolio.

For retail lending, the Bank has developed a credit scoring model based on the statistical data of the Bank's clients. The results obtained from the model, together with information from the National Credit Bureau, are used in determining credit approval under the Basel Committee for Banking Supervision on Internal Ratings Based Approach (IRB).

The Bank conducts, reviews, and evaluates the appropriateness of the credit policy and credit process at least once a year to ensure adequate revisions of the risk management process or whenever there are changes in external factors that have a significant impact, and the results of such reviews will be considered by the Risk Oversight Committee.

- **Debt Restructuring**

The Bank performs debt restructuring with debtors, both for general debt restructuring and troubled debt restructuring. This is for the mutual benefit of both the Bank and debtors by optimizing loan repayment while allowing the debtor to continue their business. With the COVID-19 situation impacting the macroeconomic situation all over the world, including Thailand, and also the impacts from natural disasters, the Bank thoroughly considers debtors' business circumstances together with several other factors, especially their intention to pay, ability to pay, risk, and return. In the eventual event that the case cannot be resolved, litigation actions will be used for the Bank's repayment recovery, whereby legal action will be approved by authorized officers according to the Bank's guidelines.

- **Debt Collection**

The Bank has a collection guideline and collection journey in place for each client segment, namely high-risk, medium-risk, and low-risk segment clients. Once clients fall into delinquent status, the Bank will use different collection activities based on each risk segment, i.e., SMS, email, and call dunning by staff or blaster (automated call from a recording machine). Once the client is considered to be in NPL or write-off status, intensified collection activities shall be carried out both by outsourcing agencies and legal activities, and if the Bank cannot obtain any further repayment, debt sales will be an alternative solution.

- **Loan Approval and Delegation of Authority**

The Bank separated the approval authority limit to be mainly (1) commercial and counterparty approval limits (commercial lending, corporate lending, and special asset management) and (2) product program lending approval limits. For the delegation of authority in product program lending, the approval begins with the credit analyst (staff level) and steps up to the head of business unit level. Product program lending is under the control of risk management with early warning indicators as to whether credit cost (loss) remains within an acceptable range as well as concentration risk, which shall be under the limit and tolerance as stated by the Risk Oversight Committee.

1.3 Capital Funds

The Group pays great attention to capital management to ensure the Group has strategies to maintain capital funds above the target capital requirements. As of December 31, 2022, the Bank's

total capital to risk-weighted assets (BIS ratio) was at 15.11%, higher than the minimum capital requirement and capital buffer ratio set by the Bank of Thailand at 11.00%. The details of the Bank's capital adequacy ratio are as follows:

| Separated Financial Statements Capital Adequacy Ratio (%) | Basel III | | | |
|---|----------------------|----------------------|----------------------|--|
| | December 31, 2020 | December 31, 2021 | December 31, 2022 | Minimum Capital Requirement and Capital Buffer Ratio ¹ Based on the Bank of Thailand's Rules and Regulations |
| Common equity tier 1 capital to risk-weighted assets | 13.38 | 12.63 | 11.73 | 7.00 |
| Tier 1 capital to risk-weighted assets | 13.38 | 12.63 | 11.73 | 8.50 |
| Tier 2 capital to risk-weighted assets | 4.01 | 3.78 | 3.39 | - |
| Total capital to risk-weighted assets | 17.39 | 16.41 | 15.11 | 11.00 |

Note: ¹ Capital buffer requires an additional common equity tier 1 at 2.50% above the minimum capital requirement to support losses incurred under stress conditions

When including profit up to the end of 2022, the Bank's total capital to risk-weighted assets will be 16.26% and its tier 1 capital ratio will be 12.88%.

1.4 Liquidity Management

The Assets and Liabilities Management Committee has been assigned to supervise and set strategies regarding liquidity management, with the Money Desk Sub-committee functioning as a vehicle to consider interest rates corresponding to the Bank's liquidity need. The Treasury Department works in parallel as a key department to closely manage the liquidity position both in the short and long terms in response to both internal factors, such as the Bank's business expansion plan and liquidity reserve, and external factors, such as competition and the interest rate trend. Under the direction of the Assets and Liabilities Management Committee, constant reviews of the economic situation and the interest rate trend are conducted in order to timely manage liquidity amid fast-changing domestic and overseas economic situations.

The Bank's liquidity management follows the Bank of Thailand's rules and regulations, including the regulatory reserve requirement, LCR, and NSFR, while such liquidity must be kept at a most appropriate level with the right balance between financial cost and liquidity risk in mind. In addition, diversification to

appropriate funding sources is encouraged in order not to be overly dependent on a few large depositor groups or financial institutions. Such diversification should include types and terms of funding as well. In the case of crisis situations, the Bank has a liquidity contingency plan in place to ensure sufficient liquidity to handle unusual deposit withdrawals.

1.5 Loan Classification, Provisions, and Write-Off

The Bank complies with the loan classifications and required provisions according to the regulations of the Bank of Thailand and also according to the guidelines from the Bank's Risk Oversight Committee. The Bank also sets additional indicators in order to closely monitor credit quality. The Bank will perform write-offs when debt repayment is no longer possible, such as in cases where legal actions have been taken, the debtor has no assets to support repayment, there is no debt guarantor, or the collateral no longer has any value. Write-offs and any recovery will be in accordance with regulations by the Bank of Thailand and the Revenue Department and guidelines from the Bank's Risk Oversight Committee. Any write-off conducted shall be subject to a strict compliance process, with no benefits to be considered for any director, senior executive, or shareholder of the Bank or any related parties.

2. Capital Market Business

2.1 Source of Funding

The capital market business partly relies on funding from the Bank. Additionally, KKPS also issues equity-linked notes and has overdraft credit lines with several commercial banks as an alternative source of funding.

2.2 Funding and Loans to Related Parties

Under approval from the Bank of Thailand, the Bank can provide loans to capital market businesses not exceeding 25% of the Bank's total capital fund. As a result, the capital market business has a credit line with the Bank. Lending to each subsidiary will be within the specified credit line, with total aggregate loans made to subsidiary companies not exceeding 25% of the Bank's total capital fund.

2.3 Credit Line Approval

KKPS has a clear policy in place to approve credit lines for trading accounts of clients by taking into consideration the financial position, repayment ability, and financial income of each client.

2.4 Loans Using Financial Assets as Full and Combined Collateral

The Bank also offers loans to high-net-worth clients of KKPS through the following services:

- 1) Lombard Loan: Lombard loan is a multi-purpose credit facility offered to high-net-worth clients of KKPS who require loans

for their investment opportunities or for personal use by using financial assets under KKPS's management, such as cash, ordinary shares in the SET100 (except KKP shares), property funds, REITs, infrastructure funds, local mutual funds and private funds managed by KKPAM, a direct offshore mutual fund, or a mandated service product, etc. as loan collateral.

- 2) PPF: PPF is a credit facility offered to KKP's high-net-worth clients who want to acquire real estate or to increase financial liquidity as an asset owner for investment in financial assets through KKPS or for multi-purpose loans by using land, land with buildings which can be a house or commercial building or other types of buildings, such as apartments, hotels, and condominiums, in conjunction with the financial assets under KKPS's management, such as cash, SET100 securities (except KKP shares), property funds, REITs, infrastructure funds, local mutual funds and private funds managed by KKPAM, a direct offshore mutual fund, or a mandated service product, etc. as collateral.

2.5 Net Capital Ratio

The net capital ratio as of December 31, 2022, of KKPS is above the minimum requirement of the SEC at 7.00%. Details on KKPS's net capital ratio are per the table.

| Net Capital Ratio (%) | 2020 | 2021 | 2022 |
|-----------------------|-------|-------|-------|
| KKPS | 65.59 | 22.95 | 23.63 |

(5) Assets for Business Operation

1. Major Assets for Business Operation

(Unit: Baht Million)

| Description | December 31, 2020 | December 31, 2021 | December 31, 2022 |
|--------------------------|-------------------|-------------------|-------------------|
| Land | 557 | 557 | 3,546 |
| Premises | 1,537 | 1,480 | 2,732 |
| Equipment | 350 | 312 | 384 |
| Furniture and fixtures | 192 | 187 | 434 |
| Vehicles | 100 | 100 | 107 |
| Work in progress | 548 | 864 | 209 |
| Right-of-use assets, net | 230 | 321 | 282 |
| Total | 3,514 | 3,821 | 7,694 |

During 2022, the Group performed revaluation on its land and premises using the revaluation method instead of the previous cost method. As a result of such revaluation, the value of land and premises has increased.

On January 1, 2020, the Group adopted new financial reporting standards related to lease agreements. As a result, the Group, as a lessee, recognized the lease in the statement of financial position. They were no longer classified as operating leases or finance leases.

2. Investments in Subsidiaries

• Definition of Subsidiaries

The definition of subsidiaries is in accordance with the definition of an accounting standard that is disclosed in the notes to the financial statements under the accounting policies section.

• Investment policy

Strategic Investment

Strategic investment is defined as investment in subsidiaries or associates that operate businesses that are strategically beneficial to the Group's business and enable the Group to achieve its mission, strategy, and business plan while also adhering to the Group's business practices and corporate governance and the Bank of Thailand's supervisory guidelines.

Investment for Return

An investment for return is one in which non-performing credit assets are purchased at a price lower than the outstanding principal and collateral value. This is for the purpose of profit or return from investment management through mutual funds, which are subsidiaries of the Bank and established with the primary objective of investing in business credit claims, commercial loans, and other loans auctioned from the Financial Restructuring Authority.

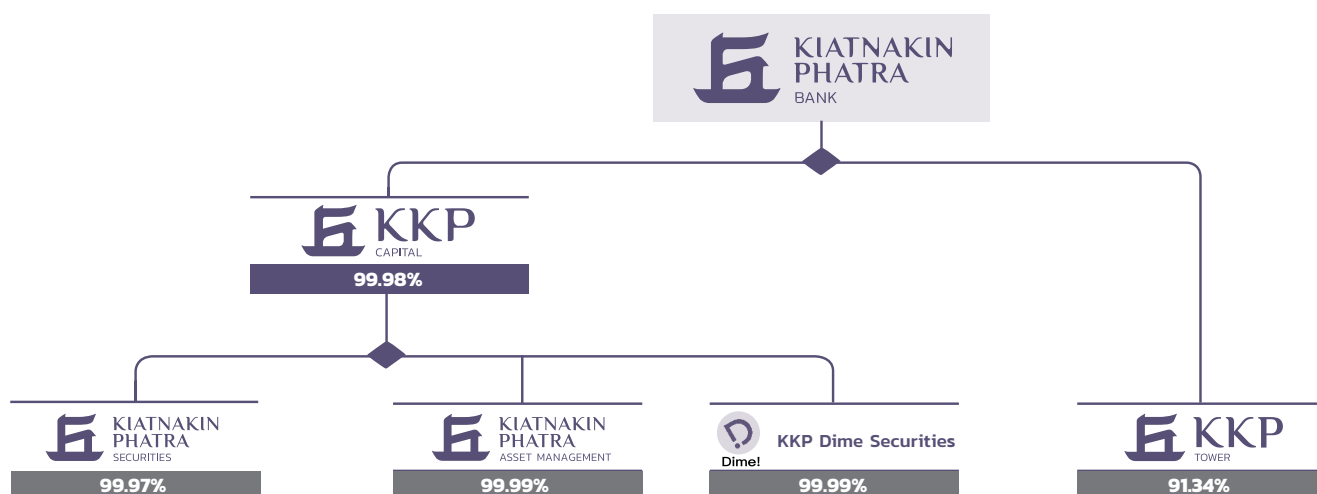
1.3 Shareholding Structure

1.3.1 Group Shareholding

As of December 31, 2022, the Bank, the parent company, operates the commercial banking business. KKP CAP is the Bank's subsidiary company, which is a holding company. KKP Tower Company Limited, another subsidiary company, operates the office

rental and property management business for the Bank and its subsidiary companies. KKP CAP has subsidiary companies which consist of KKPS, which is a securities and derivatives broker; KKPAM, which is an asset management company and KKP DIME, which provides financial and investment services through digital channels.

The shareholding structure is as follows:



In addition, the Bank holds unit trusts in six mutual funds for resolving financial institution problems, which is in the process of liquidation. The Bank holds 99.95% shares in Asia Recovery 1 Fund, 99.59% shares in Asia Recovery 2 Fund, 99.97% shares in Asia Recovery 3 Fund, 98.91% shares in Thai Restructuring Fund, 95.72% shares in Bangkok Capital Fund, and 94.03% shares in Gamma Capital Fund.

The Bank's subsidiaries according to the Bank of Thailand's Consolidated Supervision Guidelines are as follows:

1. Solo Consolidation: None
2. Full Consolidation:
 - 2.1 KKP Capital Public Company Limited (KKP CAP)
KKP CAP is a holding company which has a paid-up capital of Baht 1,051,551,200.
 - 2.2 Kiatnakin Phatra Securities Public Company Limited (KKPS)
KKPS operates the securities business, which includes brokerage, dealing, underwriting, securities borrowing and lending, and investment advisory, as well as the derivatives business, which includes derivatives brokerage and dealing.

In addition, KKPS has registered as a financial advisor type A, providing financial advisory services with the Ministry of Finance and has been granted permission by the SEC to act as a financial advisor and selling agent for limited BDU. KKPS has a paid-up capital of Baht 1,067,500,000.

- 2.3 Kiatnakin Phatra Asset Management Company Limited (KKPAM)
KKPAM operates mutual funds, private funds, real estate investment trust manager and the derivatives fund manager business. KKPAM has a paid-up capital of Baht 120,000,000.
- 2.4 KKP Dime Securities Company Limited (KKP DIME)
KKP DIME operates financial and investment services through digital channels. KKP DIME has a paid-up capital of Baht 500,000,000.
- 2.5 KKP Tower Company Limited
KKP Tower Company Limited operates the office rental and property management business for the Bank and its subsidiary companies and has a paid-up capital of Baht 230,000,000.

Entities in which the Bank holds over 10.00% shares

As of December 31, 2022, the entities in which the Bank held over 10.00% shares were as follows:

| Juristic Person Name and Address | Type of Business | Number of Fully Paid-up Shares (Shares) | Percentage of Ownership (%) |
|---|--|---|-----------------------------|
| 1. KKP Capital Public Company Limited 20 th Floor, KKP Tower A, 209 Sukhumvit 21 (Asoke) Road, Khlong Toey-Nua, Wattana, Bangkok 10110 Tel: 0-2305-9000 Fax: 0-2305-9535 | Holding company | 210,310,240.00 | 99.98 |
| 2. KKP Tower Company Limited Former Name : CMIC Development Company Limited 209, 209/1 KKP Tower, Sukhumvit 21 (Asoke) Road, Khlong Toey-Nua, Wattana, Bangkok 10110 Tel: 0-2664-1396-7 | Office rental and property management for the Bank and the Group companies | 230,000,000.00 | 91.34 |
| 3. BOT Lease (Thailand) Company Limited Former Name : BTMU Leasing (Thailand) Company Limited 4 th Floor, Harinthorn Tower, 54 Sathorn Nua Road, Silom Bangrak, Bangkok 10500 Tel: 0-2266-3060 Fax: 0-2266-3067 | Leasing | 600,000.00 | 10.00 |

1.3.2 Shareholders

(1) Major shareholders

The top ten major shareholders of the Bank as of September 8, 2022, which was to determine the list of shareholders entitled to receive the interim dividend, were as follows:

| No. | Name of Shareholder | Type of Shareholder | Number of Shares (Shares) | Shareholding (%) |
|----------------------------------|--|-------------------------|---------------------------|------------------|
| 1. | Thai NVDR Company Limited | Thai juristic person | 99,590,754 | 11.76 |
| 2. | Ms. Thitinan Wattanavekin | Thai ordinary person | 35,532,761 | 4.20 |
| 3. | Eastern Sugar Company Limited | Thai juristic person | 35,000,804 | 4.13 |
| 4. | Ramkhamhaeng Hospital Public Company Limited | Thai juristic person | 34,867,143 | 4.12 |
| 5. | South East Asia UK (Type C) Nominees Limited | Foreign juristic person | 28,482,779 | 3.36 |
| 6. | Mrs. Vansamorn Wannamethee | Thai ordinary person | 25,212,703 | 2.98 |
| 7. | Chodthanawat Company Limited | Thai juristic person | 20,693,600 | 2.44 |
| 8. | State Street Europe Limited | Foreign juristic person | 19,879,084 | 2.35 |
| 9. | YP Inter Company Limited | Thai juristic person | 15,639,900 | 1.85 |
| 10. | Mrs. Panida Thepkanjana ¹ | Thai ordinary person | 15,342,206 | 1.81 |
| Total top ten major shareholders | | | 330,241,734 | 39.00 |
| Others | | | 516,509,375 | 61.00 |
| Total | | | 846,751,109 | 100.00 |

| Shareholder Classified by Nationality | Number of Shares (Shares) | Shareholding (%) |
|---------------------------------------|------------------------------|------------------|
| Thai shareholders | 727,822,236 | 85.95 |
| Foreign shareholders | 118,928,873 | 14.05 |

Remark : ¹ Mrs. Panida Thepkanjana holds 39.22% of shares in Chodthanawat Company Limited.

- (2) Agreement between major shareholders affects the issuance and offering of securities as well as the obligation to issue new shares in the future:

- No -

1.4 Registered and Paid-up Capital

1.4.1 The total paid-up share capital was 846,751,109 ordinary shares (of Baht 10 each).

- Total authorized share capital Baht 8,467,511,090
- Total issued and fully paid-up share capital Baht 8,467,511,090

1.4.2 As of December 31, 2022, no preferred share was issued by the Bank.

1.5 Issuance of Other Types of Securities

1.5.1 Debentures

As of December 31, 2022, the outstanding of all types of debentures totaled Baht 59,030.11 million. Details are as follows:

- Outstanding of unsubordinated and unsecured long-term debentures: Baht 18,649.49 million

| Symbol | Amount (Baht Million) | Issue Date | Maturity Date | Tenor | Coupon Rate (% p.a.) |
|--------------|--------------------------|------------|---------------|--------------------------|-------------------------|
| KKP237A | 5,000.00 | 23/07/2021 | 23/07/2023 | 2 years | 1.03 |
| KKP241A | 2,025.50 | 25/01/2022 | 25/01/2024 | 2 years | 0.00 |
| KKP230A | 5,000.00 | 19/04/2022 | 19/10/2023 | 1 year 6 months | 1.30 |
| KKP237B | 628.80 | 21/07/2022 | 25/07/2023 | 1 year 4 days | 0.00 |
| KKP238A | 773.00 | 1/09/2022 | 24/08/2023 | 11 months 23 days | 0.12 |
| KKP24NA | 5,000.00 | 9/11/2022 | 7/11/2024 | 1 year 11 months 29 days | 2.73 |
| KKP23NA | 121.48 | 2/12/2022 | 20/11/2023 | 11 months 18 days | 0.15 |
| KKP241B | 100.71 | 30/12/2022 | 22/01/2024 | 1 year 23 days | 0.19 |
| Total | 18,649.49 | | | | |

Details of unsubordinated and unsecured long-term debentures are as follows:

1. The Debentures of Kiatnakin Phatra Bank Public Company Limited No. 3/2564, due B.E. 2565

| | |
|-----------------------|---|
| Symbol | : KKP237A |
| Bond Type | : Long-term debentures, senior unsecured |
| Distribution | : Institutional investors |
| Initial Par | : Baht 1,000.00 |
| Current Par | : Baht 1,000.00 |
| Issue Size | : 5,000,000 units |
| Outstanding Size | : 5,000,000 units |
| Issue Term | : 2 years |
| Issue Date | : July 23, 2021 |
| Maturity Date | : July 23, 2023 |
| Coupon Payment | : Fixed: 1.03% p.a. |
| Interest Payment Date | : January 23 and July 23 of every year throughout the life of debentures and pay the last interest on the maturity date of debentures |
| Credit Rating | : A (TRIS Rating) (Issuer Rating) |
| Registrar | : CIMB Thai Bank Public Company Limited |

2. Euro Debentures of Kiatnakin Phatra Bank Public Company Limited No. 1/2565, due B.E. 2567

| | |
|------------------|--|
| Symbol | : KKP241A |
| Bond Type | : Long-term debentures, senior unsecured |
| Distribution | : Institutional investors |
| Initial Par | : EUR 1,000.00 |
| Current Par | : EUR 1,000.00 |
| Issue Size | : 55,000 units |
| Outstanding Size | : 55,000 units |
| Issue Term | : 2 years |
| Issue Date | : January 25, 2022 |
| Maturity Date | : January 25, 2024 |
| Coupon Payment | : Zero, investment return shall be the difference between initial par and current par, which is equal to a discount rate of 0.24% p.a. according to Long-Term Zero-Coupon (BEY) calculation provided by ThaiBMA. |
| Credit Rating | : A (TRIS Rating) (Issuer Rating) |
| Registrar | : Kiatnakin Phatra Bank Public Company Limited |

3. The Debentures of Kiatnakin Phatra Bank Public Company Limited No. 2/2565, due B.E. 2566

| | |
|------------------|--|
| Symbol | : KKP230A |
| Bond Type | : Long-term debentures, senior unsecured |
| Distribution | : Institutional investors |
| Initial Par | : Baht 1,000.00 |
| Current Par | : Baht 1,000.00 |
| Issue Size | : 5,000,000 units |
| Outstanding Size | : 5,000,000 units |
| Issue Term | : 1 year 6 months |
| Issue Date | : April 19, 2022 |

| | |
|-----------------------|--|
| Maturity Date | : October 19, 2023 |
| Coupon Payment | : Fixed: 1.30% p.a. |
| Interest Payment Date | : April 19 and October 19 of every year throughout the life of debentures and pay the last interest on the maturity date of debentures |
| Credit Rating | : A (TRIS Rating) (Issue Rating) |
| Registrar | : Kiatnakin Phatra Bank Public Company Limited |

4. Yen Debentures of Kiatnakin Phatra Bank Public Company Limited No. 3/2565, due B.E. 2566

| | |
|-----------------------|--|
| Symbol | : KKP237B |
| Bond Type | : Long-term debentures, senior unsecured |
| Distribution | : Institutional investors |
| Initial Par | : JPY 50,000.00 |
| Current Par | : JPY 50,000.00 |
| Issue Size | : 76,000 units |
| Outstanding Size | : 76,000 units |
| Issue Term | : 1 year 4 days |
| Issue Date | : July 21, 2022 |
| Maturity Date | : July 25, 2023 |
| Coupon Payment | : Zero |
| Interest Payment Date | : At maturity |
| Credit Rating | : A (TRIS Rating) (Issuer Rating) |
| Registrar | : Kiatnakin Phatra Bank Public Company Limited |

5. Yen Debentures of Kiatnakin Phatra Bank Public Company Limited No. 4/2565, due B.E. 2566

| | |
|-----------------------|--|
| Symbol | : KKP238A |
| Bond Type | : Long-term debentures, senior unsecured |
| Distribution | : Institutional investors |
| Initial Par | : JPY 50,000.00 |
| Current Par | : JPY 50,000.00 |
| Issue Size | : 70,000 units |
| Outstanding Size | : 70,000 units |
| Issue Term | : 11 months 23 days |
| Issue Date | : September 1, 2022 |
| Maturity Date | : August 24, 2023 |
| Coupon Payment | : Fixed: 0.12% p.a. |
| Interest Payment Date | : At maturity |
| Credit Rating | : A (TRIS Rating) (Issuer Rating) |
| Registrar | : Kiatnakin Phatra Bank Public Company Limited |

6. The Debentures of Kiatnakin Phatra Bank Public Company Limited No. 5/2565, due B.E. 2567

| | |
|--------------|--|
| Symbol | : KKP24NA |
| Bond Type | : Long-term debentures, senior unsecured |
| Distribution | : Institutional investors |
| Initial Par | : Baht 1,000.00 |
| Current Par | : Baht 1,000.00 |
| Issue Size | : 5,000,000 units |

| | |
|-----------------------|---|
| Outstanding Size | : 5,000,000 units |
| Issue Term | : 1 year 11 months 29 days |
| Issue Date | : November 9, 2022 |
| Maturity Date | : November 7, 2024 |
| Coupon Payment | : Fixed: 2.73% p.a. |
| Interest Payment Date | : May 9 and November 9 of every year throughout the life of debentures and pay the last interest on the maturity date of debentures |
| Credit Rating | : A (TRIS Rating) (Issue Rating) |
| Registrar | : Kiatnakin Phatra Bank Public Company Limited |

7. Yen Debentures of Kiatnakin Phatra Bank Public Company Limited No. 6/2565, due B.E. 2566

| | |
|-----------------------|--|
| Symbol | : KKP23NA |
| Bond Type | : Long-term debentures, senior unsecured |
| Distribution | : Institutional investors |
| Initial Par | : JPY 50,000.00 |
| Current Par | : JPY 50,000.00 |
| Issue Size | : 9,312 units |
| Outstanding Size | : 9,312 units |
| Issue Term | : 11 months 18 days |
| Issue Date | : December 2, 2022 |
| Maturity Date | : November 20, 2023 |
| Coupon Payment | : Fixed: 0.15% p.a. |
| Interest Payment Date | : At maturity |
| Credit Rating | : A (TRIS Rating) (Issuer Rating) |
| Registrar | : Kiatnakin Phatra Bank Public Company Limited |

8. Yen Debentures of Kiatnakin Phatra Bank Public Company Limited No. 7/2565, due B.E. 2567

| | |
|-----------------------|--|
| Symbol | : KKP241B |
| Bond Type | : Long-term debentures, senior unsecured |
| Distribution | : Institutional investors |
| Initial Par | : JPY 50,000.00 |
| Current Par | : JPY 50,000.00 |
| Issue Size | : 7,720 units |
| Outstanding Size | : 7,720 units |
| Issue Term | : 1 year 23 days |
| Issue Date | : December 30, 2022 |
| Maturity Date | : January 22, 2024 |
| Coupon Payment | : Fixed: 0.19% p.a. |
| Interest Payment Date | : At maturity |
| Credit Rating | : A (TRIS Rating) (Issuer Rating) |
| Registrar | : Kiatnakin Phatra Bank Public Company Limited |

- Outstanding of subordinated, unsecured and no representative intended to qualify as tier 2 capital debentures: Baht 8,392.00 million

| Symbol | Amount (Baht Million) | Issue Date | Maturity Date | Tenor | Coupon Rate (% p.a.) |
|--------------|--------------------------|------------|---------------|-------|-------------------------|
| KK285A | 1,400.00 | 18/05/2018 | 18/05/2028 | 10 | 3.50 |
| KK280A | 890.00 | 08/10/2018 | 08/10/2028 | 10 | 4.00 |
| KKP308A | 750.00 | 18/08/2020 | 18/08/2030 | 10 | 3.50 |
| KKP309A | 350.00 | 03/09/2020 | 03/09/2030 | 10 | 3.50 |
| KKP30NA | 2,000.00 | 18/11/2020 | 18/11/2030 | 10 | 3.50 |
| KKP314A | 2,852.00 | 22/04/2021 | 22/04/2031 | 10 | 3.50 |
| KKP316A | 150.00 | 24/06/2021 | 24/06/2031 | 10 | 3.50 |
| Total | 8,392.00 | | | | |

Details of subordinated, unsecured and no representative intended to qualify as tier 2 capital debentures are as follows:

1. Subordinated instruments intended to qualify as tier 2 capital of Kiatnakin Bank Public Company Limited No. 1/2561, due B.E. 2571, which will be required to be written down (fully or partially) when government authority decides to grant financial assistance to the issuer with a right of early redemption

Symbol : KK285A
 Bond Type : Subordinated and unsecured
 Distribution : Private placement to not more than 10 investors
 Initial Par : Baht 1,000.00
 Current Par : Baht 1,000.00
 Issue Size : 1,400,000 units
 Outstanding Size : 1,400,000 units
 Issue Term : 10 Years
 Issue Date : May 18, 2018
 Maturity Date : May 18, 2028
 Coupon Payment : Fixed: 3.5% p.a.
 Interest Payment Date : February 18, May 18, August 18, and November 18 of every year throughout the life of debentures
 Credit Rating : A (TRIS Rating) (Issuer Rating)
 Registrar : CIMB Thai Bank Public Company Limited

2. Subordinated instruments intended to qualify as tier 2 capital of Kiatnakin Bank Public Company Limited No. 2/2561, due B.E. 2571, which will be required to be written down (fully or partially) when government authority decides to grant financial assistance to the issuer with a right of early redemption

Symbol : KK280A
 Bond Type : Subordinated and unsecured
 Distribution : Private placement to not more than 10 investors
 Initial Par : Baht 1,000.00
 Current Par : Baht 1,000.00
 Issue Size : 890,000 units
 Outstanding Size : 890,000 units
 Issue Term : 10 Years

| | |
|-----------------------|---|
| Issue Date | : October 8, 2018 |
| Maturity Date | : October 8, 2028 |
| Coupon Payment | : Fixed: 4.00% p.a. |
| Interest Payment Date | : January 8, April 8, July 8, and October 8 of every year throughout the life of debentures |
| Credit rating | : A (TRIS Rating) (Issuer Rating) |
| Registrar | : CIMB Thai Bank Public Company Limited |

3. Subordinated instruments intended to qualify as tier 2 capital of Kiatnakin Bank Public Company Limited No. 1/2563, due B.E. 2573, which will be required to be written down (fully or partially) when government authority decides to grant financial assistance to the issuer with a right of early redemption

| | |
|-----------------------|---|
| Symbol | : KKP308A |
| Bond Type | : Subordinated and unsecured |
| Distribution | : Private placement to not more than 10 investors |
| Initial Par | : Baht 1,000.00 |
| Current Par | : Baht 1,000.00 |
| Issue Size | : 750,000 units |
| Outstanding Size | : 750,000 units |
| Issue Term | : 10 Years |
| Issue Date | : August 18, 2020 |
| Maturity Date | : August 18, 2030 |
| Coupon Payment | : Fixed: 3.50% p.a. |
| Interest Payment Date | : February 18, May 18, August 18, and November 18 of every year throughout the life of debentures |
| Credit Rating | : A (TRIS Rating) (Issuer Rating) |
| Registrar | : CIMB Thai Bank Public Company Limited |

4. Subordinated instruments intended to qualify as tier 2 capital of Kiatnakin Phatra Bank Public Company Limited No. 2/2563, due B.E. 2573, which will be required to be written down (fully or partially) when government authority decides to grant financial assistance to the issuer with a right of early redemption

| | |
|-----------------------|--|
| Symbol | : KKP309A |
| Bond Type | : Subordinated and unsecured |
| Distribution | : Private placement to not more than 10 investors |
| Initial Par | : Baht 1,000.00 |
| Current Par | : Baht 1,000.00 |
| Issue Size | : 350,000 units |
| Outstanding Size | : 350,000 units |
| Issue Term | : 10 Years |
| Issue Date | : September 3, 2020 |
| Maturity Date | : September 3, 2030 |
| Coupon Payment | : Fixed: 3.50% p.a. |
| Interest Payment Date | : March 3, June 3, September 3, and December 3 of every year throughout the life of debentures |
| Credit Rating | : A (TRIS Rating) (Issuer Rating) |
| Registrar | : CIMB Thai Bank Public Company Limited |

5. Subordinated instruments intended to be qualified as tier 2 capital of Kiatnakin Phatra Bank Public Company Limited No. 3/2563, due B.E. 2573, which will be required to be written down (fully or partially) when government authority decides to grant financial assistance to the Issuer with a right of early redemption

| | |
|-----------------------|---|
| Symbol | : KKP30NA |
| Bond Type | : Subordinated and unsecured |
| Distribution | : Institutional investors and/or high-net-worth Investors |
| Initial Par | : Baht 1,000.00 |
| Current Par | : Baht 1,000.00 |
| Issue Size | : 2,000,000 units |
| Outstanding Size | : 2,000,000 units |
| Issue Term | : 10 Years |
| Issue Date | : November 18, 2020 |
| Maturity Date | : November 18, 2030 |
| Coupon Payment | : Fixed: 3.50% p.a. |
| Interest Payment Date | : February 18, May 18, August 18, and November 18 of every year throughout the life of debentures |
| Credit Rating | : BBB+ (TRIS Rating) |
| Registrar | : CIMB Thai Bank Public Company Limited |

6. Subordinated instruments intended to be qualified as tier 2 capital of Kiatnakin Phatra Bank Public Company Limited No. 1/2564, due B.E. 2574, which will be required to be written down (fully or partially) when government authority decides to grant financial assistance to the Issuer with a right of early redemption

| | |
|-----------------------|---|
| Symbol | : KKP314A |
| Bond Type | : Subordinated and unsecured |
| Distribution | : Institutional investors and/or high-net-worth Investors |
| Initial Par | : Baht 1,000.00 |
| Current Par | : Baht 1,000.00 |
| Issue Size | : 2,852,000 units |
| Outstanding Size | : 2,852,000 units |
| Issue Term | : 10 Years |
| Issue Date | : April 22, 2021 |
| Maturity Date | : April 22, 2031 |
| Coupon Payment | : Fixed: 3.50% p.a. |
| Interest Payment Date | : July 22, October 22, January 22, and April 22 of every year throughout the life of debentures |
| Credit Rating | : BBB+ (TRIS Rating) |
| Registrar | : CIMB Thai Bank Public Company Limited |

7. Subordinated instruments intended to be qualified as tier 2 capital of Kiatnakin Phatra Bank Public Company Limited No. 2/2564, due B.E. 2574, which will be required to be written down (fully or partially) when government authority decides to grant financial assistance to the Issuer with a right of early redemption

| | |
|-----------------------|--|
| Symbol | : KKP316A |
| Bond Type | : Subordinated and unsecured |
| Distribution | : Private placement to not more than 10 investors |
| Initial Par | : Baht 1,000.00 |
| Current Par | : Baht 1,000.00 |
| Issue Size | : 150,000 units |
| Outstanding Size | : 150,000 units |
| Issue Term | : 10 Years |
| Issue Date | : June 24, 2021 |
| Maturity Date | : June 24, 2031 |
| Coupon Payment | : Fixed: 3.50% p.a. |
| Interest Payment Date | : September 24, December 24, March 24, and June 24 of every year throughout the life of debentures |
| Credit Rating | : A (TRIS Rating) (Issuer Rating) |
| Registrar | : CIMB Thai Bank Public Company Limited |

- Outstanding of unsubordinated and unsecured short-term debentures (not exceeding 270 days): Baht 26,510.88 million
- Outstanding of unsubordinated, unsecured, no convertible and no representative structured debentures: Baht 5,477.74 million

1.5.2 Bill of Exchange

- None -

1.5.3 Warrant

- None -

1.6 Dividend Policy

The Bank has a policy to pay dividend from the net profit in its financial statements. Payout of dividend must be approved by the shareholders' meeting. An interim dividend can also be paid by the Board of Directors' approval if the Bank's profit deems sufficient to do so and such payment shall be reported in the next shareholders' meeting.

In considering the dividend payment, the Bank shall take into account these aspects: the Bank's performance, long-term return to shareholders, the Bank's reserve and capital adequacy level to encompass any business plans, risks as well as pre-and post-impacts from such a given dividend payment. Also,

such dividend payment shall be in compliance with the governing laws and notifications of the Bank of Thailand.

The Bank has not set the dividend payout ratio for its subsidiaries; however, the dividend payment of the Bank's subsidiaries shall be approved by the shareholders' meeting of each company or the Board of Directors of each company in case of an interim dividend, and must also comply with the company's Articles of Association and applicable laws. The dividend payment of subsidiaries depends importantly on each company's business performance and plans.

Dividend payments for the past five years were as follows:

| | 2017 | 2018 | 2019 | 2020 | 2021 |
|--|-------|-------|-------|-------|-------|
| Earnings per share (Baht) (As from consolidated financial statement) | 6.78 | 7.14 | 7.07 | 6.05 | 7.46 |
| Dividend per share (Baht) | 5.00 | 5.00 | 4.25 | 2.25 | 2.95 |
| Dividend payout ratio (%) | 73.75 | 70.03 | 60.11 | 37.19 | 39.54 |

2. Risk Management

2.1 Risk Management Policy and Plan

In 2022, the Group continued focusing on the synchronization of risk management and business operations in order to limit risks to be within acceptable levels. The Group faces risks originating from both internal and external factors. To efficiently manage all significant risks, the Group has classified them, according to the Bank of Thailand's definition, into ten different types, specifically credit risk, credit concentration risk, market risk, liquidity risk, interest rate risk in the banking book, strategic risk, reputation risk, legal and compliance risk, operational risk, and information technology risk ("IT risk"). In addition, the Group applied a risk management process in accordance with international standards, consisting of risk identification, risk measurement, risk assessment, as well as risk monitoring and control. The Risk Oversight Committee and its subcommittee cooperated in reviewing, proposing policies and a risk governance framework, and monitoring the risk management overview for reporting to the Board of Directors. Meanwhile, the Risk Management Group and subsidiaries' risk management department,

independent from front office departments and risk owners, regulated and supported the Group's risk management.

Risk Management Structure

The Board of Directors, via the Risk Oversight Committee, closely regulates risk management, embracing the management of risks throughout the entire organization with an emphasis on establishing, for each business group and unit, roles and responsibilities for understanding the risks of its business activities and managing such risks under the risk management frameworks and policies of the Group. The Risk Management Group has roles and duties to regulate, monitor, and review the adequacy of risk management mechanisms and control in each business unit and business group. Furthermore, each business group will be allocated capital in an amount depending on the level of its transaction risks and business operation losses.

The roles, duties, and responsibilities of the relevant committees, business groups, and risk management authorities are as follows:

Board of Directors

The Board of Directors sets or approves a good and effective risk governance framework by defining the acceptable risk appetite to suit the Bank's risk level and supervises business conduct to comply with the specified risk appetite. Additionally, the Board of Directors supervises the Risk Oversight Committee to ensure the development of policies, procedures, and control measures for risk management that at least cover credit risk, credit concentration risk, market risk, liquidity risk, interest rate risk in the banking book, operational risk, reputation risk, legal and compliance risk, strategic risk, IT risk, and risks from new products or any significant process change. The Board of Directors is also responsible for approving and reviewing the policies and practices consistently and immediately after significant change.

Risk Oversight Committee

The Risk Oversight Committee plays a key role in defining risk management policy, overseeing the adequacy of policies and risk management systems within the Group and reporting to the Board of Directors. It also monitors risk levels to be within the level of appetite for risk acceptable to the Group, aiming to limit risks in a predetermined range while earning an appropriate rate of return.

Operational Risk Sub-committee

The Operational Risk Sub-committee is under the supervision of the Risk Oversight Committee. The subcommittee is responsible for the assessment of operational risks while providing guidance, policies, strategies, frameworks, and tools for operational risk management and IT risk management. The subcommittee supervises, gives advice, and supports the development and implementation of operational risk management and IT risk management processes to achieve efficiency in the organization. It also oversees and monitors the progress of the management of risk situations, losses, and the Bank of Thailand's observations relating to operational risk management and IT risk management, as well as providing comments and presenting quarterly

performance reports to the Risk Oversight Committee.

Risk Management Group

The Risk Management Group designs and develops key tools and risk management procedures, ensures the implementation of such tools and procedures in business groups and various units within the Group, as well as assesses, tracks, controls, and prepares reports of the Group's risk position in order to control risks to be within an acceptable level.

Internal Audit Office

The Internal Audit Office audits and verifies the operations of departments and units to comply with policies, guidelines, regulations, and processes of risk management. The Internal Audit Office examines and assesses the performance of the internal control system and the quality of operational processes to improve such processes as well as control and reduce significant risks.

Risk Owner

Risk owners, which are the product owners, departments, branches, and units in the Group, are responsible for managing the different risks related to their operations, systems, products, and services to be within acceptable risk levels in compliance with the risk management policies, regulations, and processes. These risk management activities include the identification, assessment, monitoring, controlling, and reporting of risks.

Principles of Risk Management

The Bank and the Group companies' principles of risk management are as follows:

1. A risk owner is primarily responsible for managing the risks arising from their business activities.
2. Risk control is carried out in cooperation between the risk owner and the independent departments.
3. In order to control the risks to be within an acceptable level, the Group applies the "Three Lines of Defense" model to ensure the appropriateness and effectiveness of the Group's risk management.



Level 1: Risk Owner Level: The risk owner must monitor their own unit's risk to ensure that it is within an appropriate level.

Level 2: Risk Management Group and Legal and Compliance Group Level: The Risk Management Group is responsible for monitoring and supporting tools and an effective risk management process to control the risks to be within an acceptable level. The Legal and Compliance Group is responsible for monitoring and reviewing the operations of the Group in compliance with the risk management policy and regulations. These two groups are independent from the risk owner.

Level 3: Internal Audit Level: The Internal Audit Office is responsible for auditing guidelines for risk management and internal control.

These principles of risk management, as outlined above, show that it is not only the Risk Management Group but also other business units that are important for effective risk management. It is not just executives; all employees in the business units at the source of the risk are also important. Therefore, any relevant personnel must strictly comply with the risk management policy and relevant risk management regulations.

Apart from the mentioned principles of risk management, reducing the risk to an acceptable level and consistently monitoring risk levels are also crucial. The risk management process is systematically managed as follows:

Risk Report Preparation

The risk report preparation for relevant committees is as follows:

1. Report on the Bank's and the Group's risk limits on a monthly and quarterly basis;
2. Report on emerging risks on a quarterly basis or when there is a significant change; the assessment is conducted in the context of risks to the Group's business operations over the next 3-5 years that may be caused by any change in economic factor, geopolitical problem, regulation, or technology, for instance, the risk of money market fluctuations and capital outflow as a result of FED balance sheet normalization and quantitative tightening, higher inflation risk, default risks of SMEs and retail clients, and the risk of a global synchronized slowdown, etc.

In the case that any indicator is at the level of the early warning trigger, the person who is responsible for that risk will have to prepare a plan to reduce and monitor the risk closely, and when indicators related to the risk exceed the risk tolerance level, a mitigation plan will be prepared along with implementing a plan to reduce the risk to an acceptable level. The risk management process and steps are as aforementioned.



Risk Assessment

The Group assesses important risks in various areas that may affect the business, and they cover the following risks:

1. Strategic risk
2. Credit risk
3. Credit concentration risk
4. Market risk
5. Liquidity risk
6. Interest rate risk in the banking book
7. Operational risk
8. Reputational risk
9. IT risk
10. Legal and compliance risk

Whenever a new product is launched or a significant business change occurs, the relevant business unit must conduct a risk analysis on society and/or the environment, as well as a review of the Group's risk management policy, guidelines, and regulations at least once a year or upon any significant changes to ensure they are appropriate with business circumstances and changes.

Core Risk Management Policies

There are nineteen core risk management policies, namely,

1. Market Risk Management Policy of the Group
2. Liquidity Risk Management Policy of the Group
3. Enterprise Risk Management Policy of the Group
4. Strategic Risk Management Policy of the Group
5. Operational Risk Management Policy of the Group
6. IT Risk Management Policy of the Bank
7. Stress Test Policy of the Group
8. Investment & Trading Policy of the Group
9. Reputation Risk Management Policy of the Bank
10. Pillar 3 Disclosure of the Bank and the Group Companies and LCR Disclosure of the Bank
11. Retail Lending Policy of the Bank
12. Core Credit Policy of the Bank
13. Commercial Lending Policy of the Bank
14. Debt Restructuring, Asset Classification,

Provision and Write-off Policy

15. Collateral Policy of the Bank
16. Counterparty Risk Policy of the Bank
17. Country Risk Management Policy
18. Delegation of Authority Policy for Commercial Lending & Counterparty Limit Setting
19. ESG Lending Policy

The Risk Management Group widely communicates these mentioned policies via the intranet system. Moreover, the Risk Management Group arranges for risk management knowledge trainings for the Group's personnel to foster understanding, embed risk awareness and a risk culture into the Group, and encourage employees' involvement in managing the Group's risks.

2.2 Risk Factors

The following risk factors do not reflect risk factors in normal business operations. Furthermore, there may be risks the Group is not aware of or that the Group currently considers insignificant but which may become significant in the future. These risks may significantly affect the Group's business revenue, profit, assets, liquidity, or source of funds.

1. **Changes in domestic and international economies may directly impact the Bank and the Group companies' businesses.**

The Bank and the Group companies' businesses are greatly dependent on the domestic and global economy. In 2022, the global economy continued to expand and encountered severe inflation, which resulted in central banks around the world raising the interest rate at a faster pace than usual to tackle the problem. The critical factors for the economy were: 1) accommodative economic policies resulting from a high money supply despite tightening overall conditions and 2) the pent-up demand following the reopening, despite signs of a slowdown in the manufacturing sector that was offset by an apparent recovery and expansion in the service sector and employment. Nonetheless, economic recovery differed by country, with Thailand being one of the countries with a slow economic recovery due to its reliance on tourism. Subsequently, the global economy is expected to slow down and enter the recession phase in early 2023.

Inflation in 2022 exceeded market expectations, owing to rising energy costs as well as supply inadequacy caused by a higher-than-expected increase in consumption in certain product types following the reopening, resulting in shortages in certain products. The inflation rate was higher than usual, spread throughout a variety of products, and causing central banks around the world to aggressively increase policy rates, leading to an increase in both short- and long-term interest rates. However, there is evidence that long-term interest rates are lower than short-term rates (the inverted yield curve), indicating that the global economy will enter a recession in 2023.

The Thai economy continued to recover in the 2Q2022 and 3Q2022 following a complete reopening in 2022, compared to 2021 with a number of months under lockdown, resulting in significant expansion of domestic consumption, while exports remained a critical economic driver due to continuous growth in foreign demand the previous year. Nevertheless, despite the forecast of 10 million tourists returning to Thailand in 2022, the figure remained significantly below the 40 million before COVID-19 and caused a slow pace of recovery of the Thai economy compared to its pre-COVID-19 potential and the pace of recovery of the international economy.

In 2023, key risks for the global economy include: 1) the persistence of high inflation for a longer period of time than expected, the risk of rising oil prices following China's reopening, the absence of a slowdown in demand from the service sector, and the tight labor market, which may lead to the risk that central banks will not be able to control inflation and will need to raise interest rates above market expectations; 2) the risk of a severe recession in the case of financial stability problem; and 3) a higher-than-expected slowdown in China's economy resulting from China's economic policies that did not foster economic growth but emphasize income distribution and the risk of the real estate bubble that had been the primary driver of the country's economy.

The recovery of the Thai economy in 2023 is anticipated to be fragile and differ throughout industries and areas. Businesses that are dependent on the tourism sector are expected to continuously recover as international tourists are foreseen to substantially return, which will lead to a total number of international

tourists of 25 million people. Meanwhile, domestic consumption is expected to slow down due to high inflation and rising interest rates while the export sector may contract according to the global economy, which may enter a recession phase. The issues to monitor are policies related to the reopening of China, as a faster-than-expected reopening may be positive for the Thai tourism sector given that Chinese tourists contributed to about 30% of total international tourists to Thailand pre-COVID-19.

Key risks for the recovery of the Thai economy in 2023 are: 1) a larger-than-expected slowdown in the tourism sector from the slowdown of the global economy and supply inadequacy in the tourism sector that causes no price drop; 2) a higher-than-expected increase in the inflation rate and interest rate from the persistence of the inflationary issue that led to an additional slowdown in domestic consumption; and 3) a worse-than-expected slowdown in the export sector if the global economy enters a severe recession.

To mitigate the possible aforementioned risks, the Group constantly monitors, analyzes the information, and follows up on situations that can potentially impact the businesses. The Bank adjusts the asset and liability structure to remain appropriate for the changing environment, tightens the approval criteria of borrowers for higher loan quality, incorporates risk management into business operations, conducts a stress test, and prepares mitigation plans to handle unprecedented crises.

However, the spread of the COVID-19 pandemic, the volatility of the domestic and global economies, as well as uncertainties in politics and government policies, are external factors which are not under the control of the Group. The Group does not guarantee that such events will not have a significant impact on the businesses.

2. The Bank is exposed to credit risk that may arise from deteriorating credit quality. Recessionary factors, including credit concentration, may significantly affect the Bank's performance.

The Bank's main debtors are small- and medium-sized companies, as well as retail clients, which are vulnerable and more affected by the volatility in the economy or the industry in which they operate. Therefore, the Bank may be exposed to high risk during

a volatile economy. However, the Bank has diversified the credit risk into various types: with collateral, without collateral, and various types of industries.

The Bank is also well aware of a concentration of large business debtors in real estate lending. This concentration gives rise to high credit risk. To manage credit concentration, the Bank has set credit concentration limits in accordance with the Bank of Thailand's guidelines and has proper reserves to mitigate possible losses, for instance, the single lending limit and the large borrower concentration.

To mitigate the risk of deteriorating credit quality resulting from economic and industry conditions, the Bank has continually developed credit approval procedures. This development comprises regulating the credit approval policy and process, issuing pre-screening guidelines, assessing debtors' executive competency and financial capability, considering loan purpose and collateral, and constantly reviewing credit quality.

For retail lending in 2022, the Bank has relaxed the credit criteria according to the situation of the spread of the COVID-19 virus, which is likely to subside. However, the Bank continues to be cautious in granting credit to industries that are not likely to recover, such as tourism and passenger transportation. The Bank expects retail lending to have a 22% increase in the volume of new loans issued compared to 2021.

For housing loans, the Bank also focuses on lending to projects of the market's four major real estate developers that focus on low-rise houses (Not Search for Yield) with price greater than Baht 5 million.

For current debtors, the Bank has a project to help debtors who are facing credit repayment problems due to the COVID-19 pandemic, natural disasters, or economic situations. In 2022, the proportion of debtors' outstanding loans under debtor assistance measures was 7% of total retail loans.

In considering assistance to the debtor, the Bank has reassessed all debtors and classified them by risk at high, medium, or low risk, or red, yellow, and green levels, respectively, in order to have proper management for each client, especially those who require financial assistance. The Bank also prepared a debt collection strategy and assessed the impact on the loan balance that may arise from loan payment

suspension and the impact on the Bank's additional credit cost.

Although the Bank employs procedures to manage credit and credit concentration risks, the Bank cannot guarantee that no loss will result from deteriorating credit quality and concentration. In the event that credit quality deteriorates beyond expectations, the Bank shall set aside more provisions. At times, the Bank may unexpectedly have to increase its provisions to comply with changes in regulations. An increase in provision will considerably impact the Bank's ability to pay out dividends.

3. **Changes in laws, rules, and regulations may affect the businesses, operations, and profitability of the Group.**

The Group recognizes the importance of the existence and changes of laws, rules, and regulations by the government and regulators, consisting of the Bank of Thailand, which is the key regulator for the banking business and risk management of the Group; the SEC, which monitors the securities business; the Office of Insurance Commission ("OIC"), which monitors bancassurance; and other regulators, i.e. the Office of the Consumer Protection Board and the Anti-Money Laundering Office ("AMLO"). Such regulators' laws and regulations are strict and have become increasingly stringent in order to protect clients. Nevertheless, the Group is committed to operating the businesses in compliance with laws and regulations for strong fundamentals and sustainable growth.

The Group has continually enhanced its products and services as well as conducted business strictly in accordance with the changes in laws, rules, and regulations to enable clients to conduct financial and investment transactions conveniently, quickly, securely, and justly. Some changes in laws and regulations last year affected the businesses of the Group, for instance, the Personal Data Protection Act, the Anti Money Laundering Act, the Notification of the Committee on Contracts on Hire purchase Businesses for Cars and Motorcycles as Contract-Controlled Businesses, the Bank of Thailand's Notification Re: Regulations on Supervision of Financial Business Groups of Commercial Banks Undertaking Business and Transactions Related to Digital Assets,

the Notice of the Competent Officer Re: Rules and Practices regarding Currency Exchange, the Bank of Thailand's Notification Re: Regulations on Practices and Disclosure regarding Interest, Service Charges, and Penalties for Financial Products and Services, the Bank of Thailand's Notification Re: Measures to Support Credit to Business Entrepreneurs under the Emergency Decree on Assistance and Rehabilitation of Business Entrepreneurs Affected by the Coronavirus Disease 2019 Outbreak (Transformation Loan), the SEC's Notification Concerning Detailed Requirements Regarding the Provision of Information Technology Systems, the SEC's Announcement Concerning the Definition of Institutional Investor, Special High Net Worth Investors, and High Net Worth Investors, etc.

Besides the aforementioned laws, rules, and regulations, the Group pays close attention to the laws relating to personal data protection, privacy laws, and data privacy and protection to prevent incidents that may occur to the data owner. In the past year, the Group has established policies and standards for information management to be able to properly comply with the law.

Changes in laws, rules, and regulations will generally impact goals, business viability, and competitiveness. These changes may also expose the Group to liability for failing to fully comply with laws and regulations, which could post a negative impact on the Group's operations, financial status, and performance.

4. The Group may not be able to achieve strategic goals as planned, which would impact the competitiveness and performance of the Group.

To achieve the strategic goals of the Group, the Group needs to consistently improve and develop many business operations. For instance, the development of new products and the enhancement of retail and PRIORITY clients, as well as the expansion of new business units, are required to support the growth of the business in the future. Although such developments need skilled personnel, regulatory allowance, as well as considerable investment and time, they are all mandatory for the Group to achieve goals and reach target clients. The Group, however, cannot guarantee that the mentioned developments would be completed

within a designated period or would allow the Group to be comparable to or better than business competitors.

In addition, the businesses and strategic plans of the Group heavily involve the development of information technology and systems. This advancement effectively aids in the enhancement of products and services, as well as the diversification of service channels to be compatible with the dynamic client behavior in the digital era. The achievement of the mentioned strategic plan undoubtedly involves the Group's competitiveness in developing the information technology system to be comparable to or better than business competitors. The Group cannot guarantee that information technology will be developed and achieved as planned. Delays in such developments could also cause the Group to lose its competitiveness. Although the development could be completed in time, the Group would still face the risk that it incorrectly anticipated market needs. As a result, the offered products, services, and transactions may fail to meet client preferences and target profits. Moreover, the lack of experience in new product and service development could hurt business competitiveness.

5. Market risk rises from the increasingly diverse transactions in the Group's trading and available-for-sale books, which may affect the Group's operations in the case of a highly volatile economy and markets.

Presently, the Bank performs many transactions in financial market products for both trading and available-for-sale books. The five major transaction types to hedge risk or sell structured notes to investors are: 1) debt instruments and debt derivatives trading; 2) FX and its derivatives trading; 3) interest rate derivatives; 4) common equity, property funds, infrastructure funds, real estate investment trusts ("REITs") which are registered on the SET, and equity derivatives; and 5) option contracts which refer to the equity price, financial index, commodity price, and mutual fund performance as underlying assets. Furthermore, the capital market business invests in common equities traded on the SET and foreign stock markets, futures contracts on TFEX, equity derivatives, and private equities, which also have a market risk.

The Bank's trading book market risk management focuses on transactions with interest rate risk and currency risk. In a highly volatile market, these risks arise from internal and external uncontrollable factors and adversely affect the trading book. Therefore, the Bank determines the acceptable risk limit on interest rate risk and currency risk for trading book transactions and allows transactions relating to equity prices, financial index, and commodity prices to be exposed to zero market risk in equity price.

The Bank's available-for-sale book market risk management emphasizes transactions with interest rate risk. The Bank determines the acceptable interest rate risk limit and hedges the risk to an insignificant level. However, the Bank may invest in common stocks, property funds, infrastructure funds, and REITs, which are registered on the SET. This will be a long-term investment, which requires the related committee's approval on a case-by-case basis.

The Bank has consistently developed comprehensive and systematic market risk management procedures, ranging from identifying, measuring, monitoring, and controlling risks resulting from trading and available-for-sale book transactions. These processes cover related and significant market risk factors. Meanwhile, the Financial Markets Group and the Treasury Department are major units for managing market risk in trading and available-for-sale books, respectively. The Market Risk Management Department, together with the Liquidity Risk Management and ALM Department, identify risk indicators and propose the risk limit for approval from the Risk Oversight Committee to assess and monitor market risk. Internationally-accepted risk indicator tools, such as VaR, Present Value of a Basis Point (PV01), Net Open Position in Foreign Currency (NOP), and Economic Value of Equity (EVE), are utilized to cover changes in the market. In case of any irregularities or situations that exceed the acceptable market risk limit, the Market Risk Management Department and the Liquidity Risk Management and ALM Department will report to the relevant units.

For capital market investment in the SET and other stock markets, futures, equity derivatives, and private equities, important risk factors are based on the equity price, liquidity, and equity price volatility.

Short-term investments typically have negligible market risks since there are investment strategies deployed to reduce the market risks. However, long-term investments of subsidiary still have high market risks due to its directional - both onshore and offshore securities - investment strategy. A decrease in the price of securities held by the Group would negatively affect the performance and profit of the Group. However, the Group is aware of the risks of such an investment strategy. The Group has specified the level of risk tolerance for each investment. The Risk Management Department of the capital market business is responsible for defining standard risk tolerances, such as VaR and the volume limit of daily transactions, and will alert relevant business units in the case that the risk in the trading book exceeds the limit or there is an unexpected irregularity.

However, the volatility of securities prices is often caused by uncontrollable factors. Despite the Group's standard risk management process, the Group is unable to guarantee that significant losses will not occur when risk factors become more volatile than predicted. This could adversely affect the Group's performance and economic value.

6. The Group may be affected by reputational risk.

Reputation is of significance to businesses, especially in the financial services industry, where competition is high. The upkeep and development of a good reputation will result in an increase in client base and improved client retention abilities. It could also have positive effects on performance and financial status. Conversely, reputation loss could negatively impact the Group in the long run. Therefore, the Group makes its best effort to maintain its good reputation and has prepared measures to prevent and reverse situations that could impact the Group's reputation while considering risks that may affect the Group's reputation in different aspects as follows:

1) **Environmental aspect:** Currently, environmental risks have become more serious due to the economic expansion. The Group is aware of the importance and problems that arise. Therefore, the Group has improved the business process to be more environmentally friendly, including by taking measures aimed at energy conservation, such as

providing client service through electronic channels to reduce the paper usage of transactions and the fuel consumption of clients' travel, introducing energy saving projects, and renovating the headquarters building to be an environmentally-friendly building.

2) Social aspect, which includes respect for human rights: The Group has established a policy to cover various issues on the social aspect, such as the Corporate Governance Policy, the Guidelines for Business Conduct Policy, and the Guidelines for Social Responsibility Policy. For human rights, the Group strives to promote its human rights operations within the organization by treating all workers with equality and fairness. There is a department that is directly responsible for this matter. Moreover, the Legal and Compliance Group and the Internal Audit Office are responsible for ensuring operations are in compliance with policies.

3) Corporate governance aspect: The details of important matters are summarized as follows:

- (1) Occupational safety and health risk:
The Group has set up the Guidelines for Safety to ensure a safe working environment for employees, clients, and visitors. There is a provision for harmless and appropriate equipment and a working environment according to the Ministerial Regulation on the Prescribing of Standards for the Administration and Management of Occupational Safety, Health, and the Environment of the Workplace. There is regular monitoring of air quality in the workplace and cleaning of the air conditioning system. The Group also arranges for occupational safety and health knowledge training and provides protective equipment. Furthermore, the Group has organized fire drills and installed an office security system.
- (2) Dispute risk: The Group aims to benefit the public by improving and developing the quality of life of Thai people, operating the business in a responsible way, and responding to all stakeholders appropriately. These measures include setting up the Guidelines for Business

Conduct Policy and the Guidelines for Social Responsibility Policy for sustainable business operations.

- (3) Fraud risk: The Group intends to conduct business with integrity in a transparent manner by adhering to the Corporate Governance Policy and the Guidelines for Business Conduct Policy. The Group is committed to taking a stand against corruption in any form. Therefore, in order to prevent corruption, the Group sets and communicates the Anti-corruption Policy and related procedures to employees within the organization. There is an annual training on the Anti-corruption Policy for employees of the Group via e-Learning and a test to evaluate their understanding. The Group also communicates its commitment to the Corporate Governance Policy and the Anti-corruption Policy to the public and external stakeholders through various channels. Furthermore, the Bank and its subsidiaries in the capital market business have been certified as full members of the Thai Private Sector Collective Action against Corruption ("CAC") and have been recertified every three years.

In 2022, the Bank has set policy according to the aforementioned topics, which is the ESG Lending Policy, to ensure that the Group's credit granting has been carefully considered in light of such topics and is in line with the new official criteria that will be announced in the future.

However, the Group is not able to guarantee that the full implementation of these measures will be able to completely and immediately prevent and correct situations affecting the Group's reputation.

7. The risk of internal and external fraud is becoming a worrying trend. The Bank and the Group companies' operations may not be sufficiently cautious, resulting in operating losses that will affect the Group's competitiveness and performance.

The Bank and the Group companies' operations are presently offering diverse and complex products and services, complying with laws and regulations, and facing volatile challenges, such as business growth and expansion, new products and services, the technological revolution, and innovative fraud techniques, especially external fraud from individuals or technology. Additionally, situational changes may result in an incautious operation. All of the aforementioned factors may pose risks or harm to the businesses. For example, products and services may be misrepresented, affecting reputation, possibly invoking lawsuits, slowing down operations, causing a decline in competitiveness and income, heightening costs, and eventually impacting the Group's performance.

The Bank's Operational Risk Sub-committee functionally manages and monitors risk possibility, as well as controls operational loss to be within acceptable levels, to reduce operational risks and fraud. The Bank has also established a fraud unit to prevent losses by controlling and investigating irregular situations or situations suspected of being fraudulent. In addition, the Bank employs measures to reduce the operational risks of new products and services, which require relevant units to assess risks, develop mitigation plans, and implement readiness checks before launching new products and services or changing operational processes. The second line of defense units, such as the Legal and Compliance Group and the Risk Management Group, collaborative to analyze and define issues. The New Product and Process Review team reviews the development guidelines for processes and risk management before proposing them to the New Product & Process Review Sub-committee (NPPRC) for approval. The subcommittee not only approves new products and process changes but also identifies risks, indicates flaws, and gives advice to improve products and services to perfection.

Furthermore, the Group applies the IT Risk Management Policy and the principles for managing risks from third parties who have access to sensitive information or are connected to the Bank's system. IT risks are assessed regularly or when new information technologies are applied to the Group's operations and services. The Group also has guidelines for educating and enhancing awareness of cyber threats

for employees at all levels to prevent risks from integrating IT into the business and from cyber threats that may affect the Group's operations and services. The Group also adjusts its organizational structure to align with such changes and reviews its policies and regulations to ensure they are consistently suitable for the current situation.

Although the Group cautiously enforces such measures, there are uncontrollable, significant, and fast changing factors, such as IT risks, work-from-home risks, people's behaviors, and complex fraud, embezzlement, and corruption. The aforementioned risk factors are difficult to control and may inevitably impact the Group's performance.

8. Intense competition from large banks and emerging business groups may adversely affect the Bank's performance.

Fierce competition in the banking business is intensifying due to corporate behavioral changes, especially in large corporations, which have high trustworthiness and a good financial position. Their behavior has changed from relying on bank loans for financing to acting as disintermediaries through debentures or the capital market. Therefore, the demand for bank loans has declined while that for the corporate bond market has increased considerably, impacting the banks' lending growth.

In addition, competition among existing competitors and new service providers is unceasingly intense. Existing service providers, such as large commercial banks, are growing by expanding into businesses not typical of large banks. They are especially moving towards the universal banking model. In the meantime, small banks still have competitive disadvantages, such as restricted economies of scale and economies of scope, resulting in a higher production cost per unit and the inability to sell bundled products. Moreover, they apparently have less business capability and competitiveness than large banks. In the event that the Bank, which is a small bank, is unable to respond to the competition with products and services that cater to clients' needs or may be unable to develop a diverse and complete sales channel, the Bank will possibly lose market share in its main businesses, such as auto hire purchase and real estate lending.

Subsequently, the Bank may lose competitiveness, which will substantially impact its ability to generate revenue and maintain a positive long-run performance.

New service providers, such as payment providers, e-Wallet companies, e-Commerce companies, etc., are leading fundamental changes in financial transactions, consisting of payment via application, investment or credit information access, and debt financing without the use of an official financial institution, making transactions via applications more convenient, speedy, and economical. The increased market competition may reduce the Group's role and opportunities, as well as client relationships and brand loyalty, and have a direct impact on its business performance.

Based on the aforementioned effects from both existing and new service providers, the Group plans to focus on improving the quality of products and services offered to clients. The Group is also studying the effect of new competitors and the possibility of being an incubator, a capital venture, a business partnership, a target of mergers and acquisitions, or a subsidiary establishment to expand its businesses. Despite the Group's readiness for uncontrollable and unexpected risks, the impact on the Group's performance may happen unavoidably, for example, due to market share loss or inaccurate anticipation of the financial transaction trend.

9. The Group may be affected by the inability to manage and keep key personnel.

The Group's business depends on the experience, knowledge, and expertise of personnel, including credit analysts, marketing personnel, relationship managers, compliance personnel, high-level management, etc. Moreover, the change in work culture from working at the office to working from home may cause some employees to accumulate stress or have a higher chance of changing jobs.

For the Group to retain its quality personnel, the Board of Directors has established written guidelines for employee treatment. Such guidelines emphasize an appropriate system of employee benefits, training to encourage the development of personnel, equal and fair treatment of all employees, the development of a pleasant organization and prioritization of hygiene and workplace safety, healthcare, annual health

checks, accident insurance for employees at all levels in the Group equally, and the right to leave on various occasions, which is expanded to cover leave for all religious ceremonies and meditation. Furthermore, these guidelines have been updated to reflect changes in the working environment, such as Flextime, which allows employees to set their own working hours and work from home for qualified business units. The Group also arranges various activities for all employees of the Group to participate in online and on-site at their convenience.

Regardless of the success of the above measures, the Group may not be able to retain key employees. It also cannot guarantee that it will be able to recruit talented personnel. This could negatively affect business continuity and significantly impact the financial status and performance of the Group.

10. The profit from the special asset management business may decrease or be depleted in the future.

The Group operates the special asset management business through the Bank and mutual funds, which are subsidiaries of the Bank. The Bank started its special asset management business in 1999 by winning auctions of claims on financial institutions from the Financial Sector Restructuring Authority. During 2003-2006, the Bank auctioned debts under lawsuit from the Legal Execution Department. In 2010, the Bank bought investment units in Gamma Capital Mutual Fund and Bangkok Capital Mutual Fund, which had similar operations to the Bank's other mutual funds. In 2022, the Bank profited from its special asset management business in the amount of Baht 44 million, amounting to 0.44% of the Group's comprehensive income.

However, the Group has been operating the special asset management business for some time. Currently, the Group's investment funds have been terminated, and assets under management remain at approximately Baht 6,910 million. The Group does not anticipate an expansion or even remaining in this business. Its revenue continuity would be affected. The Group has therefore continuously conducted other new business expansions to compensate for the decreasing return of this business.

11. The Bank may be impacted by interest rate risks in the banking book caused by volatility of interest rates and a duration gap between asset and liability durations.

The reduced liability duration is certainly an important risk factor. The Bank is aware of this factor and closely monitors and controls it according to the risk appetite defined by the Bank under the hypotheses of interest rate change under normal and stressed scenarios. The Bank has appointed the Assets and Liabilities Management Committee to monitor and control such risk by adjusting the maturity and duration gap between liabilities and assets. Moreover, the Risk Management Group also closely monitors and controls interest rate risks in the banking book and consistently reports to the Risk Oversight Committee and the Board of Directors.

However, if the Bank faces higher interest rate volatility or the market interest rate adversely changes unexpectedly, such uncontrollable risk would unavoidably have a direct impact on the net interest income and economic value of equity.

12. The Bank may not be able to provide and maintain sufficient liquidity for business conduct and expansion.

The Bank's business depends on its ability to raise funds through deposits and/or other sources. The Bank must maintain a portion of these funds as liquid assets for sufficient provisions in normal and stressed situations. The ability to maintain liquidity depends on several factors, such as competition, interest rate trends, the reputation and credit rating of the Bank, the location and number of branches, product diversity and service quality. These factors affect the Bank's ability to raise funds. For example, if the Bank's credit rating was reduced, its cost of funds would increase.

Besides competition and internal factors, regulations also affect the Bank's fund raising. Under stricter regulations by the Bank of Thailand and Basel III after the global economic crisis, the Bank has to maintain higher liquidity to cover liquidity risk.

To manage liquidity, the Bank has appointed the Money Desk Sub-committee to analyze and

monitor cash inflows and outflows at the Bank. The subcommittee also establishes measures to closely monitor the liquidity status under normal and stressed conditions based on liabilities concentration, the Bank's risk appetite for asset and liability mismatches, and the level of liquid assets under various scenarios. The subcommittee regularly convenes at least once every two weeks under the supervision of the Assets and Liabilities Management Committee. The Treasury Department also plays a key role in the implementation of the Bank's liquidity management to maintain an appropriate level of liquidity, with the Risk Management Group monitoring and controlling the position on liquidity risk and regularly reporting to the Risk Oversight Committee and the Board of Directors. Additionally, the Bank has established a liquidity contingency plan and a recovery plan to strengthen the Bank's stability in order to prepare for future financial crises. Tests are carried out on an annual basis.

As the ability of the Bank to raise funds is dependent on various factors, the Bank is not able to guarantee that such management will prevent all adverse liquidity effects, in the event of a significant change in the market.

13. The Bank may be unable to maintain sufficient capital for future expansion and competition.

Under the regulations of the Bank of Thailand and Basel III, the Bank's capital is determined by its risk-weighted assets (RWA) and regulatory capital. These are dependent upon several factors including changes in the Bank's businesses and risks, as well as amendments to the capital requirement regulations. Furthermore, in the event the Bank reports an operating loss, the loss will reduce its regulatory capital, which will certainly impact its capital adequacy. Any reduction to capital may lead to a need to raise funds for business expansion. Such fund-raising may be restricted or come at a high cost. If the Bank is unable to raise sufficient funds, it may not be able to grow its business as planned. Consequently, the Bank's performance will be affected or its size will be reduced if the restriction on capital is not resolved in the long term.

In 2022, the Group aimed to maintain capital in order to cover all risks under the COVID-19 situation as it began to unravel, support business expansion opportunities, and keep a high capital adequacy ratio. The Bank also employed the policy of a capital target and minimum required capital to mitigate risks and support business expansion. The purpose of capital risk appetite and tolerance, as determined under the Bank's risk appetite statement, which has been approved by the Board of Directors of the Bank, reflects the following objectives:

- To maintain capital above the minimum requirement of the Bank of Thailand to cover significant risks that are not included in the minimum requirement;
- To maintain capital in accordance with risk appetite and risk tolerance, which are determined by the Board of Directors;
- To assess capital under stressed conditions and prepare a capital contingency plan to maintain capital according to the framework of stressed condition;
- To maintain capital in order to cover significant risks the Bank faces according to official regulations; and
- To maintain capital while considering the impact on shareholders.

To improve the capital assessment procedure, the Bank has undertaken the following:

- Developed quantitative risk assessment systems for credit risk, market risk, operational risk, credit concentration risk, and interest rate risk of the banking book under normal and stressed conditions;
- Developed a capital adequacy framework that is linked to the aforementioned significant risks for each of the Bank's businesses;
- Developed a performance evaluation system for business units while taking into account the cost of maintaining capital and the ability to report shareholders' return on the investment of each business unit; and
- Developed risk assessment and capital adequacy by using economic capital methods.

- For 2023, the Group will continue to focus on managing capital efficiently to support remaining risks from the economic conditions, support business expansion, and establish an appropriate capital structure that is comparable with others in the business.

Nevertheless, the Group may have to raise funds by issuing subordinated debt instruments to support business expansion and roll over expiring instruments in the next 5-10 years. The Group may face risk as a result of insufficient capital or higher costs, which would significantly affect its performance.

In the Group's capital management procedure, the suitability of the minimum capital requirement, additional capital required by the annual business plan, and the Group's risk appetite and tolerance will be utilized in the capital adequacy assessment process. The Bank will provide the capital plan and capital contingency options on a case-by-case basis in the event that the estimated capital adequacy ratio falls below the risk tolerance or the minimum capital required by the Bank of Thailand.

2.3 Emerging Risk Factors

The Group is aware of and has continuously prepared for emerging risks that may occur in the future. The Group has analyzed the risks that may affect business operations in the short- and long-term, direct and indirect, for each risk factor on a regular basis. The aforementioned risk assessment and monitoring will be reported to the Risk Oversight Committee and the Board of Directors at least quarterly. The report is also presented to the annual meeting of the Risk Oversight Committee and the Audit Committee for a complete and comprehensive risk analysis.

In 2022, the Group has identified significant emerging risks that may arise in the future. There is an effective risk management approach, which includes continuous monitoring of various risks to mitigate the impact of emerging risk factors, as follows:

1. Stagflation Risk

Risk Description

Stagflation is a combination of two words. Stagnation, or the state of not moving, and inflation, or a general increase in prices and fall in the purchasing power of money, are defined as stagflation. It is defined as economic stagnation, with GDP growth slowing and unemployment and inflation rising at the same time, causing domestic prices to rise abnormally, affecting the cost of living, reducing the country's purchasing power, increasing inequality, and further exacerbating the economic situation.

From the perspective of the private sector, the effect is that the company's income will decrease. In addition, the cost of raw materials increases, which increases the likelihood of layoffs, defaults, or bankruptcies in the private sector.

Another disadvantage of stagflation is the higher cost of macro-policy because the government policies to resolve such situations can be difficult to implement. If we try to solve economic stagnation by stimulating the economy, it will aggravate the acceleration of inflation even more. On the other hand, solving inflation by raising interest rates or reducing the demand for goods will only exacerbate an already slowing economy.

Thai economic figures from 2022 onwards show that Thailand's inflation rate has been at a high level for a while, but a recession has not yet occurred. However, there is a high probability that it will happen in the near future. Therefore, the stagflation risk is a new risk that the Group has focused on and has a process to regularly monitor and control the risk.

Potential Impact of Risk on the Group

When there is a stagflation risk in Thailand, the Group may be affected by a number of factors, such as interest rate changes, changes in monetary policy by the Bank of Thailand, as well as the impact of various government assistance measures. There may be a risk of increased default by debtors due to economic conditions and impacts on the Group's investment portfolio.

Mitigating Actions

In order to mitigate risks that may arise from stagflation risk, the Group has been prepared to mitigate the impacts of potential risk factors as follows:

- The Risk Oversight Committee has studied trends, directions, and potential impacts in order to adjust the risk control framework to

suit the situations that may occur with careful risk management.

- Preparation in terms of tools, processes, policies, and various criteria to support additional measures from the government and the Bank of Thailand in promoting assistance to affected debtors to be more convenient and faster. It also enables the Bank to monitor and manage risks appropriately.
- Restructuring of the asset and liability management of the Group to be flexible and ready to accommodate changes in interest rates or changes in monetary policy in a timely manner.
- Ensuring the strict new credit approval criteria and processes are consistent and suitable for economic conditions, including closely monitoring the level of the debtor's risk.

2. Consequent Risk from the COVID-19 Pandemic

Risk Description

Although the COVID-19 pandemic situation has greatly improved from the previous year, the consequent risk from the COVID-19 pandemic and the likelihood of a re-emergence remain a concern. These risks are important for the Group and will be monitored regularly as the spread of the COVID-19 virus in the past year has continued to affect changes both in Thailand and around the world in many aspects such as income, living conditions, consumption behavior, client needs, and overall economic conditions.

Potential Impact of Risk on the Group

The consequences of the COVID-19 pandemic could affect the Group in many ways, especially on the credit quality of retail and small business debtors and other debtor risks that may increase or change.

Mitigating Actions

In order to accommodate potential impacts and risks, the Group has prepared to deal with the impact of potential risk factors as follows:

- Preparing to provide assistance to debtors who are still affected by the situation, including improving the product program to be in line with the current situation as well as improving risk assessment tools.

- Improving the analytical model for credit to make the lending process more efficient and able to screen and grant credit to the group of debtors who have the ability to repay debt and are most relevant to the Bank's target group.
- Setting additional reserves to cover the potential impact of a recession or unforeseeable events which will allow the Group to mitigate the impact that may occur should such events occur.

3. Cyber Risk

Risk Description

The Group has continuously used technology as the main mechanism in its business operations to support new products or services in digital channels and to make business operations more efficient and faster in order to better meet the needs of clients. By relying heavily on technology, the Group may have the potential to pose a significant cyber security risk.

Potential Impact of Risk on the Group

With increasing reliance on information technology usage, cyber security risk is also a risk that the Group has increasingly focused on. The aforementioned risk affects and damages both clients and the Group and causes clients to lose confidence in the products and services of the Group, such as information technology systems or service interruptions, sensitive data being altered, unauthorized disclosure and deception in order to obtain sensitive data to commit fraud, etc. It also affects the reputation and confidence of clients in the products and services of the Group.

Mitigating Actions

The Group has prepared and upgraded its security against cyber threats in line with international standards, regulations, and best practices. The Group also has a risk management framework that is rigorous, concise, and appropriate according to the risk level of its products and services. In addition, there is supervision in terms of personnel, processes, tools, or technology used by the Group, and it encourages personnel to be aware of cyber security risk.

To mitigate the risks from cyber threats to business operations, clients, and overall systems of the Group that may occur, the Group has established

specific units to oversee and supervise cybersecurity operations, such as the IT Security Department, the Cyber Threat and Information Technology Operational Risk Management Team, the Financial Crime Risk Management Department, etc.

4. Financial Crime Risk

Risk Description

Risks from financial crime and fraud problems in financial institutions can be divided into two types: external fraud and internal fraud. Such problems tend to cause financial damage to financial institutions and the general public and are increasing every year. The banking sector has seen the development of technology and digital systems that facilitate services for clients which include applying for loans, opening online deposit accounts, and providing financial transaction services through internet banking and mobile banking channels, whose growth rate has increased significantly. Fraud groups have also evolved to develop fraudulent forms and processes using low-cost modern technology to deceive banks or the general public. Therefore, in addition to the forgery of documents for loan applications or internal fraud, which are traditional forms of fraud, there are also new forms of fraud. 2022, saw many new forms of corruption problems, such as call center gangs calling to deceive people by threatening people into believing that they had committed a criminal offense and asking them to transfer money through "The Horse Account" (an account opened by a contractor) and then embezzling all of the money, romance scams, venture investment scams, transfer loan fee scams, mission scams. Most recently, we are seeing more cases of victims being tricked into clicking a link or downloading an application that can be phishing to take their personal information and personal PIN to use for financial transactions or remote screen on the client's mobile phone to transfer the victim's money to the Horse account. When the fraudsters receive money from the victims and deposit it into the Horse Account, they will transfer it to the next Horse Account and pass it on to multiple Horse Accounts in a short period of time using financial transactions through each bank's internet banking or mobile banking.

Potential Impact of Risk on the Group

When external fraud arises from the case where a loan applicant submits a fraudulent document to

apply for a loan or has fraudulent behavior, most of them are debtors who have no intention of repaying the debt in the first place or are debtors who do not have sufficient potential to repay the debt to the Bank. If the Bank approves large amounts of loans to such groups of debtors, it will cause the Bank to have a high percentage of non-performing debts or bad debts, causing the Bank to have higher credit costs that may affect profits, capital, and operating results of the Group.

Internal fraud is a potential fraud that may occur and cause large amounts of financial losses to the Group, either through the fraud of the Group's capital directly (employees embezzling or stealing the Group's money) or the fraud of the clients' money, for which the Group may be liable for reimbursement or remedies to the clients in accordance with the law or rules of regulatory agencies. In some instances, internal fraud that causes serious damage or is presented to the public through mass media channels or social media can cause significant damage to the Group's reputation, which may greatly affect the confidence of shareholders, clients, and other stakeholders.

Although the new forms of fraud, such as call center gangs or scams in various forms, are frauds between scammers and victims, they are money transfer transactions through internet banking channels, mobile banking channels, or various Horse Accounts of each bank. Some of the Group's deposit accounts are also used as Horse Accounts. Even though this type of fraud does not directly cause financial damage to the Group, it may have an impact on the working process that must support the data, freeze the account, withdraw the frozen account, and submit it to the investigation officer or the court according to the warrant or the summons, including reporting suspicious transactions to law enforcement agencies. If the Group encounters a large number of Horse Accounts, it may affect the Group's operations.

Mitigating Actions

The Group has established the KKP principles to instill desirable concepts and behaviors in employees at all levels of the organization and to encourage them to work with honesty. In essence, the aforementioned KKP principles are words that are easy to understand and uncomplicated, such as "recruit and support good

people," "weed out the bad," "be transparent," "no politics," etc., which clearly show that the Group has zero tolerance for fraud.

If the Group detects fraud, decisive action will be taken. The CEO also regularly communicates with employees to make them aware of such matters.

The Group has a unit directly responsible for the risk of financial crime and fraud. In 2022, the Group established the Financial Crime Risk Management Department, which is responsible for reporting directly to the Bank's Risk Management Group and has key responsibilities as follows:

- Supervise and prevent credit fraud problems in the form of forgeries of documents to apply for credit (fraudulent documents) and fraudulent behavior with an aim to minimize and prevent loan fraud as much as possible and to be within an acceptable risk level.
- Investigate external fraud and internal fraud in the Bank in order to identify the fraudsters, as well as investigate methods of fraud that occur within the Group or other fraud in order to discuss with the relevant department and determine measures or improve working processes to control fraud in the future or reduce the chance of fraud.
- Take legal action against criminal groups, both criminal and civil, including following up to recover property or monetary damage of the Group or victims.
- Set up a team to investigate money transfer transactions via internet banking and mobile banking channels, as well as suspected Horse Accounts or other types of fraud, in order to temporarily suspend transactions and require the account holder to conduct transactions in person at a bank branch. The hassle of online transactions could lead to scammers using the Bank's accounts as a fraudulent money transfer channel.
- Provide modern tools or technology to enable prevention, fraud detection, and investigation of suspicious financial transactions to operate more efficiently and stay up-to-date on current and future fraud threats.

2.4 ESG Risk Factors

ESG risks are related to environmental, social, and governance issues that are now being prioritized and widely discussed by organizations. Therefore, ESG risks should be taken into account in the setting of organizational goals and strategies as well as incorporated into the organization's risk management in order to create opportunities and mitigate potential risks that could affect profitability, competitiveness, image, and reputation as a sustainable organization.

The Group is aware of ESG risks and has implemented various aspects in accordance with a sustainable approach by taking into account the dimensions of the environment, society, and governance appropriately and being prepared to prevent and respond to various potential risks. The operations are divided into three areas, as follows:

1. Environmental risks such as the impact of climate change, the cost of increasing taxes on industries or businesses that emit carbon emissions, the impact of lending to companies that cause environmental problems, etc. The Group is aware of the aforementioned risks and has continuously monitored climate change in order to analyze potential impacts and prepare for the ongoing risks. Environmental impact management is also incorporated into the process of new product launches or work process changes to assess risks and impacts on society and the environment to make sure they do not exceed acceptable levels. KKP Tower, where the Group's head office is located, has been renovated to be an environmentally - friendly building (a "Green Building") in accordance with U.S. LEED (Leadership in Energy & Environmental Design) standards. The credit for electric vehicles (EVs) is promoted and supported. In addition, a credit policy on the environment, social issues, and governance has been established, including revising relevant criteria or policies to consider environmental risks more efficiently.
2. Social risks such as the impact of human rights violations in the supply chain, the impact of population structure changes, the impact of changing lifestyles of people in society, etc. To prevent risks that may occur, the Group has taken action in such matters, including providing fair and equitable employment or welfare to employees, focusing on promoting a happy working atmosphere (Happy Life, Happy Workplace), adjusting a new way of working as well as supporting and preparing various tools and equipment to support work from home, arranging welfare assistance for employees affected by the spread of the COVID-19 virus, providing assistance to all groups of clients affected by the COVID-19 pandemic and economic conditions through low-interest credit and debt moratorium measures, and restructuring debt to provide debtors with sufficient funds and liquidity for business operations and daily life. In addition, KKP DIME was established to increase the Group's financial services and investment model and client base. It aims to be part of reducing inequality in accessing financial opportunities for consumers, including promoting financial literacy to clients, employees, and communities to acquire skills in financial management, debt management, financial discipline, and knowing how to plan savings and investments appropriately in order to improve the quality of life in the long term.
3. Governance risks, such as the impact of deficiencies in internal governance standards, the impact of the organization's inability to disclose material information expected by stakeholders, the impact of not taking adequate steps to reduce fraud, the impact of engaging in corruption, etc. To mitigate the aforementioned risks, the Group has continuously promoted a good corporate governance culture and developed internal control and internal audit systems requiring executives and employees to strictly comply with the internal control guidelines. The Group also provides support against corruption in all its forms, which will follow up on

the complaint process, investigate the facts, and take disciplinary actions against employees who do not comply with the law or rules with fairness and non-discrimination. Any misconduct can be reported to the Group through various channels, such as email, the KKP Contact Center, or an online form on the Group's website. Complaint information and documentary evidence are confidential and will only be acknowledged

among authorized and relevant parties to protect whistleblowers.

The Group has prepared to handle ESG risks to a certain extent. However, ESG risk management is a process that requires continuous improvement and development. Therefore, the Group manages the aforementioned risks by constantly improving and developing existing processes to be more efficient and effective.

3. Driving Business for Sustainability

3.1 Policy and Goal for Sustainability

The Group places importance on sustainability operations under the vision "Growing alongside the success of our clients, the economy, and society." while creating benefits for society and the nation. The business practices consider ESG issues, stakeholder expectations, and negative impact exposure to all groups of stakeholders, in addition to creating good returns for shareholders and steadily growing the organization in accordance with "Sustainable Banking" principles.

In 2022, the Group participated in the ESG Declaration of Intentions on Environment, Society, and Governance, which laid the foundation for sustainability in the banking industry and aligned it with international sustainable banking guidelines for responsible lending from the United Nations' Responsible Banking Principles and the country's commitment to the Paris Agreement. The Group and Thai banks mutually agreed on the implementation of six essential guidelines:

1. **Good governance:** Ensure good corporate governance and effective oversight at the board level, with clear accountability and responsibility at the management level regarding ESG issues.

2. **Strategy:** Integrate ESG into business strategies, define frameworks for sustainable finance, and establish a sustainable financial framework to support the country's smooth transition towards net zero emissions.
3. **Risk management based on ESG:** Incorporate ESG and climate considerations into risk management processes.
4. **Financial products:** Utilize digital technology to increase financial accessibility, plus green and sustainable financial innovations.
5. **Communication:** Communicate and collaborate with all stakeholders in raising public awareness on ESG issues.
6. **Financial disclosure:** Develop monitoring and reporting systems in line with Thailand's regulatory frameworks and global sustainability disclosure standards.

In this regard, the Group has set goals and guidelines for sustainability development that are in line with the Sustainable Development Goals ("SDGs") of the United Nations, categorized into three pillars: governance, society, and the environment:

| | Governance | Society | Environment |
|--|--|--|---|
| Goal | To be an organization that provides a sustainable return on investment | To be an organization that promotes social well-being | To be an organization that alleviates both direct and indirect negative impacts on the environment |
| Commitment | Committed to generating sustainable returns under responsible business operations | Committed to improving the well-being of employees, clients, partners, communities, and society through business operations, promoting financial inclusion, and improving stakeholders' financial literacy | Committed to mitigating negative impacts on the environment that happened from business operations and providing financial support to environmentally friendly businesses |
| Related policies for sustainability development | <ul style="list-style-type: none"> - Conducting business under good corporate governance principles - Conducting operations under the processes of risk management and environmental and social impact assessments - Establishing responsible lending and investing policies to reduce the impact on the environment and society - Conducting responsible and fair services and designing products and services that consider the benefits and needs of clients with data security and client privacy policies - Establishing effective channels for receiving information or complaints that are free of all forms of discrimination | <ul style="list-style-type: none"> - Fostering a positive work environment, promoting diversity and inclusion, prohibiting all forms of discrimination, and upholding human rights - Supporting personnel development and encouraging employees' well-being and career advancement - Promoting well-being and improving the quality of life of people in society by providing financial literacy and supporting projects that make a positive impact on society | <ul style="list-style-type: none"> - Reducing energy consumption, which reduces greenhouse gas emissions both directly and indirectly - Promoting waste and water management - Promoting the use of electronic channels in business operations and client services - Providing financial support to environmentally friendly businesses and promoting businesses that aim to reduce negative environmental and societal impacts |
| Topics related SDGs | SDG 8,9,10,13,16 | SDG 1, 4, 5, 6, 8, 10, 11 | SDG 6,7,12,13 |

Currently, the Group has prepared a sustainability report according to the Global Reporting Initiative (GRI), the international reporting framework, by defining twenty-seven material corporate sustainability topics, as well as linking corporate sustainability performance with the United Nations' SDGs.

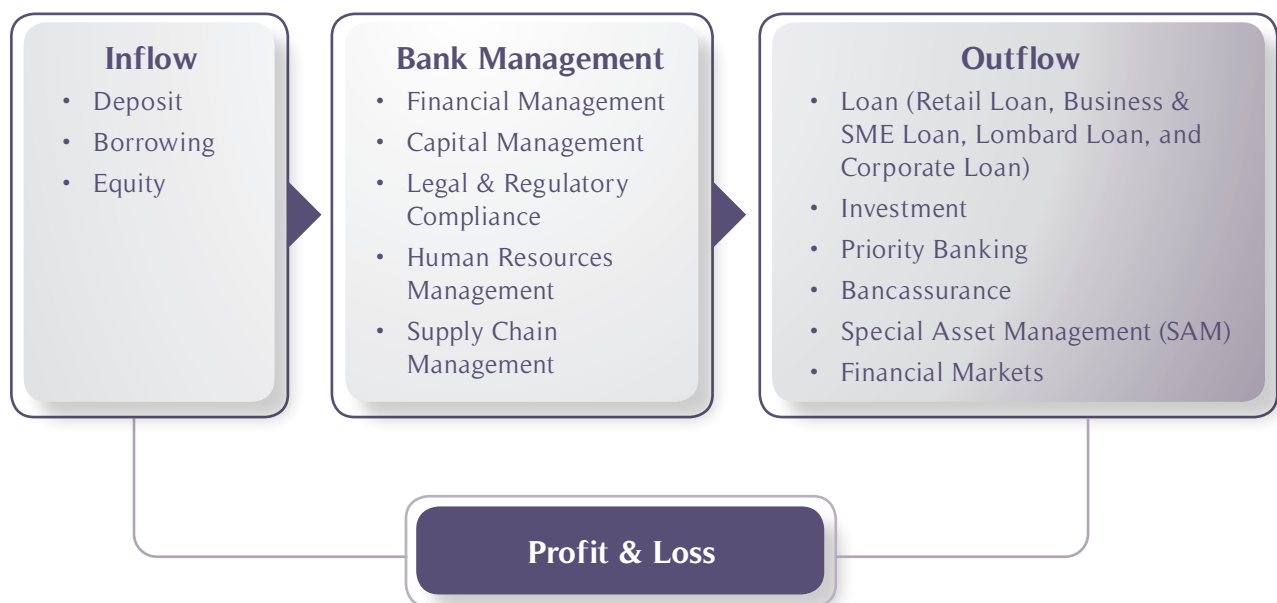
This year, the Group is in the process of developing more specific action plans and guidelines in terms of short-, medium-, and long-term goals based on key sustainability issues that are systematically linked to performance indicators. In addition, the Group is now in the process of establishing a committee for sustainability development.

3.2 Management of Impact on Stakeholders in Value Chain

Business Value Chain

The Group provides the following main financial services: commercial banking, asset management, financial markets, priority banking, and capital markets. Commercial banking acts as a capital flow intermediary in the economy, receiving funds from depositors and lending funds to borrowers in a variety of loan types, including auto hire purchase loans, retail loans, commercial loans, SME loans, and corporate loans.

In addition to the basic business models, the Group also operates other types of financial businesses, such as asset management business, financial markets business, priority banking business, and capital market business. As a result, the Group gains revenues in the form of interest and fees from the products and services of the Bank, the Group companies, and its business partners, such as mutual funds, life insurance, and other types of insurance, etc.



Analysis of Stakeholders in the Business Value Chain

The Group places importance on the participation of stakeholders in order to accurately and completely define sustainability issues according to their priorities and necessities. The management guidelines on social responsibility for stakeholders are specified in the Corporate Governance Policy and the Corporate Social Responsibility Policy. According to the classification guidelines of the SET, stakeholders are divided into eight groups: internal stakeholders, comprised of shareholders and employees, and external stakeholders, comprised of clients, suppliers, competitors, creditors, regulators, and communities or society. Relevant internal departments engage with

stakeholders through a variety of activities such as meetings, seminars, opinion surveys, client satisfaction surveys, and employee engagement surveys under the integrating principles of corporate social responsibility in all working processes of the Group's businesses (CSR in Process) in order to use the obtained information to determine appropriate actions in response to each stakeholder's concerns and expectations.

The details on communication channels, concerns, and expectations of each group of stakeholders, as well as actions taken by the Group to respond to such expectations, are shown in the stakeholder engagement section of the 2022 Sustainability Report.

3.3 Sustainability Management in Environmental Dimension

Environmental Policies and Practices

The continuous economic expansion in the country has resulted in an increasing demand for resources. It also causes more serious environmental issues, such as deforestation and the destruction of watersheds or other types of natural resources, all of which have a negative impact on the environment, such as overflowing wastes, air pollution, abrupt weather changes, severe droughts, and floods.

The Group is aware of these issues and has thus placed great importance on environmentally friendly business operations and responsible lending practices, including the credit approval process that complies with environment-related laws and regulations, such as the Town Planning Act (B.E. 2522), the Building Control Act (B.E. 2522), and the National Environmental Quality Promotion and Protection Act (B.E. 2535). It also offers green financing, such as alternative energy loans, green building loans, and electric vehicle loans. In addition, every time a new product is launched or a work process is changed, the Bank will assess the risk and impact on society and the environment, prepare a risk mitigation plan, and review implementation readiness to ensure that every product or work process is at an acceptable risk level and will not cause negative impacts on society and the environment at a level that cannot be remedied.

The Group pays attention to various environmental conservation measures, including:

- Implementing energy efficiency in the headquarter's renovation project to reduce energy consumption, such as changing light bulbs to LED bulbs and transforming the headquarter's building to be a green building that is environmentally friendly according to the U.S. LEED standard
- Implementing waste and pollution reduction projects such as refraining from handing out plastic bottled water in meeting rooms to reduce the amount of plastic waste, using environmentally friendly paper, using toner that does not harm the environment, and using mercury- and lead-free building paints
- Using a combined biological treatment

system for wastewater treatment to improve the efficiency of wastewater management before releasing wastewater into the public drainage system (public sewer)

- Promoting the use of electronic channels for employee operations and client services, such as
 - Providing client services through electronic channels, such as news, transaction notifications, and other relevant information, to reduce the use of paper in financial transactions and reduce fuel consumption in client journeys, and
 - Providing employees with appraisal information and performing employee satisfaction surveys via electronic channels
- Implementing a paper reduction project within the organization by improving the board meeting system to include presentations on tablets.

Key Results of Environmental Activities in 2022

- The value of loans to support business projects that are environmentally friendly was worth a total of Baht 2,069 million accumulated since 2021.
- Electricity consumption increased by 32.4% compared to 2021 as the Bank's headquarter, which was closed for renovation, gradually returned to full use in 2022. And the number of employees who used to work from home returned to work in the office after the relaxation of measures to prevent the spread of the COVID-19 virus.
- Due to the cancellation of the country's emergency declaration, fuel energy consumption increased by 5.73% from 2021. As a result, the use of the Bank's vehicles increased. In addition, the Bank changed the fuel subsidy policy to provide 130 fuel cards for checker-out employees, resulting in an increase in fuel consumption compared to the previous year.

- Water consumption increased by 36.11% compared to 2021 due to the full use of the building area after renovation in the previous year. The Bank replaced all control equipment and installed new water distribution pipes, which improved the efficiency of the wastewater management system and significantly reduced the problem of leakage of wastewater and waste.
- Carbon dioxide emissions (Scope 1 and Scope 2) totaled 6,584.39 tons of carbon dioxide equivalent (an increase of 18.63% over 2021) due to increased electricity and fuel consumption.

3.4 Sustainability Management in Social Dimension

Social Policies and Practices

Placing importance on sustainability management in the social dimension and its stakeholders, namely clients, employees, suppliers, and business partners, as well as communities and society, the Group is determined to deliver excellent products and services to **clients** under the mission of “allocating resources to clients appropriately and efficiently, through services beyond expectation.” It takes care of its **employees**, which is an important resource in driving the organization to success, making sure that they have a good quality of life and opportunities to advance in their careers along with organizational growth, in addition to focusing on fair, transparent, and equal cooperation with its **suppliers and business partners**. As a part of society, the Group has been committed to promoting the wellbeing of **communities and people in society** since the first year of its establishment by encouraging its employees to use their knowledge and expertise to create positive changes in society under the “People Development for National Development with Kiatnakin Phatra Project.” The project focuses on four core pillars of sustainable development, including 1) support for education, 2) promotion of ethics and social immunity, 3) relief and charitable contributions, and 4) development of the community's environment.

Human Rights Guidelines

The Group respects human rights according to the United Nations' Guiding Principles on Business and Human Rights and complies with human rights laws.

The Group's goal is to prevent and avoid human rights violations for all stakeholders, to treat all stakeholders equally, and to reject all forms of discrimination. The Group carefully establishes the foundation of business operations to avoid any factors that may contribute to the violation of the rights of employees, communities, and society. The Group has specified and covered all human rights issues in its business guidelines for internal stakeholders, namely shareholders and employees, and external stakeholders, namely clients, suppliers, communities, and society.

For **shareholders**, the relevant information is disclosed transparently, fairly, and equally to ensure that all groups of shareholders are treated equally and that their fundamental rights are protected.

For **employees**, the Group values fair labor practices and respects human rights. Employees are being provided with growth and development opportunities for both male and female employees equally. There is a fair and equal employment process without discrimination in all its forms, such as gender, race, ethnicity, and physical fitness.

For **clients**, the Group is committed to conducting responsible business. Information about products and services is disclosed transparently and accurately without distorting the facts, putting the needs of clients first while providing fair and responsible client service. The Group maintains client confidentiality, as well as monitors and measures client satisfaction and listens to comments and complaints about products and services to improve and raise the level of client satisfaction and trust.

The Group complies with the Personal Data Protection Act (PDPA) in maintaining and protecting clients' personal data. To prevent unlawful processing and violation of personal data, the Group therefore sets guidelines for protecting personal data, including the process of data collection, use, or disclosure; the process of requesting and withdrawing consent for personal data; a privacy notice; measures to ensure the exercise of personal data owner rights and retention and deletion period for personal data; data security measures for personal information; notification of a personal data breach; and guidelines for disclosing client information. In addition, the Guidelines for Business Conduct Policy has a policy on confidentiality and security of clients' personal information; that is, the Group will not make any profit out of clients' personal information and will not disclose client information except with the consent of the client or if it has a duty to disclose as required by law, such as disclosing information to government agencies according to the law. The Group has set up a specific responsible position namely a Data Protection Officer (DPO) and risk management procedures. In addition, an impact

assessment on personal data protection has been conducted. There is an internal audit on the protection of personal data and training on personal data protection topics for employees of the Group.

For **suppliers and external service providers**, the Group treats all suppliers/external service providers with equality and fairness in business operations. All suppliers and external service providers will be given the appropriate contract forms and will need to comply with all the agreed-upon conditions strictly, transparently, without bias, and in a way that can be verified. The Group establishes a control system to prevent the disclosure of trade partners' confidential information or its use for business operations by illegal means.

In addition, the Group also provides channels for employees, clients, and all stakeholders to receive complaints and suggestions or advice when human or labor rights are violated. There are appropriate guidelines for handling complaints, as well as for following up and providing appropriate remedies for the stakeholders.

Key Results of Social Activities in 2022

| Employee | Client | Communities and Society |
|--|---|--|
| <ul style="list-style-type: none"> The average employee training hours per year were 15.5 hours. (Target was 50% of employees enrolled for training of at least 6 hours.) Promoting values of diversity and difference, such as taking leave for monk and nun ordination, increasing volunteer leave days, taking marriage leave for non-gender-based partners, taking leave for gender reassignment surgery, and so on. | <ul style="list-style-type: none"> Client satisfaction for branch services was 95.21%, exceeding the 90% target. | <ul style="list-style-type: none"> Charitable donations and financial support for social activities amounted to Baht 13 million. 206 volunteer employees 1,270 hours of volunteer service |
| Providing financial knowledge to 14,687 people, including clients, employees, communities, and disadvantaged people. | | |

Please find more information on the Group's sustainability development in the 2022 Sustainability Report or <https://kkp.listedcompany.com/attachment.html?id=265659>



4. Management Discussion and Analysis (MD&A)

4.1 Management Discussion and Analysis and Factors/ Situations Which May Significantly Affect the Financial Position and Operating Performance in the Future

The management discussion and analysis (MD&A) for the year ended December 31, 2022, discussing principal changes in the audited consolidated financial statements and comparing the operating performance and the financial position with those of the year ended December 31, 2021, is as follows:

Executive Summary

The Bank and its subsidiaries continued to deliver strong performance, resulting in consolidated net profit of Baht 7,602 million for 2022, an increase of 20.3% compared to net profit of Baht 6,318 million for the year 2021, while comprehensive income totaled Baht 10,120 million, an increase of 43.2% YoY.

The Group's main businesses continued to generate a decent level of revenue, especially the commercial banking business, which saw a considerable increase in both interest income and fee income generated from the credit business. Net interest income for 2022 increased by 21.5% YoY from continued loan expansions, with 2022 loan growth of 21.4% from the end of 2021 and growth across all loan segments.

Meanwhile, the capital market business was also able to generate good performance, albeit with some slowdown amid market uncertainties, resulting in non-interest income declining slightly by 1.0% compared to 2021, with KKPS's market share¹ in the securities brokerage continuing to rank at the number one position with a market share of 18.63%. However, the performance of the capital market business was impacted by the additional provision of Baht 708 million arising from the securities trading transaction of KKPS, resulting in a decline in net profit compared to 2021.

Operating expenses remained well-controlled, with the cost-to-income ratio for 2022 at 38.5%². For provisions, the Bank remained prudent and recorded total expected credit losses of Baht 5,036 million for 2022, which remained at a high level amid economic volatility.

In terms of credit quality, the non-performing loans (NPLs) to total loans ratio as of the end of 2022 increased to 3.3%³ compared to 3.0% as of the end of 2021, while the total allowance for expected credit losses to the total NPLs ratio (coverage ratio) was at 154.4%.

The Bank's current level of capital remains strong and is above the minimum requirement by the Bank of Thailand, with the capital adequacy ratio of the Bank on a consolidated basis as of the end of 2022 at 16.63%.

Overall Economic, Financial, and Capital Market Environment

In 2022, the Thai economy continued to recover as domestic activities resumed following the easing of lockdown measures as the COVID-19 pandemic subsided. Tourism picked up as international travel restrictions were lifted. Private consumption and investment growth turned positive as income and the business outlook improved. However, rising inflation limited the consumption recovery. Exports during the first half of the year expanded favorably due to a strong global economic recovery but showed signs of slowdown in 4Q2022 due to decreasing global demand. In 2022, exports expanded by 5.5% YoY, primarily attributable to exports of agricultural and oil-related products. The number of tourist arrivals also increased in 2022 as many countries relaxed international travel restrictions. The number of arrivals increased to 11,153,026 in 2022, up from 427,869 in 2021.

¹ SET and mai were included, but proprietary trading was not

² Operating expenses excluding items relating to foreclosed assets (loss from revaluation of foreclosed assets and loss from sale of foreclosed assets) and excluding additional provisions in the amount of Baht 708 million due to the trading incident of KKPS

³ Excluding loans classified as purchased or originated credit-impaired financial assets (POCI)

In 2022, the Thai Monetary Policy Committee (“MPC”) voted to raise the policy rate by a total of 75 basis points to 1.25% as the Thai economy continued to recover and inflation rose sharply from rising global crude oil prices as well as increases in cost pass-through. However, the MPC adopted a gradual approach to interest rate hikes as it continued to emphasize the slow recovery of the Thai economy, which had high risks and a high level of household debt. Meanwhile, following sharp and sustained inflation, major central banks aggressively raised policy rates in 2022. Large interest rate differentials between Thailand and other major economies created depreciating pressure on the Thai Baht in 2H2022.

The Thai economy in 2023 will continue to expand, but the recovery may remain fragile and uneven across sectors and geographic areas. Tourism will be the main growth engine following China’s border re-opening. The number of tourist arrivals in 2023 is projected to stand at 25 million, which is still considerably lower than the pre-COVID level of 40 million. Thai exports in 2023 will likely come under pressure as a result of a global economic slowdown. Private consumption and investment should continue to expand following an improvement in economic activity, especially related to tourism. However, a high level of inflation may hinder private consumption’s recovery.

Key risks that could impede the recovery of the Thai economy in 2023 include: 1) a faster-than-expected rise in inflation and monetary policy tightening in major advanced economies; 2) lower-than-expected growth in China’s economy due to rising vulnerabilities in its property sector; 3) international geopolitical uncertainties that may affect the trajectory of economic recovery and inflation outlook; 4) the emergence of new variants of COVID-19 following the full relaxation of international travel; and 5) heightened exchange rate volatility that may hinder international trade and domestic investment.

The auto industry expanded compared to last year. The total number of car sales in 2022 increased by 11.9% YoY, with the passenger vehicle segment and the commercial vehicle segment growing by 5.3% and 15.2% YoY, respectively. The recovery of the auto industry was in tandem with a rebound in income and purchasing power, as well as an increase in car supply following an improvement in the semiconductor shortage.

In the capital market, the average daily securities trading value (SET and mai) for 2022 contracted by 18.2% from Baht 93,846 million in 2021 to Baht 76,773 million in 2022. The SET index at the end of 2022 closed at 1,668.66 points, slightly higher by 0.7% from 1,657.62 points at the end of 2021.

Operating Results for 2022 Compared to 2021

| (Unit: Baht Million) | 2022 | 2021 | Change (%) |
|--|---------------|--------------|-------------|
| Net Interest income | 19,081 | 15,701 | 21.5 |
| Non-interest income | 8,457 | 8,545 | (1.0) |
| Total operating income | 27,539 | 24,246 | 13.6 |
| Total other operating expenses | 13,013 | 11,248 | 15.7 |
| Expected credit losses | 5,036 | 5,201 | (3.2) |
| Profit from operating before income tax expenses | 9,490 | 7,797 | 21.7 |
| Income tax expenses | 1,873 | 1,442 | 30.0 |
| Net profit (attributable to equity holders of the Bank) | 7,602 | 6,318 | 20.3 |
| Total comprehensive income (attributable to equity holders of the Bank) | 10,120 | 7,069 | 43.2 |
| Realized gain (loss) on sale of equity instruments designated at fair value through other comprehensive income | 222 | 842 | (73.6) |
| Basic earnings per share (Baht) | 8.98 | 7.46 | 20.4 |

For 2022, the consolidated net profit totaled Baht 7,602 million, an increase of 20.3% from 2021, of which Baht 758 million was the net profit from the capital market business. The increase was largely driven by the strong performance of the commercial banking business, with net interest income increasing by 21.5%, consistent with the solid loan expansion of 21.4% during 2022, while credit-related fee income also increased. Additionally, the capital market business was also able to generate good revenue, albeit with some slowdown in certain areas as a result of market volatility. Overall, this resulted in a 1.0% decrease in non-interest income.

Meanwhile, with the improvements in the COVID-19 situation, provision expense for 2022 decreased year over year. The consolidated comprehensive income for 2022 totaled Baht 10,120 million, an increase of 43.2% from the 2021 amount, with the capital market business's comprehensive income at Baht 1,077 million for 2022.

The Bank revalued its land and premises in 2022 using the revaluation method instead of the previous cost method. The value of land and premises has increased from the revaluation, resulting in a gain on revaluation through comprehensive income after deferred tax in the amount of Baht 2,736 million.

Summary of Financial Performance

| Annualized Ratios | 2022 | 2021 |
|--|-------------------|-------|
| Net profit (Baht Million) | 7,602 | 6,318 |
| ROAE (%) | 14.0 | 13.0 |
| ROE (%) | 14.9 | 13.6 |
| ROAA (%) | 1.6 | 1.6 |
| Comprehensive income (Baht Million) | 10,120 | 7,069 |
| ROAE (%) | 18.6 ⁴ | 14.5 |
| ROE (%) | 19.8 ⁴ | 15.2 |
| ROAA (%) | 2.1 ⁴ | 1.8 |
| Loan growth | 21.4 | 16.5 |
| NPLs/Total loans (excluding interbank and POCI) ⁵ | 3.3 | 3.0 |
| Allowance for expected credit losses/Total NPLs excluding POCI (coverage ratio) ⁶ | 154.4 | 175.0 |

⁴ Excluding the revaluation of land and premises, the ROAE, the ROE, and the ROAA in 2022 were at 13.6%, 14.5%, and 1.6%, respectively

⁵ Excluding the interbank and purchased or originated credit-impaired financial assets

⁶ Excluding the purchased or originated credit-impaired financial assets



Net Interest Income

| (Unit: Baht Million) | 2022 | 2021 | Change (%) |
|--|---------------|---------------|-------------|
| Interest income | 23,671 | 19,489 | 21.5 |
| Interest on loans | 8,970 | 7,303 | 22.8 |
| Hire purchase and financial lease income | 13,423 | 11,164 | 20.2 |
| Interest on POCI | 180 | 349 | (48.6) |
| Interest on interbank and money market items | 604 | 289 | 108.6 |
| Interest on securities | 456 | 374 | 21.9 |
| Others | 38 | 8 | 355.9 |
| Interest expense | 4,589 | 3,788 | 21.1 |
| Interest on deposits | 2,878 | 2,477 | 16.2 |
| Interest on interbank and money market items | 190 | 103 | 84.5 |
| Interest on debt issued and borrowings | 616 | 508 | 21.3 |
| Fees and charges on borrowings | 15 | 11 | 33.0 |
| FIDF and DPA fees | 820 | 664 | 23.5 |
| Others | 70 | 26 | 172.8 |
| Net interest income | 19,081 | 15,701 | 21.5 |

In 2022, net interest income amounted to Baht 19,081 million, an increase of Baht 3,381 million or 21.5% from 2021 driven by the increase in interest income from continued strong loan expansion of 21.4% with growth across all loan segments. Interest income from hire purchase and financial leasing increased by 20.2%, while interest on loans from other loan segments also showed a strong increase of 22.8%

YoY. Meanwhile, interest expense increased due to the higher volume of deposits and borrowing in line with the growth of the loan portfolio. Loan spread for 2022 increased to 5.4% compared to 5.3% in 2021 due to the increase in loan yield consistent with the increase in the policy rate, while the cost of funds for the year remained relatively stable at 1.2%.

Yield on Loan and Loan Spread

| (%) | 2022 | 2021 |
|---------------|------|------|
| Yield on loan | 6.6 | 6.5 |
| Cost of fund | 1.2 | 1.2 |
| Loan spread | 5.4 | 5.3 |

Non-interest Income

| (Unit: Baht Million) | 2022 | 2021 | Change (%) |
|---|--------------|--------------|--------------|
| Fees and services income | 7,183 | 6,974 | 3.0 |
| Fees and services expenses | 1,018 | 900 | 13.2 |
| Fees and services income, net | 6,165 | 6,074 | 1.5 |
| Gain (loss) on financial instruments measured at fair value through profit or loss, net | 831 | (158) | (626.7) |
| Gain (loss) on investments, net | (4) | (10) | (61.5) |
| Dividend income | 507 | 1,329 | (61.9) |
| Other operating income | 958 | 1,309 | (26.8) |
| Total non-interest income | 8,457 | 8,545 | (1.0) |

In 2022, non-interest income totaled Baht 8,457 million, a decline of 1.0% from 2021. Net fees and services income expanded by 1.5%, driven by a strong increase in bancassurance fees in line with loan expansion and higher fee income from the securities brokerage business and asset management, with KKPS continuing to maintain the number one position in the securities brokerage business in terms of market share⁷ at 18.63% for 2022. Meanwhile, fees generated from the wealth management business slowed down as a result of uncertainties in the market impacting the business. While fees from the investment banking business

showed improvements during 2H2022 from transactions that occurred, the overall unfavorable market conditions resulted in lower fees from the investment banking business during 2022.

Additionally, for other income, gain on financial instruments measured at fair value through profit and loss from the equity and derivatives trading and financial markets businesses, which performed well during 2022, increased year over year, while other operating income declined mainly due to lower income from the sale of loans that the Bank has already written off compared to the amount during 2021.

Operating Expenses

| (Unit: Baht Million) | 2022 | 2021 | Change (%) |
|---|---------------|---------------|-------------|
| Employee's expense | 6,954 | 6,428 | 8.2 |
| Directors' remuneration | 46 | 36 | 27.7 |
| Premises and equipment expenses | 1,113 | 1,003 | 11.0 |
| Taxes and duties | 509 | 462 | 10.3 |
| Loss from revaluation of foreclosed assets (reversal) | 39 | 60 | (34.6) |
| Loss from sale of foreclosed assets | 1,540 | 1,504 | 2.4 |
| (Gain) loss from sale of foreclosed properties | (303) | (585) | (48.1) |
| Loss from sale of repossessed cars | 1,844 | 2,089 | (11.7) |
| Other expenses | 2,810 | 1,755 | 60.1 |
| Total other operating expenses | 13,013 | 11,248 | 15.7 |

For 2022, operating expenses were Baht 13,013 million, increasing by 15.7% YoY. The Group continues to focus on effective cost management, with the increase in expenses largely due to items relating to business growth.

In regard to the securities trading transaction that occurred on November 10, 2022, KKPS was one of the securities companies that was impacted by the incident. While the incident is still under review by

relevant governing bodies, an additional provision of Baht 708 million was set up as a precautionary measure to fully provision for the potential impact that may be incurred as a result of this incident, and is recorded in the other expenses item on the Bank's consolidated statement. The cost-to-income ratio, excluding losses from the sale and revaluations of foreclosed assets, remained well-controlled at 38.5%⁸ in 2022, down from 39.0% in 2021.

Expected Credit Loss (ECL)

| (Unit: Baht Million) | 2022 | 2021 | Change (%) |
|------------------------|-------|-------|------------|
| Expected credit losses | 5,036 | 5,201 | (3.2) |
| Credit cost (%) | 2.10 | 2.65 | |

⁷ SET and mai were included, but proprietary trading was not

⁸ Excluding an additional provision of Baht 708 million for a trading incident in the securities business. If including the amount, the cost-to-income ratio was 41.1% for 2022

For 2022, expected credit losses totaled Baht 5,036 million, declining by 3.2% from Baht 5,201 million in 2021. While the COVID-19 situation improved, the Bank continued to exercise cautionary measures under the TFRS 9 framework by setting aside provisions to reflect possible deteriorations due to continued uncertainties in the economic conditions. As a result, the expected credit losses remained high as a precautionary measure and partly to accommodate growth in the loan portfolio. When the release of excess loan loss reserve was excluded, provisions, including loss from sale of repossessed cars (credit cost), improved to 2.10% of average loan in 2022, down from 2.65% in 2021. The allowance for expected credit losses to the total NPLs ratio (coverage ratio) stood at 154.4%.

Statements of Financial Position

Assets

As of December 31, 2022, the Bank had total assets of Baht 507,637 million, an increase of 16.4% from that of the end of 2021, mainly from the increase in loans to debtors and accrued interest receivables. Additionally, during 2022, the Bank conducted asset revaluations on land and premises based on the revaluation method from the previous use of the cost method, with the value of land and premises increasing from the revaluation.

| Assets (Baht Thousand) | Consolidated | | Change | |
|--|----------------------|----------------------|-------------------|-------------|
| | December 31, 2022 | December 31, 2021 | Amount | % |
| Cash | 1,000,242 | 1,242,065 | (241,823) | (19.5) |
| Interbank and money market items, net | 45,732,349 | 55,238,234 | (9,505,885) | (17.2) |
| Financial assets measured at fair value through profit or loss | 18,702,990 | 22,364,824 | (3,661,834) | (16.4) |
| Derivatives assets | 10,538,015 | 7,481,509 | 3,056,506 | 40.9 |
| Investment, net | 31,847,691 | 16,840,213 | 15,007,478 | 89.1 |
| Investments in properties, net | 20,221 | 21,502 | (1,281) | (6.0) |
| Loans to customers and accrued interest receivables, net | 364,870,521 | 299,147,566 | 65,722,955 | 22.0 |
| Properties foreclosed, net | 5,787,730 | 3,981,941 | 1,805,789 | 45.3 |
| Land, premises and equipment, net | 7,412,008 | 3,500,887 | 3,911,121 | 111.7 |
| Right-of-use assets | 282,138 | 321,019 | (38,881) | (12.1) |
| Other intangible assets, net | 1,388,321 | 1,211,574 | 176,747 | 14.6 |
| Goodwill | 3,066,035 | 3,066,035 | - | 0.0 |
| Deferred tax assets | 1,431,900 | 1,743,966 | (312,066) | (17.9) |
| Accounts receivable from clearing house and broker - dealers | 1,275,894 | 979,499 | 296,395 | 30.3 |
| Securities and derivative business receivables | 7,976,075 | 10,996,362 | (3,020,287) | (27.5) |
| Other assets, net | 6,304,888 | 7,986,005 | (1,681,117) | (21.1) |
| Total assets | 507,637,018 | 436,123,201 | 71,513,817 | 16.4 |

Liabilities

As of December 31, 2022, the Bank's total liabilities amounted to Baht 449,526 million, an increase of 16.8% from that of the end of 2021. Deposits were Baht 331,464 million, increasing 14.9% during 2022,

and were comprised of 59.1% of current and savings accounts (CASA) and 40.9% of term deposits. Debts and borrowings totaled Baht 61,354 million, up 40.1% from the end of 2021. The loan-to-deposit and borrowings ratio as of the end of 2022 stood at 96.4%.

| Liabilities (Baht Thousand) | Consolidated | | Change | |
|---|----------------------|----------------------|-------------------|-------------|
| | December 31, 2022 | December 31, 2021 | Amount | % |
| Deposits | 331,464,000 | 288,381,946 | 43,082,054 | 14.9 |
| Current account | 1,928,539 | 860,726 | 1,067,813 | 124.1 |
| Savings account | 194,127,586 | 169,457,001 | 24,670,585 | 14.6 |
| Term deposit | 135,303,583 | 117,896,190 | 17,407,392 | 14.8 |
| Certificate of deposit | 104,292 | 168,029 | (63,736) | (37.9) |
| Interbank and money market items, net | 20,175,120 | 16,664,329 | 3,510,791 | 21.1 |
| Liabilities payable on demand | 339,834 | 668,531 | (328,697) | (49.2) |
| Financial liabilities measured at fair value through profit or loss | 3,556,542 | 1,699,750 | 1,856,792 | 109.2 |
| Derivatives liabilities | 9,328,151 | 9,036,326 | 291,825 | 3.2 |
| Debt issued and borrowings | 61,354,232 | 43,804,907 | 17,549,325 | 40.1 |
| Lease liabilities | 210,623 | 240,002 | (29,379) | (12.2) |
| Provisions | 1,207,623 | 1,098,744 | 108,879 | 9.9 |
| Deferred tax liabilities | 529,924 | 10,111 | 519,813 | 5,141.1 |
| Accounts payable to clearing house and broker - dealers | 164,038 | 1,661,003 | (1,496,965) | (90.1) |
| Securities and derivative business payables | 8,179,754 | 8,898,093 | (718,339) | (8.1) |
| Accrued interest expenses | 505,437 | 346,922 | 158,515 | 45.7 |
| Other accounts payable | 6,778,086 | 6,250,144 | 527,942 | 8.4 |
| Income tax payable and specific business tax payable | 623,071 | 1,278,686 | (655,615) | (51.3) |
| Other liabilities | 5,109,137 | 4,921,552 | 187,585 | 3.8 |
| Total liabilities | 449,525,572 | 384,961,046 | 64,564,526 | 16.8 |

Capital Adequacy Ratio

The Bank and its subsidiaries maintained a strong capital position and could adequately withstand the current uncertainties, and their capital level was above the regulatory requirement (including the additional capital conservation buffer) of 11.0% for the total capital ratio, 8.5% for tier 1 capital, and 7.0% for common equity tier 1 capital. The Group performs capital management planning to maintain an appropriate level of capital that is consistent with the annual business plan of the Group, including any

reviews during the year to ensure an appropriate level of capital to withstand any uncertainties.

The consolidated capital adequacy ratio (BIS ratio) under Basel III was 16.63% as of December 31, 2022, including profit up to end of 2Q2022 after interim dividend payment, while tier 1 ratio was at 13.32%. When including net profit up to the end of 4Q2022, the BIS ratio will increase to 17.55%, while the tier 1 ratio will be 14.25%. The consolidated tier 1 capital was all common equity tier 1, contributing to 80.11% of total capital and reflecting the high quality of capital.

| Capital Requirement by the Bank of Thailand (%) | Minimum Regulatory Requirement | Capital Conservation Buffer | Total Capital Requirement |
|--|-----------------------------------|--------------------------------|------------------------------|
| Common equity tier 1 | 4.50 | 2.50 | 7.00 |
| Tier 1 capital | 6.00 | 2.50 | 8.50 |
| Total capital | 8.50 | 2.50 | 11.00 |



Total capital and capital adequacy ratio of the Bank and its subsidiaries as of the end of 2022 are as follows:

| | Bank Only | | Consolidated | |
|---|----------------------|----------------------|----------------------|----------------------|
| | December 31, 2022 | December 31, 2021 | December 31, 2022 | December 31, 2021 |
| Capital requirement (Unit: Baht Million) | | | | |
| Common equity tier 1 | 43,115 | 39,231 | 49,906 | 42,676 |
| Tier 1 capital | 43,115 | 39,231 | 49,906 | 42,676 |
| Total capital | 55,525 | 50,975 | 62,299 | 54,380 |
| Capital adequacy ratio (Unit: %) | | | | |
| Common equity tier 1 | 11.73 | 12.63 | 13.32 | 13.62 |
| Tier 1 capital | 11.73 | 12.63 | 13.32 | 13.62 |
| Total capital | 15.11 | 16.41 | 16.63 | 17.35 |

Business Segment Performance

The Group's businesses are divided into two main areas: the commercial banking business operated

by the Bank and the capital market business operated by its subsidiaries, which are comprised of KKP CAP, KKPS, KKP DIME, and KKPAM.

1. Commercial Banking Business

The commercial banking business includes retail lending, commercial lending, corporate lending, Lombard loans, special asset management or distressed asset management loans, and other loans. The breakdown of the total loan portfolio is as follows:

| Type of Loans (Unit: Baht Million) | December 31, 2022 | December 31, 2021 | Change (%) |
|---|----------------------|----------------------|---------------|
| Retail lending | 255,644 | 206,751 | 23.6 |
| Hire purchase | 185,342 | 155,359 | 19.3 |
| Personal loan | 10,128 | 7,717 | 31.3 |
| Micro SME loan | 10,757 | 7,971 | 34.9 |
| Housing loan | 49,418 | 35,704 | 38.4 |
| Commercial lending | 59,507 | 52,728 | 12.9 |
| Real estate development loan | 25,130 | 22,927 | 9.6 |
| SME loan | 34,377 | 29,800 | 15.4 |
| Corporate lending | 51,817 | 43,167 | 20.0 |
| Special asset management loan | 1,102 | 1,135 | (2.9) |
| Lombard loan | 11,129 | 8,701 | 27.9 |
| Total loans | 379,200 | 312,483 | 21.4 |
| Total loans (excluding POCI)⁹ | 378,531 | 311,789 | 21.4 |

As of the end of 2022, total loans excluding POCI amounted to Baht 378,531 million, expanding by

21.4% from the end of 2021, with expansion across all segments. The Bank continues to focus on quality and

⁹ Purchased or originated credit-impaired financial assets

profitable loan segments while prudently monitoring the quality of the loan portfolio. The detail of the loan by segment is as follows:

- **Retail lending** amounted to Baht 255,644 million, increasing by 23.6% from the end of 2021. Retail loans include hire purchase loans, personal loans, micro SME loans, and housing loans.
 - Hire purchase loans amounted to Baht 185,342 million, up 19.3% from the end of 2021. The new hire purchase business volume booked during 2022 totaled Baht 83,166 million, increasing by 14% YoY. The portion of hire purchase loans in the Bank's total loan portfolio stood at 49.0% as of the end of 2022, with the portion of new cars compared to used cars at 40:60. Domestic new car sales in 2022 totaled 849,388 units, increasing by 11.9% YoY. The penetration rate of the Bank's new car lending to domestic new car sales for 2022 was 5.3%.
 - Other retail loans amounted to Baht 70,303 million, with an overall expansion of 36.8% from the end of 2021 and a strong increase across all segments. Housing loans expanded by 38.4%, consistent with the focus on quality growth. Personal loans and micro SME loans also grew by 31.3% and 34.9%, respectively. The combined other retail loan portion of the Bank's total loan portfolio increased to 18.5% as of the end of 2022.
- **Commercial lending** loans amounted to Baht 59,507 million, expanding by 12.9% from the end of 2021. The Bank continues to provide

assistance to debtors in this segment who are still impacted by the COVID-19 situation, focusing on the long-term recovery of debtors. Commercial lending includes real estate development loans and SME loans, of which detail are as follows:

- Real estate development loans totaled Baht 25,130 million, increasing by 9.6% from the end of 2021.
- SME loans were worth Baht 34,377 million, expanding by 15.4% from the end of 2021. SME loans comprise several business sectors, including apartment & hotel, logistics, commercial & industrial, and construction machinery & materials.
- **Corporate lending** provides lending services to listed companies and large corporations or financing for investment banking transactions of the Investment Banking and Capital Market Group. Current outstanding loans totaled Baht 51,817 million, a strong expansion of 20.0% from the end of 2021.
- **Special asset management** is responsible for distressed asset management and the sale of foreclosed assets. The total current outstanding loans were Baht 1,102 million. From the previous classification in loans, assets under special asset management were subjected to a change in classification from TFRS 9 for financial assets classified as purchased or originated impaired credit.
- **Lombard loan** is a multi-purpose credit facility for high-net-worth clients, using financial assets as collateral. The current outstanding loans totaled Baht 11,129 million, representing a 27.9% increase from the end of 2021.

Loan Classifications and Allowance for ECLs

Under TFRS 9, loans and accrued interest receivables as of December 31, 2022, were classified into stages as follows:

| (Unit: Baht Million) | December 31, 2022 | | December 31, 2021 | |
|--|---|-------------------|---|-------------------|
| | Total Loans and Accrued Interest Receivables | ECL ¹⁰ | Total Loans and Accrued Interest Receivables | ECL ¹⁰ |
| Stage 1: Performing financial assets | 346,217 | 8,504 | 287,141 | 8,267 |
| Stage 2: Under-performing financial assets | 22,757 | 3,808 | 17,019 | 2,858 |
| Stage 3: Non-performing financial assets | 13,947 | 5,958 | 10,638 | 4,336 |
| Purchased or originated credit-impaired financial assets | 919 | 56 | 855 | 26 |
| Total | 383,839 | 18,327 | 315,653 | 15,488 |

The Bank continued to prudently set up provisions for ECLs under TFRS 9, taking into consideration the continuing uncertainties. As of the end of 2022, the allowance for ECLs totaled Baht 19,082 million, with ECLs under TFRS 9 amounting to Baht 18,327 million and the remaining excess loan loss reserve totaling Baht 755 million at the end of 2022. The Bank consistently monitors the asset quality of all loan segments and has continuously set aside a prudent provisioning level for possible deterioration in asset quality, with the total allowance for ECLs to total NPLs ratio (coverage ratio) as of the end of 2022 at 154.4%.

NPL Distribution by Loan Type

| Type of Loan (Unit: Baht Million) | December 31, 2022 | | December 31, 2021 | |
|--------------------------------------|--------------------------|--------------|--------------------------|--------------|
| | Amount (Baht Million) | Ratio (%) | Amount (Baht Million) | Ratio (%) |
| Retail lending | 6,675 | 2.6 | 4,383 | 2.1 |
| Hire purchase | 4,702 | 2.5 | 2,716 | 1.7 |
| Personal loan | 80 | 0.8 | 88 | 1.1 |
| Micro SME loan | 1,352 | 12.6 | 1,140 | 14.3 |
| Housing loan | 541 | 1.1 | 439 | 1.2 |
| Commercial lending | 5,124 | 8.6 | 4,672 | 8.9 |
| Real estate development loan | 3,082 | 12.3 | 3,038 | 13.2 |
| SME loan | 2,042 | 5.9 | 1,635 | 5.5 |
| Corporate lending | 130 | 0.3 | - | 0.0 |
| Special asset management loan | 1,102 | 100.0 | 1,135 | 100.0 |
| Lombard loan | - | 0.0 | - | 0.0 |
| Total NPLs | 13,031 | 3.4 | 10,191 | 3.3 |
| Total NPLs (excluding POCI) | 12,362 | 3.3 | 9,498 | 3.0 |

¹⁰ Including ECLs for loans and loan commitments and financial guarantees

As of the end of 2022, NPLs or stage 3 loans, excluding POCL, totaled Baht 12,362 million, or 3.3% of total loans, increasing from 3.0% at the end of 2021, with the increase mainly in the retail and SME segments. The Bank continues to proactively manage the loan portfolio quality through debt restructuring, write-offs and various assistance measures as appropriate for each debtor segment, along with its focus on loan expansion into high-quality segments.

2. Capital Market Business

The capital market business comprises the brokerage business, investment banking business, investment business, and asset management business. Details are as follows:

- **Equity and Derivatives Brokerage Business**

KKPS operates an agency business, providing both securities and derivatives brokerage services to local and foreign institutional investors, as well as high-net-worth individuals under the wealth management service. For high-net-worth clients, other wealth management products are provided, such as local and foreign mutual funds and structured products.

In 2022, the market share¹¹ of KKPS was 18.63%, ranking 1st out of a total of 39 brokers. KKPS generated brokerage revenue totaling Baht 1,957 million, consisting of equity brokerage revenue of Baht 1,640 million, derivatives brokerage revenue of Baht 226 million, and other brokerage revenue of Baht 91 million. Additionally, KKPS also had brokerage revenue from selling agent fees of Baht 862 million¹².

- **Investment Banking Business**

The investment banking business, operated by KKPS, provides financial advisory services as well as underwriting services. In 2022, revenue from the investment banking business was Baht 671 million, which comprised financial advisory fees of

Baht 131 million, underwriting fees of Baht 320 million, brokerage revenue of Baht 200 million, revenue from tender offer agents of Baht 4 million, and other revenues of Baht 16 million.

- **Investment Business**

The investment business is managed by two main departments, comprising the Direct Investment Department ("DI"), with a medium- to long-term investment horizon, and the Equity and Derivatives Trading Department ("EDT"). EDT focuses on equity and equity-linked securities in the SET and TFEX, with a short-term investment of not more than one year by applying arbitrage investment strategy as well as issuing and offering financial structured products, such as structured notes, derivative warrants, etc.

In 2022, DI recorded a loss on investment, including other comprehensive income, totaling Baht 140 million. Meanwhile, EDT had a gain on investment totaling Baht 960 million¹³. Additionally, there were other investment incomes from treasury and liquidity management, resulting in an overall investment gain of Baht 929 million.

- **Asset Management Business**

KKPAM, under mutual fund and private fund management licenses, offers fund management services to individuals and corporations.

KKPAM's mutual fund AUM as of December 31, 2022, was Baht 93,369 million, with a total of 119 funds under management consisting of 117 mutual funds and 2 property funds. KKPAM's market share in terms of mutual funds was 1.91%. In 2022, KKPAM's fee income from the mutual fund business totaled Baht 789 million.

¹¹ SET and mai were included, but proprietary trading was not

¹² This included the selling agent fee received from a subsidiary company

¹³ Income before deducting the cost of hedging; once deducting those costs, the net gain was Baht 918 million

Private funds' AUM were Baht 20,996 million as of December 31, 2022. KKPAM's fee income from the private fund business totaled Baht 119 million.

- **KKP DIME**

The Group has set up KKP DIME, which has obtained the securities business license from the SEC. In September

2022, KKP DIME started to operate an agency business, providing both local mutual fund and foreign securities brokerage services to individual clients who are domiciled in Thailand, focusing on the mass segment.

4.2 Information from Financial Statements

Independent Auditor's Report for three years ago.

The consolidated financial statements and the separate financial statements for the year 2020, audited by Ms. Sakuna Yamsakul, Certified Public Accountant (Thailand) No.4906, PricewaterhouseCoopers ABAS Ltd. Type of report : Unqualified opinion.

The consolidated financial statements and the separate financial statements for the year 2021, audited by Ms. Sakuna Yamsakul, Certified Public Accountant (Thailand) No.4906, PricewaterhouseCoopers ABAS Ltd. Type of report : Unqualified opinion with an emphasis of matters/Others.

The consolidated financial statements and the separate financial statements for the year 2022, audited by Ms. Sinsiri Thangsombat, Certified Public Accountant (Thailand) No. 7352, PricewaterhouseCoopers ABAS Ltd. Type of report : Unqualified opinion with an emphasis of matters/Others.

Kiatnakin Phatra Bank Public Company Limited and Subsidiaries Statement of Financial Position

As at 31 December 2022

| | Consolidated | | |
|--|--------------------|--------------------|--------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2020 |
| | Thousand Baht | Thousand Baht | Thousand Baht |
| Assets | | | |
| Cash | 1,000,242 | 1,242,065 | 1,490,626 |
| Interbank and money market items, net | 45,732,349 | 55,238,234 | 32,770,543 |
| Financial assets measured at fair value through profit or loss | 18,702,990 | 22,364,824 | 11,289,598 |
| Derivatives assets | 10,538,015 | 7,481,509 | 10,276,081 |
| Investments, net | 31,847,691 | 16,840,213 | 23,312,942 |
| Investments in properties, net | 20,221 | 21,502 | 21,761 |
| Loans to customers and accrued interest receivables, net | 364,870,521 | 299,147,566 | 258,846,014 |
| Properties foreclosed, net | 5,787,730 | 3,981,941 | 2,937,160 |
| Land, premises and equipment, net | 7,412,008 | 3,500,887 | 3,284,464 |
| Right-of-use assets | 282,138 | 321,019 | 229,835 |
| Other intangible assets, net | 1,388,321 | 1,211,574 | 1,128,488 |
| Goodwill | 3,066,035 | 3,066,035 | 3,066,035 |
| Deferred tax assets | 1,431,900 | 1,743,966 | 1,338,682 |
| Accounts receivable from clearing house and broker - dealers | 1,275,894 | 979,499 | 1,334,267 |
| Securities and derivative business receivables | 7,976,075 | 10,996,362 | 6,837,597 |
| Other assets, net | 6,304,888 | 7,986,005 | 5,246,923 |
| Total assets | 507,637,018 | 436,123,201 | 363,411,016 |

Kiatnakin Phatra Bank Public Company Limited and Subsidiaries

Statement of Financial Position (Cont'd)

As at 31 December 2022

| | Consolidated | | |
|---|--------------------|--------------------|--------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2020 |
| | Thousand Baht | Thousand Baht | Thousand Baht |
| Liabilities and equity | | | |
| Liabilities | | | |
| Deposits | 331,464,000 | 288,381,946 | 251,525,874 |
| Interbank and money market items, net | 20,175,120 | 16,664,329 | 10,263,870 |
| Liabilities payable on demand | 339,834 | 668,531 | 392,712 |
| Financial liabilities measured at fair value through profit or loss | 3,556,542 | 1,699,750 | 896,906 |
| Derivatives liabilities | 9,328,151 | 9,036,326 | 8,724,685 |
| Debt issued and borrowings | 61,354,232 | 43,804,907 | 28,343,500 |
| Lease liabilities | 210,623 | 240,002 | 183,697 |
| Provisions | 1,207,623 | 1,098,744 | 1,066,255 |
| Deferred tax liabilities | 529,924 | 10,111 | 13,556 |
| Accounts payable to clearing house and broker - dealers | 164,038 | 1,661,003 | 588,026 |
| Securities and derivative business payables | 8,179,754 | 8,898,093 | 5,539,391 |
| Accrued interest expenses | 505,437 | 346,922 | 467,833 |
| Other accounts payable | 6,778,086 | 6,250,144 | 3,923,055 |
| Income tax payable and specific business tax payable | 623,071 | 1,278,686 | 399,461 |
| Other liabilities | 5,109,137 | 4,921,552 | 4,456,474 |
| Total liabilities | 449,525,572 | 384,961,046 | 316,785,295 |
| Equity | | | |
| Share capital | | | |
| Authorised share capital | | | |
| 846,751,109 ordinary shares of Baht 10 each | 8,467,511 | 8,467,511 | 8,467,511 |
| Issued and paid-up share capital | | | |
| 846,751,109 ordinary shares of Baht 10 each | 8,467,511 | 8,467,511 | 8,467,511 |
| Premium on share capital | 9,356,233 | 9,356,233 | 9,356,233 |
| Other components of equity | 2,010,004 | (285,547) | (137,048) |
| Retained earnings | | | |
| Appropriated | | | |
| Legal reserve | 852,337 | 852,337 | 852,337 |
| Unappropriated | 37,137,439 | 32,655,567 | 27,978,147 |
| Total equity of the Bank | 57,823,524 | 51,046,101 | 46,517,180 |
| Non-controlling interests | 287,922 | 116,054 | 108,541 |
| Total equity | 58,111,446 | 51,162,155 | 46,625,721 |
| Total liabilities and equity | 507,637,018 | 436,123,201 | 363,411,016 |

Kiatnakin Phatra Bank Public Company Limited and Subsidiaries Statement of Profit or Loss and Other Comprehensive Income

For the year ended 31 December 2022

| | Consolidated | | |
|--|-------------------|-------------------|-------------------|
| | 2022 | 2021 | 2020 |
| | Thousand Baht | Thousand Baht | Thousand Baht |
| Interest income | 23,670,516 | 19,489,069 | 19,584,141 |
| Interest expenses | 4,589,167 | 3,788,433 | 4,904,954 |
| Interest income, net | 19,081,349 | 15,700,636 | 14,679,187 |
| Fees and services income | 7,183,322 | 6,973,605 | 5,107,313 |
| Fees and services expenses | 1,017,863 | 899,548 | 771,057 |
| Fees and services income, net | 6,165,459 | 6,074,057 | 4,336,256 |
| Gain (loss) on financial instruments measured at fair value through profit or loss, net | 830,946 | (157,758) | 1,078,933 |
| Gain (loss) on investments, net | (3,707) | (9,640) | 49,555 |
| Dividend income | 506,671 | 1,329,401 | 389,160 |
| Other operating income | 957,973 | 1,309,321 | 700,323 |
| Total operating income | 27,538,691 | 24,246,017 | 21,233,414 |
| Other operating expenses | | | |
| Employee's expenses | 6,954,170 | 6,428,423 | 5,664,254 |
| Directors' remuneration | 46,358 | 36,298 | 32,838 |
| Premises and equipment expenses | 1,113,326 | 1,003,044 | 1,139,782 |
| Taxes and duties | 509,307 | 461,927 | 493,384 |
| Loss from revaluation of foreclosed assets | 38,976 | 59,592 | 848,563 |
| Loss from sale of foreclosed assets | 1,540,378 | 1,503,667 | 893,858 |
| Other expenses | 2,810,136 | 1,755,308 | 1,579,257 |
| Total other operating expenses | 13,012,651 | 11,248,259 | 10,651,936 |
| Expected credit loss | 5,036,211 | 5,200,829 | 4,094,627 |
| Profit from operating before income tax expenses | 9,489,829 | 7,796,929 | 6,486,851 |
| Income tax expenses | 1,873,389 | 1,441,616 | 1,343,722 |
| Net profit | 7,616,440 | 6,355,313 | 5,143,129 |

Kiatnakin Phatra Bank Public Company Limited and Subsidiaries

Statement of Profit or Loss and Other Comprehensive Income (Cont'd)

For the year ended 31 December 2022

| | Consolidated | | |
|--|-------------------|------------------|------------------|
| | 2022 | 2021 | 2020 |
| | Thousand Baht | Thousand Baht | Thousand Baht |
| Other comprehensive income | | | |
| Items that will be reclassified subsequently to profit or loss | | | |
| Gain (loss) on debt instruments classified at fair value through | | | |
| other comprehensive income | (154,974) | (302,505) | 115,368 |
| Income taxes relating to items that will be subsequently | | | |
| reclassified to profit or loss | 30,995 | 60,501 | (23,074) |
| Total items that will be reclassified subsequently to profit or loss | (123,979) | (242,004) | 92,294 |
| Items that will not be reclassified subsequently to profit or loss | | | |
| Changes in revaluation surplus on assets | 3,419,400 | - | - |
| Gain on equity instruments designated at fair value through | | | |
| other comprehensive income | 117,708 | 1,168,874 | 249,753 |
| Remeasurements of post-employment benefit obligations | 501 | 72,495 | - |
| Income taxes on items that will not be subsequently | | | |
| reclassified to profit or loss | (707,447) | (248,084) | (49,574) |
| Total items that will not be reclassified to profit or loss | 2,830,162 | 993,285 | 200,179 |
| Total other comprehensive income (expense) | 2,706,183 | 751,281 | 292,473 |
| Total comprehensive income | 10,322,623 | 7,106,594 | 5,435,602 |
| Net profit attributable to | | | |
| Equity holders of the Bank | 7,602,096 | 6,318,052 | 5,123,266 |
| Non-controlling interests | 14,344 | 37,261 | 19,863 |
| Total comprehensive income attributable to | | | |
| Equity holders of the Bank | 10,120,390 | 7,069,132 | 5,415,610 |
| Non-controlling interests | 202,233 | 37,462 | 19,992 |
| Earnings per share | | | |
| Basic earnings per share (Baht) | 8.98 | 7.46 | 6.05 |

Kiatnakin Phatra Bank Public Company Limited and Subsidiaries Statement of Cash Flows

For the year ended 31 December 2022

| | Consolidated | | |
|---|---------------|---------------|---------------|
| | 2022 | 2021 | 2020 |
| | Thousand Baht | Thousand Baht | Thousand Baht |
| Cash flows from operating activities | | | |
| Profit from operating before income tax expenses | 9,489,829 | 7,796,929 | 6,486,851 |
| Adjustments to reconcile profit from operating before income tax expenses to cash received (paid) from operating activities | | | |
| Depreciation | 476,542 | 482,479 | 602,523 |
| Amortisation | 211,619 | 210,273 | 195,536 |
| Amortisation of premium on investments in securities | 63,727 | 104,239 | (186,891) |
| Expected credit loss | 2,401,000 | 3,392,502 | 2,006,799 |
| Unrealised (gain) loss on trading and foreign exchange transactions | (2,764,681) | 3,106,213 | (1,248,745) |
| (Gain) loss on financial instrument measured at fair value through profit and loss | 1,383,205 | (2,519,388) | 1,018,584 |
| (Gain) loss on lease modifications | (1,065) | - | 2,161 |
| Loss on diminution in value of properties foreclosed | 26,050 | 59,592 | 848,563 |
| Loss (reversal) on impairment of other assets | 1,944 | (17,335) | 5,214 |
| Gain on transfer from investment to loan | - | - | (226) |
| (Gain) loss on disposal of investment in securities | (3,172,646) | (1,296,750) | 2,018,030 |
| Gain on disposal of equipment and intangible assets | (19,398) | (14,568) | (23,781) |
| Loss on write-off of equipment and intangible assets | 16,091 | 52,793 | 29,206 |
| Loss on write-off of investment properties | 2,690 | - | - |
| Net interest income | (19,145,076) | (15,804,875) | (14,492,296) |
| Dividend income | (506,671) | (1,329,401) | (389,160) |
| Proceeds from interest income | 22,598,317 | 18,720,250 | 18,207,662 |
| Interest paid | (4,360,909) | (3,886,542) | (5,278,721) |
| Dividend received | 507,666 | 1,329,604 | 405,564 |
| Cash paid for corporate income tax | (2,412,507) | (1,171,251) | (1,148,575) |
| Increase in provision expenses | 111,146 | 119,991 | 92,752 |
| Increase in specific business tax payable | 33,975 | 6,625 | 31,223 |
| Increase (decrease) in accrued expenses | 172 | 606,348 | 97,280 |
| Profit from operating before changes in operating assets and liabilities | 4,941,020 | 9,947,728 | 9,279,553 |

Kiatnakin Phatra Bank Public Company Limited and Subsidiaries

Statement of Cash Flows (Cont'd)

For the year ended 31 December 2022

| | Consolidated | | |
|--|---------------|---------------|---------------|
| | 2022 | 2021 | 2020 |
| | Thousand Baht | Thousand Baht | Thousand Baht |
| Cash flows from operating activities (Cont'd) | | | |
| (Increase) decrease in operating assets | | | |
| Interbank and money market items | 9,561,389 | (22,457,164) | (20,762,362) |
| Financial assets measured at fair value through profit or loss | 5,471,225 | (7,240,579) | 2,803,501 |
| Loans and receivables | (75,067,885) | (50,067,680) | (35,735,460) |
| Properties foreclosed | 6,189,323 | 6,132,290 | 4,283,750 |
| Securities and derivative business receivables | 3,020,287 | (4,158,765) | (2,217,515) |
| Accounts receivable from clearing house and broker-dealers | (296,396) | 354,768 | 2,722,671 |
| Other assets | 1,685,182 | (2,730,953) | (901,325) |
| Increase (decrease) in operating liabilities | | | |
| Deposits | 43,082,054 | 36,856,072 | 79,352,315 |
| Interbank and money market items | 3,510,791 | 6,400,459 | (7,075,241) |
| Liabilities payable on demand | (328,697) | 275,819 | 15,386 |
| Accounts payable to clearing house and broker-dealers | (1,496,965) | 1,072,977 | (26,245) |
| Securities and derivative business payables | (718,339) | 3,358,702 | 1,670,930 |
| Other payables | 169,832 | 2,273,674 | 776,284 |
| Other liabilities | 89,003 | (160,035) | (209,238) |
| Net cash from operating activities | (188,176) | (20,142,687) | 33,977,004 |
| Cash flows from investing activities | | | |
| Cash paid for investment in debt designated at fair value | | | |
| through other comprehensive income | (18,479,713) | (5,382,178) | (18,767,995) |
| Proceeds from investment in debt designated at fair value | | | |
| through other comprehensive income | 11,690,595 | 9,071,420 | 18,234,768 |
| Cash paid for investment in equity designated at fair value | | | |
| through other comprehensive income | (40,350) | (1,659,627) | (1,800,136) |
| Proceeds from investment in equity designated at fair value | | | |
| through other comprehensive income | 642,244 | 4,248,386 | 1,831,360 |
| Cash paid for investment in debt at amortise cost | (10,763,715) | (264,203) | (6,259,721) |
| Proceeds from investment in debt at amortise cost | 2,219,956 | 1,201,965 | 6,319,105 |
| Cash paid for investment properties | (1,707) | (6) | (155) |
| Cash paid for building improvement and equipment | (906,089) | (627,649) | (741,547) |
| Proceeds from sales of equipment | 21,647 | 63,902 | 37,565 |
| Purchases of intangible assets | (395,459) | (337,123) | (182,530) |
| Net cash from investing activities | (16,012,591) | 6,314,887 | (1,329,286) |

Kiatnakin Phatra Bank Public Company Limited and Subsidiaries Statement of Cash Flows (Cont'd)

For the year ended 31 December 2022

| | Consolidated | | |
|---|------------------|------------------|------------------|
| | 2022 | 2021 | 2020 |
| | Thousand Baht | Thousand Baht | Thousand Baht |
| Cash flows from financing activities | | | |
| Proceeds from issuance of debentures | 55,339,570 | 51,023,270 | 24,626,855 |
| Cash paid for redemption of debentures | (37,761,578) | (35,565,898) | (51,809,127) |
| Cash paid for redemption of financial liabilities | | | |
| designated at fair value through profit or loss | (14,706,208) | (6,371,946) | (2,601,796) |
| Proceeds from issuance of financial liabilities | | | |
| designated at fair value through profit or loss | 16,563,000 | 7,174,790 | - |
| Cash paid for lease liabilities | (102,508) | (110,817) | (133,014) |
| Dividend paid | (3,342,967) | (2,540,211) | (2,328,522) |
| Dividend paid to non-controlling interest | (384) | (533) | (533) |
| Decrease in share capital of non-controlling interest in subsidiaries | (29,981) | (29,416) | (20,613) |
| Net cash from financing activities | 15,958,944 | 13,579,239 | (32,266,750) |
| Net increase (decrease) in cash and cash equivalents | (241,823) | (248,561) | 380,968 |
| Cash and cash equivalents as at 1 January | 1,242,065 | 1,490,626 | 1,109,658 |
| Cash and cash equivalents as at 31 December | 1,000,242 | 1,242,065 | 1,490,626 |

Supplementary information for cash flows:

Non-cash transactions

Significant non-cash transactions for the years ended 31 December are as follows;

| | Consolidated | | |
|---|---------------|---------------|---------------|
| | 2022 | 2021 | 2020 |
| | Thousand Baht | Thousand Baht | Thousand Baht |
| Account payables from land, premises and equipment purchased | 25,184 | 53,414 | 4,828 |
| Transfer of assets for loan settlement | 8,021,161 | 7,236,662 | 4,483,943 |
| Lease liabilities | 102,509 | 167,122 | 20,171 |
| Increase (decrease) in fair value of investment in debt | | | |
| designated at fair value through other comprehensive income | (154,974) | (302,505) | 115,368 |
| Increase (decrease) in fair value of investment in equity | | | |
| designated at fair value through other comprehensive income | (160,057) | 121,828 | 85,557 |
| Payables from trading securities | 604,657 | (232,609) | - |
| Receivables from trading securities | 629,127 | (108,907) | - |
| Transfer of land, premises and equipment to right-of-use assets | - | 41,233 | - |
| Revaluation surplus of land, premises and equipment | 3,184,565 | - | - |

4.3 Key Financial Ratios

| Financial Ratio | 2020 | 2021 | 2023 |
|--|-------|-------|-------|
| Liquidity Ratio | | | |
| Liquid asset ratio | 26.3 | 31.2 | 27.7 |
| Liquidity ratio (Times) | 0.21 | 0.26 | 0.31 |
| Profitability Ratio | | | |
| Net profit margin | 24.1 | 26.1 | 27.6 |
| Return on average equity | 11.3 | 13.0 | 14.0 |
| Return on average investment | 6.9 | 12.9 | 8.5 |
| Yield on loan | 7.2 | 6.5 | 6.6 |
| Cost of fund | 1.7 | 1.2 | 1.2 |
| Interest rate spread | 5.5 | 5.3 | 5.4 |
| Efficiency Ratio | | | |
| Net interest income to assets ratio | 4.3 | 3.9 | 4.0 |
| Non-interest income to assets ratio | 1.9 | 2.1 | 1.8 |
| Return on average assets | 1.5 | 1.6 | 1.6 |
| Asset turnover | 0.1 | 0.1 | 0.1 |
| Financial Policy Ratio | | | |
| Debt to equity ratio (Times) | 7.0 | 7.9 | 8.3 |
| Loan to deposit ratio | 105.8 | 107.1 | 113.4 |
| Loan to deposit + borrowing ratio | 95.1 | 93.0 | 95.7 |
| Deposit to total debt ratio | 79.4 | 74.9 | 73.7 |
| Dividend payout ratio | 37.2 | 39.5 | 36.20 |
| Asset Quality Ratio | | | |
| Allowance for expected credit loss to total NPLs ratio | 170.9 | 175.0 | 154.4 |
| Allowance for expected credit loss to total loans ratio | 4.4 | 5.0 | 4.8 |
| Bad debt to total loan ratio | 1.3 | 0.9 | 1.0 |
| NPLs to total loans ratio | 3.2 | 3.3 | 3.4 |
| Accrued interest to total loans and accrued interest ratio | 1.9 | 1.9 | 1.9 |
| Other Ratio | | | |
| Total capital to risk weighted assets (Separate Financial Statement) | 17.4 | 16.4 | 15.1 |
| Net capital ratio – KKPS | 65.59 | 22.95 | 23.63 |

5. General and Other Important Information

5.1 General Information of Referenced Entities

| | |
|--|---|
| Registrar – Ordinary Share | : Thailand Securities Depository Company Limited Stock Exchange of Thailand Building, 93 Ratchadapisek Road, Din Daeng, Bangkok 10400 Tel: 0-2009-9000 Fax: 0-2009-9991 |
| Authorized Auditor | : Ms. Sinsiri Thangsombat Certified Public Accountant (Thailand) Registration No. 7352 PricewaterhouseCoopers ABAS Ltd. (“PwC”) 15 th Floor, Bangkok City Tower, 179/74-80 South Sathorn Road, Sathorn, Bangkok 10120 Tel: 0-2844-1000 Fax: 0-2286-5050 |
| Legal Advisor | : Not appointed |
| Advisor/ Manager under Management Contract | : Not appointed |

5.2 Other Important Information

Details of fines by regulators, which are the Bank of Thailand, the SEC, and the OIC, during the past five years (2018 - 2022) are as follows:

| Company | Year | Regulator | Law and Offence | | Amount (Baht) |
|--|------|-----------|--|--|---------------|
| Kiatnakin Phatra Bank Public Company Limited | 2018 | BOT | Section 60 of Financial Institution Business Act, B.E. 2551 (2008) | Failed to comply with regulations on asset classification | 4,370,000 |
| | | | Section 71 of Financial Institution Business Act, B.E. 2551 (2008) | Failed to report data set relating to asset classification | |
| | 2018 | SEC | Section 113 of Securities and Exchange Act, B.E. 2535 (1992) | Failed to comply with the rules, conditions, and procedures as specified in the Notification of the Capital Market Supervisory Board as a Limited Broker Dealer Underwriter (LBDU) | 886,000 |
| Kiatnakin Phatra Asset Management Company Limited | 2018 | SEC | Section 117 of Securities and Exchange Act, B.E. 2535 (1992) | Failed to comply with the rules, conditions, and procedures as specified in the Notification of the Capital Market Supervisory Board relating to fund management | 1,635,000 |
| Kiatnakin Phatra Securities Public Company Limited | 2022 | SEC | Section 56(4) of Securities and Exchange Act, B.E. 2535 (1992) | Submitted the key financial ratio report later than the period specified by the regulation | 149,400 |

5.3 Legal Dispute

In operating the lending, hire purchase and debt restructuring businesses, the Bank and the Group companies incur legal disputes, in which the Bank is a plaintiff and a defendant, such as debt enforcement from borrowers and litigation for collateral. Such legal disputes are normal in business operation; however, there is no legal dispute which may materially adverse or affect the Bank's and the Group Companies' asset in an amount of over 5% of shareholder equity.

In summary, as of December 31, 2022, the Bank and the Group companies have no legal dispute which may negatively affect the Bank's and the Group companies' asset in an amount of over 5% of shareholder equity or have adverse significant impact on the business operation of the Bank and the Group companies that cannot be evaluated in numbers.

Part 2

Corporate Governance

6. Corporate Governance Policy

6.1 Overview of Corporate Governance Policies and Guidelines

6.1.1 Policies and Guidelines Relating to Board of Directors

1. Director Nomination and Appointment

The selection process of the Bank starts with the qualified individuals proposed by shareholders, directors and senior executives, with all detailed biography attached. Then, the Nomination and Remuneration Committee considers the nominees' qualifications prior to proposing such persons to the Board of Directors for appointment or to seek shareholders' approval (as the case may be).

The Nomination and Remuneration Committee is responsible for selecting and determining appropriate persons with experiences, knowledge and competencies beneficial to the Bank and the Group to be nominated as the Bank's directors, independent directors or Audit Committee members and to be proposed to the Board of Directors' meeting or shareholder's meeting for election in accordance with the Bank's Articles of Association.

Directors' Qualifications

- 1) Directors need to be knowledgeable, skilled and experienced in conducting a business, understand the business obstacles that can arise, be capable of performing their duties proficiently and consistently with both short- and long-term business strategies, as well as be able to offer a different perspective relating to important risks. These factors will benefit

the Bank and the Group and create competitive advantage in the industry.

- 2) Directors must be honest, truthful and have ethics.
- 3) Directors must have these above-mentioned attributes and none of the characters considered to be ineligible under the Public Limited Companies Act, securities and exchange law and regulations of government agencies. In the case of independent directors, they must have qualifications that meet the requirements of the Bank and the Bank of Thailand as well as those set by the Capital Market Supervisory Board.
- 4) Directors must devote time and attention to the Bank and the Group and prepare to attend all meetings of the Bank.
- 5) Directors must have leadership and vision in order to perform for the benefit of the Bank and the Group by considering stakeholders and the impact to society and the environment. Directors should be independent in making decisions and expressing opinions and understand and be aware of their duties and responsibilities as the leaders of the organization in order to manage the sustainable business of the Bank and the Group and appropriately adapt to changes, which will create value for the Bank, the Group and shareholders in the long-term.

Definition of Independent Director

- 1) Hold not more than 0.5% of total shares with voting rights of the Bank, its parent company, its subsidiary, its affiliate, a major shareholder or controlling person, inclusive of the shares held by related persons;
- 2) Not be or have previously been a non-independent director; as well as a manager; an employee; a staff member or an advisor or a controlling person of the Bank, its parent company, its subsidiary, its affiliate or its subsidiary at the same level or a major shareholder or controlling persons unless the termination of being in such a position had occurred at least two years before the appointment as the Bank's independent director. Such prohibited characteristics shall not include the case where the independent director used to be a government official or advisor of a government unit which is a major shareholder or controlling person of the Bank;
- 3) Not be a person related by blood or registration under laws in the form of fatherhood, motherhood, spouse, brothers, sisters and children, including spouse of children, of other directors, executives, a major shareholder, controlling person or person who will be nominated to take up the position of director, executive or controlling person of the Bank or its subsidiary;
- 4) Have no current or previous business relationship with the Bank, its parent company, its subsidiary, its affiliate, a major shareholder or controlling person in the manner which may interfere with his/her independent discretion and not be or have previously been a significant shareholder or controlling person of any person having a business relationship with the Bank, its parent company, its subsidiary, its affiliate, a major shareholder or controlling person unless the termination of being in such position had occurred at least two years before the appointment as the Bank's independent director. Such business relationships include normal business transactions, rental or lease of immovable property transactions, asset or service transactions or giving or taking of financial assistance by borrowing or lending money, suretyship, providing assets as collateral and any other similar actions, which results in the Bank or its counterparty being subject to indebtedness payable to the other party in the amount of 3% or more of the net tangible assets of the company or Baht 20 million or more, whichever is lower. In this regard, the calculation of such indebtedness shall be in accordance with the method of calculating the value of related party transactions under the notification of the Capital Market Supervisory Board Re: Rules on Execution of Related Party Transactions. In any case, the consideration of such indebtedness shall include the indebtedness incurred during the period of one year to the date of establishing the business relationship with the related person;
- 5) Not be or have previously been an auditor of the Bank, its parent company, its subsidiary, its affiliate, a major shareholder or controlling person, a significant shareholder, controlling person or partner of the audit office which is the auditor of the Bank, its parent company, its subsidiary, its affiliate, a major shareholder or controlling person unless the termination of being in such position had occurred at least two years before the appointment as the Bank's independent director;
- 6) Not be or have previously been any professional service provider including legal advisor or financial advisor who receives more than Baht 2 million annually from the Bank, its parent company, its subsidiary, its affiliate, a major shareholder or controlling person and not be a significant shareholder, controlling person or partner of the professional service provider unless the termination of being in such position had occurred at least two years before the appointment as the Bank's independent director;
- 7) Not be a director appointed as a representative of the Bank's directors, a major shareholder or a shareholder who is related to the Bank's major shareholder;
- 8) Not undertake any business in the same nature and in competition with the business of the Bank and its subsidiary; not be a significant partner in a partnership or without benefits related to the Bank which may affect his/her independent

decisions or be an executive director, employee, staff or advisor who receives salary or holds shares of more than 1% of the total shares with voting rights of another company which has the same nature of business and is in competition with the business of the Bank or its subsidiaries;

- 9) Not be an independent director who holds positions in the Bank, its parent company, its subsidiary, its affiliate, or its subsidiary at the same level for more than nine years. In addition, for an independent director who has held the position for less than nine years - if he/she has been discharged from the position of independent director less than two years, and, while over that period, he/she has not been appointed as a director, manager, person with management authority, advisor or staff member of the Bank, its parent company, its subsidiary, its affiliate or its subsidiary at the same level - he/she may be re-appointed as an independent director but the period during which he/she serves as an independent director must all be counted. For an independent director who has held the position for nine years and wishes to be re-appointed as an independent director, he/she must have been discharged from the position of director, manager, person with management authority, advisor or staff member of the Bank, its parent company, its subsidiary, its affiliate or its subsidiary at the same level at least two years before the day the appointment request is submitted; and
- 10) Have no characteristics which may affect the giving of independent opinions, decision or voting on the Bank's operations.

In case the Nomination and Remuneration Committee nominates any existing director to be re-elected, the previous performance of such director should be also considered.

In nominating new directors, the Bank will prepare the board skill matrix or may use a consultancy firm or a director pool to determine qualifications of new directors by considering competencies, skills and experiences, which are necessary but still lacking for

the Board of Directors and in line with the Bank's and the Group's business strategy.

When the term of an independent director of the Bank is completed or there is need for a new election, the Nomination and Remuneration Committee will recruit the appropriate candidate based on experiences, knowledge and competencies beneficial to the Bank and the Group as well as the required qualifications of the Bank, the SEC, the SET, and the Bank of Thailand and then propose to the Board of Directors' meeting or shareholders' meeting for consideration and election in accordance with the Bank's Articles of Association.

In the event that any directorship becomes vacant prior to the completion of the term and the remaining term is no less than two months, the Nomination and Remuneration Committee may nominate a candidate with required qualifications and without any legal provisions to the Board of Directors' meeting for consideration. The resolution to appoint a director requires votes of no less than three-fourths of the remaining number of directors and such director will be in the post for the remaining term of the directorship that is vacated.

The election of directors by the shareholders' meeting shall be in accordance with the Bank's Articles of Association as follows:

- 1) A shareholder shall have one vote for one share.
- 2) Each shareholder shall use all his or her votes under no. 1) to elect one or several persons as a director. However, he or she may not divide his or her votes among any candidates.
- 3) The persons who receive the most votes in ranking order will be elected as directors up to the number of directors the Bank shall have or elect at that meeting. In the event that the persons being elected in subsequent order have equal votes but their election would exceed the number of directors required to be elected in that meeting, the Chairman of the meeting shall have the casting vote.

2. Remuneration for Directors and Executives

The Nomination and Remuneration Committee has the duty to initially review the remuneration packages of directors prior to proposing to the Board of Directors for consideration and to the annual general meeting of shareholders (“AGM”) for approval. The directors’ remuneration is reviewed by considering the duties, responsibilities, related risks and performance of the directors as well as the financial status of the Bank and shall be comparable with that of other companies in the same industry.

The Nomination and Remuneration Committee has the duty to review the remuneration and benefits of the CEO and present it to the Board of Directors. Also, the Nomination and Remuneration Committee shall define the remuneration policy for other senior executives, from the level of Executive Vice President and above, to be a guideline for the Human Resource Management Committee to determine the executives’ remuneration and benefits.

3. Director Independency

In order to clearly separate out the responsibilities and duties of the Board of Directors and that of the management, the Chairman of the Board and the CEO shall not be the same individual.

The Board of Directors provides recommendations in relation to planning, proposing strategies and providing oversight of the administration of the management, ensuring that the appropriate policies and procedures are being used in a proficient manner. Its duties also include administering the performance of the management to make sure it has due care and are honest, provides the best benefits for the Bank and stakeholders and increases the economic value of the Bank and the Group.

The management under the supervision of the CEO has the duties and responsibilities to manage the day-to-day operations of the Bank and the Group companies in accordance with the strategies approved by the Board of Directors.

The Board of Directors will not interfere in the performance of these duties. The relationship between the Board of Directors and the management is one of collaboration.

4. Development of Directors

The Bank encourages its directors to participate in seminars and training courses relating to their duties so that they will continuously improve their performance.

Upon taking up the position as a director, each director will be briefed on important information relating to the Bank and the Group’s businesses, the framework of authorities and the duties and responsibilities of the Board of Directors of the Bank. The directors will receive advice on legal issues, regulations, and other conditions in being a director of a listed company in the SET as well as information on the Bank and the Group companies’ businesses.

5. Performance Evaluation of Directors

The Bank arranges for a performance evaluation of the Board of Directors, as a whole and individually, at least once every year. The results will be reported to the Board of Directors and used for their self-improvement.

In evaluating the performance of directors, the performance evaluation form as collated by the Nomination and Remuneration Committee is used. This can be done for the board as a whole and/or for specific matters. Also, the Bank encourages the Board of Directors’ assessment as an individual by both self-evaluation and cross-evaluation.

Additionally, the Nomination and Remuneration Committee may use the services of external consultants to provide guidelines and point out certain criteria in the performance evaluation of the Board of Directors as deemed appropriate.

6.1.2 Policies and Guidelines Relating to Shareholders and Stakeholders

1. Rights of Shareholders

The importance of shareholder rights has been recognized and emphasized by the Board of Directors. Shareholders' statutory rights include the right to attend and vote in the shareholders' meeting, the right to appoint a third party as a proxy for attending and voting in the shareholders' meeting on his or her behalf, the right to vote on the election or removal of each individual director, the right to vote on directors' remuneration annually, the right to appoint external auditors and vote on the fixing of annual audit fees, and the right to obtain adequate information, participate, and vote in the shareholders' meeting if there are any significant corporate changes - capital structure, controlling authority or major asset transfer. In addition, the Bank provides shareholders with the right to express their opinions and raise questions during the shareholders' meeting, the right to perceive the regulations and procedures of the shareholders' meeting, the right to propose agendas for the shareholders' meeting, the right to nominate directors, the right to be involved in improving the Bank's business performance, the right to share in the Bank's profit, the right to receive sufficient and up-to-date information in a timely manner, etc.

Meanwhile, the Board of Directors aims to encourage all shareholders to fully exercise their rights. The Bank will not execute any tort affecting or derogating the rights of shareholders.

2. Equitable Treatment of Shareholders

The Board of Directors respects and values the importance of equitable treatment of shareholders.

To ensure that shareholders are equally treated and their basic rights are protected, the Board of Directors has established practical guidelines as follows:

- 1) The Bank treats shareholders equitably for participating in the shareholders' meeting, receiving information, and voting one share for one vote. Shareholders who have a business stake in any agenda item have no right to vote on such an agenda item.

- 2) The Bank facilitates shareholders by allocating the appropriate time and opportunity to express their opinions and raise questions during the meeting.

3. Supervision of Usage of Internal Information

The Group has issued a written directive prohibiting the use of internal information for personal gain or for any other purpose that would be exploiting others. The Group has forbidden directors, executives, employees, and related persons, including spouses, children, and adopted children who are under the legal age, to use any undisclosed information that could affect the change in the value of shares or the securities trading of the Bank. The directors, executives, and employees who can access such undisclosed information must ask for approval prior to trading securities of the Bank at least one day in advance and the approval is valid from the next business day until the end of the third business day. In addition, the Group has instructed that directors, executives, their spouses, children who are under the legal age, and the legal entity in which directors, executives, and any other related persons collectively hold shares at an amount exceeding 30% of the total voting rights to report (on Form 59) any changes in the status of their holdings of the Bank's securities and derivatives within three business days since the date of purchase, sale, transfer, or receipt of such securities to the SEC and also hand in a copy of the form to the Corporate Secretary, so that it will be reported in the Board of Directors' meeting every time and disclosed in the Form 56-1 One Report.

The Group has forbidden any directors, executives, or employees, who are aware of the important information and financial statements, to trade the Bank's securities, seven days prior to the end of the quarter until at least one trading session has elapsed after the Bank's financial statement has been made available to the public.

The Internal Audit Office examines internal information usage practices and compliance with the Guidelines for Business Conduct Policy. Any violations will be reported to the Audit Committee and the Board of Directors for consideration according to the Bank's regulations.

4. Protection against Conflict of Interest

A conflict of interest occurs when an individual's private interest interferes in any way or even appears to interfere with the interests of the Group as a whole. A conflict situation may arise in one of the Group's businesses. Therefore, the Board of Directors has set a written policy on conflict of interest that is used for the Bank and the Group companies.

The Group expects each director, executive, and employee to avoid activities, interests, or associations that may interfere with the independent exercise of his or her judgment or the best interests of the Group, its clients, its shareholders, or the public, or activities that are unethical or can damage the Group's good reputation.

The Group puts in place measures to protect against any conflict of interest that may arise by creating awareness so that directors, executives, and employees avoid any contact with individuals who may cause a conflict of interest with the Group. However, the Group may not be able to foresee all circumstances, and in the event that incidents do occur, the matter shall be addressed ethically and responsibly.

The Bank and the Group companies will not proceed with any transaction that may lead to a conflict of interest, unless such transaction is conducted in compliance with the law and ethics or under the following principles:

- Transactions that provide the utmost benefit to clients or are necessary and beneficial to clients under the circumstances;
- Transactions that are normal business operations executed on an arm's-length basis with the general public or
- Transactions to comply with conditions specified by any regulator to ensure transparency or fairness for clients.

5. Anti-corruption

The Group intends and is committed to taking a stand against corruption in any form by adhering to its Anti-corruption Policy (as per details shown in Attachment 5) and regulations according to Thai laws on anti-corruption. The Group discloses its Anti-corruption Policy and will not cooperate with or support any person or entity involved in illegal activity or corruption or is a threat to society or national security.

The Group communicates its Anti-corruption Policy and relevant regulations with directors, executives, and employees through various channels, such as email, and arranges training courses on the topic of Anti-corruption Policy in the form of e-Learning for executives and employees of the Group. Everyone must review the policy on a yearly basis and pass the test with a 100% score to ensure their knowledge and understanding of the Anti-corruption Policy.

The Bank and the Group companies arrange for reporting channels for complaints and whistleblowing on any suspected corruption or improper behavior by employees of the Bank and the Group Companies. The Bank and the Group companies also set up the whistleblower protection process and realize the importance of keeping reported information and evidence confidential.

The Bank and its subsidiaries in the capital market business have announced their intention to be part of the CAC, which obtains support from the government and the National Anti-Corruption Commission. The Bank and its subsidiaries in the capital market business have been certified as full members of the CAC and have been recertified every three years.

6.2 Guidelines for Business Conduct

The Group realizes the importance of its good reputation. Maintaining trust with clients, colleagues, shareholders, regulators, and the general public is the obligation of every director, executive, officer, and employee.

All directors, executives, and employees must comply with laws, rules, regulations, and policies that govern or apply to the businesses of the Bank and the Group companies and adhere to high professional standards of integrity and key principles of business conduct in the performance of their duties. This is because the Group's businesses are predicated on the trust and respect of clients and the general public.

The Board of Directors has approved the Guidelines for Business Conduct Policy so that directors, officers, and employees of the Group have a standard framework for the performance of their duties. The Guidelines for Business Conduct Policy of the Group set key principles on significant issues, which are: 1) conflict of interest; 2) corporate opportunities; 3) confidentiality obligations; 4) fair dealing; 5) treating individuals with respect and dignity; 6) safeguarding the Group's information, assets, and property; 7) compliance with the law; 8) written and electronic communications; and 9) commitment to promoting ethical conduct (as per details shown in Attachment 5 and on the Bank's website).

The Group communicates and disseminates the Guidelines for Business Conduct Policy via its website and intranet so that directors, executives, and employees can acknowledge and comply with the guidelines when they perform their duties. Furthermore, the Group arranges training courses on the guidelines for business conduct in the form of e-Learning, which is a mandatory course for new staff and requires all executives and employees to review and pass the test with a 100% score on an annual basis to ensure their good standard of performance. In the past year, 3,807 executives and employees, or 99.4% of the total employees, passed such a course.

The Compliance and Governance Committee has the duty to oversee the Bank and the Group companies to establish the Guidelines for Business Conduct to be used as a performance framework and, through the Legal and Compliance Group, ensure that all parties comply with such guidelines.

The Bank discovered that neither directors nor executives had committed any ethics violations in the previous year. In addition, the Bank assigned EY Corporate Services Limited to assess compliance of the Guidelines for Business Conduct Policy to analyze and improve the compliance to be more efficient and effective.

6.3 Major Changes and Improvements on Corporate Governance Policies, Guidelines, and System

6.3.1 Major Improvements on Corporate Governance Policies, Guidelines and System

The Board of Directors reviews and revises the Corporate Governance Policy on an annual basis and constantly improves practices on several matters to upgrade the governance level of the Bank and the Group companies. During 2022, the Bank improved its key corporate governance practices as follows:

- Examined the Bank's Corporate Governance Policy and concluded that its principles remained current and in line with

corporate governance laws and regulations. Therefore, the Board of Directors' meeting no. 11/2565 dated September 22, 2022 resolved to maintain the principles of such a policy while only adding the usage of a reliable shareholders' meeting platform as an option for arranging the shareholders' meeting via electronic channels and the disclosure of the number of attending and non-attending directors in the minutes of the shareholders' meeting, as well as the details on audit and non-audit fees of the subsidiaries (if any) for the agenda on

the auditor appointment, and cancelling the exemption of the Bank of Thailand on the term of independent directors. Reviewed the scope of authorities and the duties of the Board of Directors to conduct business with integrity to achieve stability and a good return without any conflict of interest and ensure the roles, duties, and responsibilities were in accordance with the Corporate Governance Code for Listed Companies 2017 (“CG Code”) and other specified regulations.

- Mr. Chet Pattrakornkul, who has extensive knowledge, competency, and experiences in the auto hire purchase business, which was one of the Bank’s main businesses, has been appointed as an advisor to the Board of Directors in order to provide useful counsel, advice, and opinion for the Group’s operation, as well as an advisor to the Audit Committee in order to advise and suggest the Group to ensure the accuracy and sufficiency of the financial reporting and the proper and efficient internal control system.
- Reviewed the roles, duties, and responsibilities of the committees under the Board of Directors’ supervision and improved the roles, duties, and responsibilities of the Audit Committee to be more complete, up-to-date, and in line with good practices as well as the new guidelines of the regulators and to facilitate the effective performance of the Audit Committee. The roles, duties, and responsibilities of the Audit Committee were clearly divided into six aspects, which were: 1) financial reporting and auditors; 2) internal control system and internal audit; 3) compliance with laws and regulations; 4) connected transactions or transactions that may have conflicts of interest; 5) reporting; and 6) other aspects.
- Reviewed and amended the Group’s Consolidated Supervisory Guideline for the year 2022 to be consistent with the Group’s current structure and operation, as well as to improve the Group’s policy governance

and management.

- Approved the revision of the Bank’s organization chart for the Commercial Lending Group to increase operational efficiency and the setting up of the Financial Crime Risk Management Department.
- Defined the Group’s purpose, which was *‘driving the economy sustainably to optimize the benefits of all stakeholders’*, as well as reviewed and revised its vision and mission to be more concise and clearer and be more in line with its strategies.
- Reviewed the risk appetite for the year 2022 to be consistent with the business plan and more appropriate with the current situation.
- Approved the ESG Lending Policy in accordance with the Bank of Thailand’s intent and the financial agreement between the Group and Deutsche Investitions - und Entwicklungsgesellschaft mbH, as well as set a higher standard in the credit process and approval. The Bank set a target that, within the year 2028, at least 10% of its commercial and corporate loans would be green loans.
- Implemented KKP’s Talent and Succession Management Project and reported to the Board of Directors on its process, performance, and future plans.
- Acknowledged the report on the implementation and key matters of personal data protection for the year 2022 and approved the revision of the Group’s Personal Data Protection Policy, which was disclosed on its website, to be more consistent with the current situation and new regulations.
- Acknowledged the new Corporate Governance Report of Thai Listed Companies (CGR), which would be used to assess listed companies in 2023 and the gap analysis between the new CGR and the current practices, as well as giving consent to additional practices to upgrade corporate governance and be more consistent with the new CGR.

- Reviewed and revised the policies, regulations, and guidelines for more clarity and to ensure that they are in line with the revised regulations of governing agencies, for instance, various risk management policies, the Anti-corruption Policy, the Delegation of Authority Policy for Commercial Lending and Counterparty Limit Setting, the Delegation of Authority Policy for Retail Lending, the IT and Data Policy, the Strategic Planning and Market Conduct Policy, the Policy and Plan on Capital Management, the Liquidity Management Guideline, the Connected Transaction and Strategic Shareholders Guideline, and so on.

6.3.2 Implementation of CG Code Released by the SEC

During the Board of Directors' Meeting no. 11/2565 held on September 22, 2022, in which all twelve directors attended, the Board of Directors contemplated the suitability of applying the principles and guidelines of the CG Code released by the SEC for the Bank's business context to ensure that the Bank and the Group had a long-term satisfactory business performance and sustainable value creation and shareholders' and stakeholders' trust, which met the expectations of the business sector, investors, the capital market and society.

The Board of Directors had the opinion that the Bank's current practices align with the eight principles of the CG Code. There were only some unapplied guidelines as shown below since they are currently inapplicable:

- Guideline 3.2.1: The Chairman of the Board should be an independent director.
- Guideline 3.2.4: In case the Chairman is not an independent director, the Board of Directors should ensure the balance of power and authority between the board and the management by having the Board comprise a majority of independent directors or appoint a designated independent director to participate in setting the agendas of the Board of Directors' meetings.
- Guideline 3.7.3: The company should appoint an external consultant to assist in setting guidelines and providing recommendations for a board assessment at least once every three years. This information should be disclosed in the annual report.
- Guideline 4.2.1 (1): The Board of Directors should consider an appropriate combination of salary and other short-term compensations, such as bonus, and long-term compensations, such as employee stock ownership plan participation.
- Guideline 5.2.1 (3): Responsibilities to business partners by engaging in and expecting fair procurement and contracting, including fair contract or agreement conditions, providing access to training, developing potential and enhancing production and service standards in line with applicable laws and standards, and expecting and supervising business partners to respect human rights, social and environmental responsibilities, and treat their employees, staff and workers fairly including ensuring that business partners have implemented sustainable and values-based business policies and procedures.

The Chairman of the Board of Directors shall be a non-executive director and his vital role is ensuring that the Board of Directors performs its duties in accordance with the specified direction and strategic goal for the utmost benefit of the Bank and its shareholders. The Chairman of the Board of Directors shall not interfere with the duties of management or the implementation of the policies in practice.

The compensation arranged for the executives of the Bank is in the form of a monthly salary and a bonus, which are determined based on the total compensation concept, taking into account the individual's performance in accordance with his/her duty and management responsibility for operating the business to achieve the specified plan and strategy and the overall organizational performance in both the short and long term. However, presently, the Bank offers no employee stock ownership plan for executives.

Nevertheless, on an annual basis, the Bank conducts an evaluation of the CEO's performance, and its result shall be taken into account in determining the CEO's remuneration. In addition to the profit level and financial position, other factors used to evaluate the performance of the CEO include a visionary leader to develop the organization in the long term, corporate governance improvement, responsibility for stakeholders' concerns and needs, a leadership role model, change management, and so on.

The Group realizes the importance of counterparties; therefore, it has defined its role, practice, and responsibilities towards counterparties as well as the procurement policy in writing. The Group also includes the improvement of human rights operations by counterparties in its implementation plan, which has already started in 2021 in accordance with the GRI standard.

The Bank considers selecting suppliers or outsourcers who have appropriate management approaches that take social and environmental impacts into account. The Bank has developed the Outsourcer Evaluation Form, which covers the evaluation of product or service quality, price, delivery time, team readiness, and attentiveness. It also includes evaluating social and environmental responsibility issues, such as reputation, social recognition, negative news associated with social and environmental responsibilities, worker care, child or forced labor, and the selection of environmentally friendly materials. Also, the Bank considers important environmental standards for outsourcers.

However, the Group has not yet participated in training, developing potential, and enhancing the production and service standards of its counterparties.

6.3.3 Corporate Governance Practices

The Board of Directors pays great attention and is committed to conducting its business according to good corporate governance principles as prescribed by the relevant supervision authorities. This attentiveness and commitment have enabled the Bank to achieve numerous governance honors and awards, such as the following:

- One of the 340 listed companies ranked "5 TIA" with a full 100 score from the quality

assessment of the AGM in 2022 by the Thai Investors Association, the SEC, and the Thai Listed Company Association;

- Rated "Excellent" in CG scoring from the Corporate Governance Report of Thai Listed Companies in 2022 and received five logos from the Thai Institute of Director Association ("IOD");
- One of the listed companies in ASEAN that received the ASEAN Asset Class Award from the ASEAN CG Scorecard Assessment for the year 2021 (a two-year assessment), on which the result was announced on December 1, 2022;
- One of the 170 listed companies chosen by the SET for the Thailand Sustainability Investment 2022 for the eighth consecutive year due to efforts to sustainably operate businesses, develop good risk management processes, adjust and create competitive opportunities through business innovations amid changing circumstances, and pay great attention to all stakeholders, including community, society, and the environment; and
- One of the 100 listed companies selected by Thaipat Institute's ESG Rating Unit to be on the list of ESG100 in the year 2022 due to outstanding sustainability performance in ESG aspects and one of the 15 listed companies selected for this award for the eighth consecutive year.

In 2022, the Bank's implementations according to each section of the Corporate Governance Policy were as follows:

1. Rights of Shareholders

1.1 The Bank facilitated shareholders' fully exercising their rights by attending and voting in the shareholders' meeting.

The Bank's AGM is held within four months after the end of its fiscal year or as stipulated by law. An extraordinary general meeting of shareholders may be called if there is any urgent proposal that requires the shareholders' approval.

In 2022, the AGM was held on April 21, 2022, which was not a commercial bank holiday, via electronic means, in accordance with the Emergency Decree on Electronic Meetings, B.E. 2563 (2020), and other relevant laws and regulations, which offered shareholders the convenience to attend the meeting during the spread of COVID-19. During the year, the Bank called no extraordinary general meetings of shareholders.

The Bank fully facilitated all shareholders, including institutional shareholders, to attend the AGM. The Bank had Inventech Systems (Thailand) Company Limited as a meeting system provider and controller. Shareholders wishing to attend the meeting either through electronic means in person or by proxy can submit a request form for meeting attendance via web browser or QR code in advance from April 7, 2022, until the end of the meeting.

On the AGM date, the electronic conference (Cisco Webex Meetings) and Inventech Connect systems were available two hours before the opening of the meeting. Shareholders or proxy holders used the provided username and password and followed the instructions to access the systems as per the details disclosed on the AGM notice and the Bank's website.

The AGM notice clearly informed shareholders of all required documents for meeting attendance requests, as well as the Bank's Articles of Association relevant to the shareholders' meeting, such as their legitimate rights to attend the AGM. Proxy forms were also provided to allow shareholders to appoint a third party or the Bank's independent directors as their proxies.

Moreover, the Bank also prepared all AGM documents in English, which were disclosed concurrently with the Thai version, for foreign shareholders. The Bank also gave those shareholders who showed up after the AGM commenced the chance to vote on agenda items still under deliberation.

1.2 The Bank provided advance and complete information on the AGM to shareholders.

The Bank's AGM was conducted in compliance with the AGM checklist of the Thai Investors Association. For instance, the Bank posted the AGM notice along with information for each agenda item no less than thirty days prior to the AGM date (on March 21, 2022,

or thirty-one days prior to the AGM date) and assigned the Thailand Securities Depository Co., Ltd. (TSD), the registrar, to arrange delivery of the AGM notice to shareholders by post no less than twenty-one days prior to the AGM date (on March 30, 2022). The AGM notice was published in both Thai and English daily newspapers for three consecutive days. The Bank provided a complete agenda and sufficient information for voting on all agenda items, each of which was clearly identified as either for acknowledgement or consideration, together with the opinions of the Board of Directors on particular issues. For example, for the dividend agenda, the Bank disclosed its dividend payment policy and proposed the dividend amount with supporting reasons and dividend payment information in comparison with the previous year. For the director election agenda, the Bank provided complete profiles of the persons proposed to be elected as directors. For the directors' remuneration agenda, besides the types and amounts of remuneration proposed, the Bank provided information on policy, guidelines, and criteria for considering directors' remuneration. For the auditor appointment agenda, the Bank disclosed complete details of the proposed auditors, including their names, audit firm, experiences, independence, audit and non-audit fees paid by the Bank and its subsidiaries, etc. Objectives, rationales, and the directors' opinions of each agenda item are stated clearly in the AGM notice.

1.3 The Bank allowed shareholders to submit questions relevant to the shareholders' meeting agendas in advance.

For the shareholders' ultimate benefit, once the meeting date had been announced, the Bank allowed shareholders to submit questions relevant to the shareholders' meeting agendas. In order to fully protect shareholders' rights, the Bank disclosed the criteria for the submission of questions in advance on its website. Shareholders were allowed to submit questions regarding the meeting agendas until April 19, 2022 via the Bank's website, email, or registered post to the Bank's Corporate Secretary, who gathered, reviewed, and proposed questions submitted by shareholders to the Chairman of the Board of Directors and the Board of Directors for consideration.

1.4 The Bank allowed shareholders to propose agendas for the AGM and to nominate directors.

The Bank provided the opportunity for shareholders to propose agendas for the AGM and nominate directors before the AGM notice was issued. For the 2022 AGM, the Bank allowed shareholders to propose agendas and nominate directors in advance for three months prior to the end of its fiscal year, from September 1 to November 30, 2021. Since August 30, 2021, the Bank announced this opportunity through the SET's channel and also disclosed the guidelines for shareholders to propose agenda items and nominate directors on its website. However, no agenda was proposed for the 2022 AGM, and no director was nominated to be the Bank's director by any shareholder during the above-mentioned period.

The Board of Directors is responsible for determining the appropriateness of the agendas proposed by shareholders and such agenda proposals must be in line with the Bank's criteria, unless otherwise stated by the Board of Directors. The Board of Directors' resolution is considered final.

In the case where many shareholders propose related agendas, the Board of Directors may combine them into one agenda. The proposals, which are approved by the Board of Directors, along with the Board's opinions, will be included as agenda items in the AGM notice. For the proposals that are not approved by the Board of Directors, the Bank will inform the shareholder(s) after the Board of Directors' meeting and before the shareholders' meeting via its website or other appropriate channels.

1.5 Shareholders may grant proxies for the shareholders' meeting.

The Bank allows shareholders who cannot attend the shareholders' meetings to appoint a third party or the Bank's independent director as their proxies and vote on their behalf. The proxy forms, on which shareholders are able to specify their votes, are provided together with the AGM notice. Shareholders can also download proxy forms from the Bank's website. Furthermore, the Bank clearly informs shareholders of all necessary documents or evidence for granting proxies and avoids requiring any condition that would make granting proxies complicated.

For the AGM, the Bank proposes its independent directors as an option for shareholders who cannot attend the shareholders' meetings to appoint as their proxies. The Bank proposed two independent directors to shareholders for granting proxies at the 2022 AGM. 842 shareholders, representing 230,249,497 shares, appointed the Bank's independent directors as their proxies.

1.6 The Bank encourages directors and executives to attend the shareholders' meetings to provide information and answer questions.

The Bank pays attention to the shareholders' meeting; therefore, it encourages its directors, the Chairpersons of the committees, executives, relevant units, and auditors to participate in the shareholders' meeting to provide additional information and answer questions from shareholders. In 2022, all Chairpersons of the Board of Directors and the committees under the supervision of the Board of Directors, the CEO, the President, the senior executive in charge of finance, as well as the auditor, participated in the 2022 AGM.

1.7 An appropriate meeting time is allocated, and shareholders are supported in expressing their opinions.

Before considering the agenda items, shareholders are informed about the meeting rules, voting and vote-counting procedures, and how to express opinions, give suggestions, and raise questions relevant to the Bank during the shareholders' meetings. The Chairman of the Board of Directors, acting as the Chairman of the AGM, runs the meeting in accordance with the agenda items specified in the AGM notice without adding any other agenda that is not notified to shareholders in advance. During the AGM, the Chairman provides appropriate time for discussion and an opportunity for shareholders to equally express their opinions, make inquiries, and request relevant directors to clarify and provide complete information to shareholders.

1.8 Comprehensive minutes of the shareholders' meetings are recorded.

Comprehensive 2022 AGM minutes were recorded. It included the names of directors and executives attending the AGM, the proportion

of attending directors, voting and vote-counting procedures, key discussion issues, questions raised, clarifications, comments, resolution results, and complete voting results (for approval/against/abstain) of each item on the agenda.

The Bank disclosed in a timely manner the resolutions of the 2022 AGM (on April 21, 2022, which was the AGM date) via the SET's channel, delivered the AGM minutes to the regulatory agencies within fourteen days of the meeting date, and disclosed such minutes on its website.

2. Equitable Treatment of Shareholders

The Bank respects and values the importance of equitable treatment of shareholders. The Bank treats shareholders equitably for participating in the shareholders' meetings, receiving information, and voting one share for one vote. Shareholders who have a business stake in any agenda item have no right to vote on such an agenda item.

2.1 Transaction with Related Persons or Connected Transactions

The Group does not encourage any transaction entered between the Group and directors, executives, major shareholders, or related persons. This is to avoid any potential conflict of interest. However, while doing business, it may be necessary for the Group to enter into such transactions. This is to be done within the procedures and framework of regulations on such matters.

The Group has established guidelines for connected transactions that could result in a conflict of interest. In order for the Group to enter into any connected transaction where there is the possibility of a conflict of interest, this transaction must go through a rigorous process of consideration that is clear, free from bias, and within the boundaries of good ethical practices, keeping in mind the importance of it being beneficial to both the Group and overall shareholders.

For the utmost benefit of the Group, directors and executives who have an interest in any transaction or matter affecting the Bank/the Group, are required to report such interests and not participate in

the decision-making process on such an issue.

The Bank's Audit Committee has the authority to consider and disclose connected transactions or transactions that may lead to a conflict of interest to ensure that they follow the law and the SET's regulations, are reasonable, and are for the highest benefit of the Group. In the previous year, the Group did not violate any regulations regarding connected transactions.

Directors and executives must maintain their securities trading accounts with the securities company in the Group, unless they are exempted under the Bank's regulations. The securities trading transactions of directors and executives must be on an arm's-length basis without taking unfair advantage of anyone through unethical or illegal means. The transactions must be entered into in the ordinary course of business on substantially the same terms as those prevailing at the time for comparable transactions with other similarly situated clients.

3. Role of Stakeholders

The Group, with acknowledgement of the rights of all stakeholders, has a policy to manage impacts from business operations in all aspects. It aims to ascertain for all related parties that its business has taken environmental concerns into consideration for sustainable development. In addition, this is to ensure that all stakeholders, both internal stakeholders (i.e. employees, executives, and subsidiaries) and external stakeholders, are fairly treated.

The Bank has the policy for conducting business with a sense of responsibility towards society, so that directors, executives, and employees of the Bank have guidelines for performing their duties responsibly for society in ten areas. These consist of good corporate governance, fair operations, anti-corruption, respecting human rights, fair treatment of employees/labor, responsibility to consumers, community and social development participation, environmental management, innovations and dissemination of CSR innovations, and sustainability reporting.

3.1 Stakeholders' Involvement to Enhance the Operation of the Bank and the Group

The websites of the Bank and the Group have been developed so that they can become channels through which the stakeholders can participate in enhancing the operation of the Bank and the Group. All stakeholders, including clients, counterparties, competitors, employees, shareholders, and creditors, can make suggestions through the websites to create wealth, financial stability, and sustainability.

3.2 Stakeholder Treatment Guidelines

The Board of Directors wants to ensure all stakeholders are well and fairly treated according to their statutory rights and agreements. Therefore, it has defined guidelines for the treatment of various stakeholders in its Corporate Governance Policy, which can be summarized as follows:

Role, Practice, and Responsibilities of the Group Towards Shareholders

The Group aims for good performance by operating businesses with caution and care, competitive capability, and steady and sustainable growth, and taking into account current and future risks in order to add value to shareholders in the long term. The Group has a duty to operate businesses and disclose information transparently and fairly to all shareholders for the utmost benefit of shareholders as a whole and to try its best to protect the assets and reputation of the Group.

Role, Practice, and Responsibilities of the Group Towards Clients

The Group realizes that clients' satisfaction and confidence in the Bank and the Group are essential. Thus, the Group strives to initiate innovation in product and service development, including process improvement. This aims to provide the best-quality products and services to clients by keeping in mind their needs and benefits. The Group provides complete and accurate information about products and services without any distortion of fact; conducts advertising and public relations responsibly without misrepresentation or exploitation of clients' misunderstandings to avoid

encouraging undesirable behavior; implements market conduct without any unjust practice; ensures that clients are consistently treated with care and honesty in accordance with terms agreed upon; and respects clients' information privacy. The Group does not release client information to third parties, except upon a client's authorization or when permitted or required by law, and does not sell or rent clients' personal information. The Group's employees do not discuss their clients with any other employees not related to the matter. The Group abides by all legal regulations and additional rules with regard to clients' information.

In addition, the Group carries out client satisfaction surveys, monitors their results, and welcomes clients' complaints about products and services. Upon receipt, such complaints are investigated and remedial actions are provided promptly.

Role, Practice, and Responsibilities of the Group Towards Employees

All employees are valued resources and a key success factor in its business operations. Therefore, trainings are continually provided on a regular basis throughout the organization to encourage the development of knowledge, skills, and capabilities among employees. The Group also encourages employees to partake in external trainings and seminars arranged by specialists to enhance their potential to be comparable to the standards of other leading firms in the industry and to participate in the development of the Group to be a leading financial institution that can provide good services to clients.

The Group has in place a system of appointments, transfers, as well as rewards and punishments based on the knowledge, capability, and suitability of employees. The Group respects the rights of every employee by respecting the rights of each employee and individual and maintaining secrecy about personal information. The Group does not tolerate discrimination on the grounds of race, nationality, religion, gender, age, disability, sexual orientation, or any other form of illegal discrimination.

The Group has arranged for a system of remuneration and benefits that is appropriate and equivalent to the standards of other firms in the same

industry and also provides retirement compensation adequate for a secure life. The welfare for the employees includes a provident fund, a social security fund, group health insurance, group life insurance, group accident insurance, an annual medical check-up, a nursing room, a “mother’s corner” (a breast milk collection room), continuing scholarships until the undergraduate level for children of employees who pass away, and other monetary benefits for assisting employees on various occasions.

The Group emphasizes the importance of a good environment and hygiene in the workplace, so it has set up a working environment that takes into account, safety, health, and an environment suitable for employees to work in while ensuring clients’ convenience. Furthermore, the Group has organized fire drills and installed an office security system. The Group has also announced the Guidelines for Safety and Unusual Sight to ensure the safety of its buildings and its employees.

The Group supervises, manages, and justly treats all employees with kindness, politeness, and respect and provides working opportunities for employees at every level. Also, the Group has strived to develop a positive corporate culture and working atmosphere.

The Group has communicated with employees about its objectives, main goals, corporate culture, and strategies so that they have the same target of creating corporate value. The Group has set up the Guidelines for Business Conduct Policy, prescribing the framework for employees in business dealings, and has issued the Anti-corruption Policy in order to set standards with which employees may operate with a sense of honesty. The Group arranges for the dissemination of the Guidelines for Business Conduct Policy and Anti-corruption Policy to be used in conjunction with the employees’ rules and regulations and compliance is to be reviewed periodically.

(Details on respecting human rights and fair treatment of employees/labor are shown in the Sustainability Report.)

Role, Practice, and Responsibilities of the Group Towards Creditors, including Credit Guarantees

The Bank and the Group companies strictly abide by all terms and conditions stipulated in agreements with creditors and credit guarantees with respect to

the purpose and utilization of loans, repayment, and proper maintenance of collateral in compliance with related laws and regulations.

The Bank and the Group companies provide correct and honest status and financial reports to creditors periodically, and in the event that the Bank or any Group company is unable to comply with any condition of an agreement, the Bank or such Group company will immediately inform the creditor so as to find a reasonable and mutually-acceptable solution. The Bank and the Group companies strive to maintain good relationships and mutual trust with creditors.

The Group has established a strategy in the treasury function to promote security and strength in capital management to prevent it from experiencing difficulties in repaying creditors. There is also a liquidity management plan for debt repayment to meet the maturity date in a timely manner.

The Risk Oversight Committee of the Bank is responsible for planning, monitoring, and controlling the Group’s capital to ensure its sufficiency while considering the Group’s position and business activities. In doing so, the Group has an appropriate Internal Capital Adequacy Assessment Process (ICAAP) that is able to cover the Group’s significant risks under normal circumstances or in a crisis and is in accordance with the capital management standards under Pillar II of the Bank of Thailand.

Role, Practice, and Responsibilities of the Group Towards Counterparties

The Group realizes that support from counterparties is an important part of its success. As a result, in all transactions, the Group treats all counterparties equally and fairly and strictly adheres to all terms of any agreement. The system to manage and monitor is in place to ensure strict adherence to the terms of the agreement. In the event that the Bank/ the Group companies fail to do so, the counterparties will be informed immediately in order to find a reasonable and mutually acceptable solution.

The Bank has its own procurement regulations and procedures, which require the selection process for sellers, counterparties, and consultants to be based on the premise that the Bank/the Group will receive maximum benefit. This is done in a transparent manner, free from any bias, and is able

to be audited. Opportunities will be provided for all qualified counterparties to submit their proposals. Employees are not allowed to receive any benefits from parties entering the bidding process. If there is any evidence of dishonestly requested or received benefits, counterparties will be informed, so the problem will be solved in a fair and timely manner.

The procurement process comprises the selection of sellers or service providers and the comparison of prices and conditions to create fair competition. To maximize the Bank's benefit, the Bank will engage in price and condition negotiation, "Know Your Suppliers," acceptance of goods/service, sellers/service provider performance evaluation (post-delivery and yearly service) and an approved supplier list by considering a variety of factors. Examples include goods/service quality, vendor expertise and experience from previous performance records, financial status, complaints and lawsuits, vendor reputation and reliability, after-sales service, and confidentiality of the Bank's information, etc.

In a normal procurement, the Bank will compare and select the best vendor/service provider by checking prices from at least three vendors. For urgent or continuing procurement, the Bank will inquire about the price from at least one vendor from the approved supplier list and subsequently negotiate the price.

The Group has in place an audit system that will not permit the disclosure of any information about counterparties or the use of such information for conducting business in any illegal manner. In addition, the Group does not cooperate with any person or entity associated with illegal activities, those posing a threat to society and the security of the nation, or any activity connected with corruption.

Role, Practice, and Responsibilities of the Group Towards Competitors

The Bank and the Group companies conduct business ethically and in accordance with rules and regulations, avoiding any search for confidential information about business competitors by dishonest or improper means and refraining from tarnishing competitors' reputations without truth.

It is against the policy to seek increased sales by disparaging the products and services of others, since the Group's goal is to increase business by offering

superior products and services. In the past year, the Bank and the Group companies had no disputes or complaints with their competitors.

Role, Practice, and Responsibilities of the Group Towards the Community, Society, and the Environment

The Group acts as a responsible citizen, supporting democracy under the demo-monarchy system and remaining unbiased in politics. Employees are permitted to exercise their rights and political freedom, which is an individual right, but are not permitted to do so in the name of the Bank or the Group.

The Group strictly conducts business under relevant laws and regulations, will not take part in any activity that causes harm to the community, society, or environment, and will not partake of any profit that can arise from burdening society.

The Group stands firm in its commitment to the synergy benefit of the organization, employees, clients, and shareholders with the economic development and financial markets of Thailand; strives to keep growing together with the financial and capital markets; tries to assist the financial, capital, and securities markets to steadily grow; and supports the use of the knowledge and expertise of the Bank, the Group companies, and their employees relating to management, financial and investment management, system implementation, and the law for the benefit of society and the community.

The Group supports its employees at every level in developing their skills with periodic training seminars to instill a sense of responsibility towards the community, society, and the environment; promotes and creates awareness among employees of the need for natural resources and energy conservation and how to use them wisely; and supports and encourages employees to volunteer and participate in social activities and charity works.

The Group has set aside an appropriate budget for community, social, and charity works without being limited to projects that can only be used for tax reduction purposes; supports projects that help maintain culture and traditions as well as promote religious activities; and supports the strengthening of the community in which it is located as well as other communities so that they can become self-reliant, help each other, improve the quality of life, and live with happiness.

(Details on the Group's activities for the community, society, and environment are shown in the Sustainability Report.)

3.3 Be Mindful of Intellectual Property

All employees are obligated to maintain the Bank's and the Group companies' proprietary information and intellectual property. Proprietary information of the Bank and the Group companies includes business, marketing, and service plans; unpublished financial data and reports; databases; client information; and salary and bonus information. Intellectual property comprises trade secrets, patents, trademarks, and copyrights. Unauthorized use or distribution of this material is a violation of the policy. It may also be illegal and result in civil and criminal penalties.

In the meantime, the Group respects the intellectual property of other parties and complies with the intellectual property laws. The unauthorized use of another party's patented, trademarked, or copyrighted (audio, video, or text) materials is strictly prohibited, regardless of their sources. In addition, the Group does not permit the use of software or other devices whose primary purpose is the circumvention or violation of another's intellectual property rights.

4. Disclosure and Transparency

Information disclosure is a vital principle of good corporate governance. The Group places great emphasis on the disclosure of information to shareholders. Accurate and complete information is provided to shareholders in a transparent and timely manner through various actions as follows:

4.1 Disclosure of Information

The Group ensures that all important information, both financial and non-financial, is disclosed correctly, accurately, on a timely basis, in a transparent manner, and under the regulations of the supervision authorities through the SET's channel, the annual registration statement/annual report (Form 56-1 One Report), the website in both Thai and English, as well as through public media (in some circumstances) so that all shareholders can equally receive information.

The Group has clear procedures for information disclosure under ordinary and urgent circumstances alike. In an effort to make financial information more rapidly available, the Group discloses unaudited financial statements for the half-year and year-ended periods and unreviewed financial statements for the first and third quarters, besides the audited and reviewed versions. Also, the Group discloses the management discussion and analysis along with the performance update presentations on a quarterly basis on its website. The Group has never been late with its financial reports.

All disclosed information, as well as that made public to shareholders and investors, is disseminated through the website, which is upgraded, regularly updated, and made bilingual to benefit shareholders.

4.2 Investor Relations

Investor relations serves institutional investors, minor shareholders, analysts, and those who are interested in monitoring the Group's information.

In 2022, senior executives and investor relations officers met and provided information to local and foreign analysts, shareholders, and investors, as well as changing the meeting format to be mainly arranged through online channels, on various occasions follows:

| Type of Activities | Times |
|---|-------|
| One-on-one meeting, conference call, and online meeting | 23 |
| Analyst and investor meeting | 4 |
| Domestic investor conference | 7 |
| Press conference | 2 |

The Bank has set the Code of Conduct for investor relations officers to promote ethical conduct and compliance with laws and regulations among all executives and employees involved with investor relations in terms of the disclosure and confidentiality of financial statements and any related information, details of which are shown on the Bank's website.

Additionally, the Bank supports its investor relations officers to gain knowledge suitable for their responsibilities and participate in activities of the Thai Investor Relations Club to exchange knowledge, experiences, and practices and build good relationships with other listed companies.

Information about the investor relations officer and contact details are shown in section 7.6.

4.3 Appointment of Auditor and Financial Statements

The Board of Directors has assigned the Audit Committee the responsibility for reviewing, selecting, and nominating independent persons whose names appear on the list of auditors approved by the SEC to be appointed as auditors of the Bank and the Group companies, so as to recommend the remuneration of independent auditors.

The Board of Directors, at meeting No. 2/2565 on February 24, 2022, approved a proposal by the Audit Committee to propose to the AGM the appointment and remuneration of auditors from PWC as the auditors of the Bank for 2022. This was due to: 1) PWC having a sound quality control review process to ensure the signing audit partner performed quality audit work and employed new audit technologies, including audit software and data analytic tools, to increase efficiency and effectiveness; 2) the signing audit partner and senior audit teams having the knowledge, capabilities, and experiences in auditing commercial banking and capital market businesses; and 3) the auditors being independent, possessing great skills and knowledge about international auditing standards, and having sufficient resources.

The audit fee was approved by the Bank's shareholders' meeting, of which details for 2022 are shown in section 7.7.

The auditor expressed an unqualified opinion on the Bank's financial statements in the previous year.

5. Board Responsibilities

5.1 Term of Directorship

The Bank stipulates in Clause 18 of the Articles of Association that at every AGM, at least one-third (1/3) of the directors shall retire from their positions. Should the number of directors not be divisible into three equal parts, the nearest number to one-third must retire from office. Directors retiring by rotation can be re-elected as directors. In short, the average term of a director is three years.

The Bank's independent directors can hold their positions for no more than nine consecutive years. For any independent director who has held the position for nine years and wants to be re-appointed as an independent director, such a director must have been discharged from the position at least two years before the day the appointment request is submitted to the Bank of Thailand.

In addition, for any independent director who has held the position for less than nine years, if he/she has been discharged from the position for less than two years, he/she may be re-appointed as an independent director. However, the term of such a director's directorship must be counted.

5.2 Board Meeting

Each year, the Bank schedules regular meeting dates and agendas for the Board of Directors' meetings in advance, prior to the end of the previous year, so the Corporate Secretary can inform the board members of those meeting schedules for the coming year. To enable the directors to allocate their time and participate in the meetings, the Board of Directors' meetings will normally be convened on the last Thursday of each month. Additional board meetings may be rescheduled or held, if necessary. Unless there is reasonable ground or necessity, each director must attend at least 75% of all board meetings held in a year.

The quorum of the board meeting, while making any decision at the meeting, must consist of no less than two-thirds of the total number of directors. The meeting's resolutions must be passed by a majority vote of the board members attending the meeting and the Chairman of the Board of Directors does not have a casting vote. The number of board meetings should be consistent with the duties and responsibilities of the Board of Directors and no less than six times per year. In 2022, the Board of Directors met thirteen times. Also, there was one internal meeting among non-executive directors held on December 15, 2022, to discuss the progress of the CEO's succession plan. The results from such a meeting have been reported to the Board of Directors. (The attendance record of each director is shown in section 8.1.5.)

The Chairman of the Board and the CEO are jointly responsible for compiling the important and necessary agenda items to be discussed during the meeting. However, any director may freely request to add any agenda item for discussion.

The Corporate Secretary is responsible for the meeting arrangements and sending notices of meetings together with relevant documents to each board member no less than seven days prior to the meeting date, except in urgent cases, in order that the directors may have adequate time to review relevant information prior to the meeting. Each director can make inquiries for additional information from the Corporate Secretary and is free to submit any agenda item. Each meeting agenda item is well-defined as to whether it is for acknowledgement, approval, consideration, or a regular follow-up on the operating results.

The agenda items for the board meeting are prioritized in order to make the most of the meeting time. During the board meeting, the Chairman of the Board allocates ample time for the management to report and for adequate discussion. Minutes of the meetings are recorded, certified by the Board of Directors, and made available for examination by the board and relevant parties.

If any director has a conflict of interest in any matter, directly or indirectly, he/she must disclose it to the Board of Directors before that matter is considered and must not take part in the decision-making process on such a matter. It will be recorded in the minutes of the meeting.

In addition, the Chairman of the Board encourages the CEO to invite senior executives to attend the board meetings to present additional information and get acquainted with the board members. The Bank also grants opportunities for the directors to request additional and necessary information from the CEO, the President, the Corporate Secretary, or other senior executives within the specified policy framework.

5.3 Directorship in Other Companies of Directors

The Bank is well aware of the value of the experience the directors will gain by being directors of other agencies. However, in order to allow executive directors to have sufficient time to perform their duties to the fullest extent, the positions held at other agencies

must be under the condition that they will not have an adverse effect on the performance of their duties as directors of the Bank.

As stipulated in the Corporate Governance Policy, the directors of the Bank may hold the positions of Chairman of the Board, executive director, or authorized director at no more than three groups. If the company in which a director holds a title is a single company, then it will be counted as one group. If the company is acquired through debt restructuring, it will be considered a company in the same group as the Bank. Furthermore, directors of the Bank can serve as directors of other listed companies on the SET and overseas stock exchanges for no more than four companies, excluding listed companies on the SET acquired through debt restructuring. This is consistent with the Bank of Thailand's notification No. FPG.10/2561 on Corporate Governance of Financial Institutions dated May 22, 2018. Also, the Corporate Governance Policy of the Bank suggests that executive directors of the Bank be directors of no more than two listed companies outside the Group.

Directors of the Bank may not hold shares or be directors in any private or public company that operates in the same industry and is considered to be in direct competition with the Bank unless the shareholders' meeting has been informed prior to being elected.

Prior to taking up the post of director, officer, or employee in any other business, a director must receive approval from the Bank. If an executive director wishes to take up the post of director in a listed company in Thailand or overseas, he/she must receive approval from the Executive Committee of the Bank. This is in order to prevent any conflict of interest that may arise.

All newly-appointed directors must disclose all activities and interests outside the Bank/the Group upon being appointed and all directors are duty-bound to disclose any changes to the status of their interests outside the Bank/the Group to the Bank.

5.4 Executives' Directorship in Other Companies

The Bank is well aware of the value of the experience the CEO and President of the Bank will gain as directors of other agencies. Nevertheless, the positions held at other agencies must be under the condition that they will not have an adverse effect on

the performance of their duties. The CEO and President of the Bank must not serve as full-time employees of other organizations unless the Bank of Thailand considers that it does not affect the effectiveness of their duties at the Bank.

According to the Corporate Governance Policy, the CEO and President of the Bank may hold the positions of Chairman of the Board, executive director, or authorized director at no more than three groups. If the company in which they hold titles is a single company, then it will be counted as one group. If the company is acquired through debt restructuring, it will be considered a company in the same group as the Bank. Furthermore, the CEO and President of the Bank can serve as directors of other listed companies on the SET and overseas stock exchanges for no more than four companies, excluding listed companies on the SET acquired through debt restructuring.

The CEO and President of the Bank may not be partners or directors in any private or public company that operates in the same industry as the Bank and is in direct competition with it.

Prior to taking up the post of director, officer, or employee in any other business, the CEO and President of the Bank must receive approval from the Legal and Compliance Group. In order to avoid any conflict of interest, the CEO or President of the Bank must be pre-approved by the Bank's Executive Committee before taking on the position of director in a listed company in Thailand or abroad.

Upon entering employment with the Bank, all senior executives must disclose all activities and interests outside the Bank/the Group and are duty-bound to inform the Bank of any changes in the status of those interests outside the Bank/the Group.

5.5 Director Orientation

The Bank realizes the importance of duties performed by new directors. Consequently, all new directors must be informed about the Group's overall business operation, structure, and relevant businesses so they understand the business process and shareholding structure of the Group. Furthermore,

they will be notified about significant and necessary information in performing their duties as directors, as well as recommended laws, regulations, and required conditions for being directors of listed companies.

The Corporate Secretariat Department is responsible for preparing for any new director a set of documents consisting of the annual report, mission, vision, corporate principles, business performance, Articles of Association, Memorandum of Association, director handbook, and relevant regulatory notifications that enforce the Bank.

The 2022 AGM, dated April 21, 2022, resolved to elect Mr. Chalee Chantanayingyong as the Bank's director. Therefore, the Corporate Secretariat Department prepared and provided the information necessary for the performance of the duties of the new director. Moreover, the Chairman of the Board, the Chairman of the Executive Committee, the members of the Nomination and Remuneration Committee, the CEO, and the Head of Legal and Compliance Group set up meetings with the new director to get acquainted, provide information on the industry and businesses of the Group, and provide advice on laws and regulations.

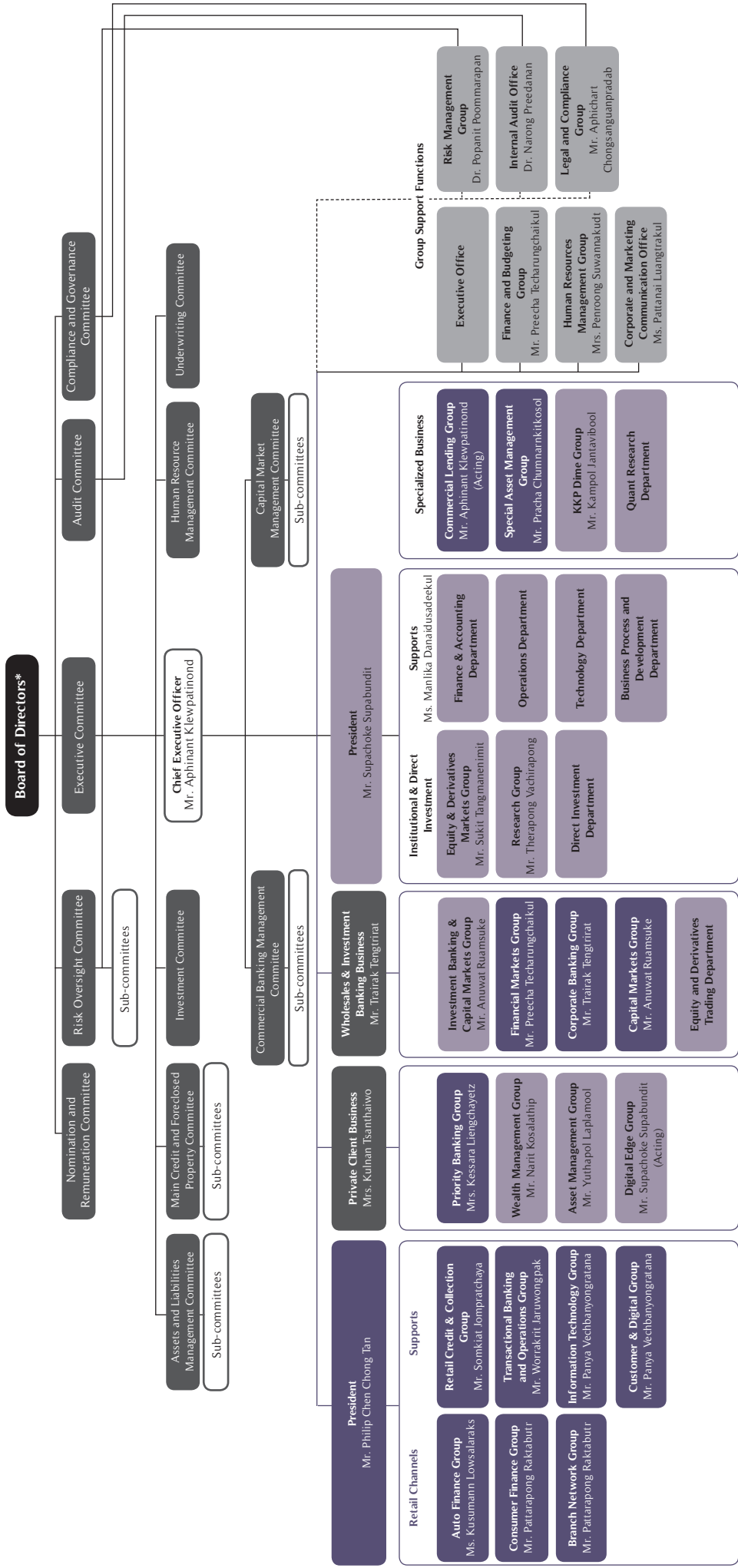
5.6 Succession Plan

The Board of Directors assigns duties to the Nomination and Remuneration Committee, which is responsible for overseeing that the management has adequately prescribed a relevant policy for the required succession plan. This aims to prepare candidates for significant positions and assure the continuity of the Bank's and the Group's business operations and practices through the annual review of successors' qualifications, readiness, and development.

The succession plan consists of procedures that 1) survey and identify positions, 2) assess and approve a list of successors, 3) plan for successor development, and 4) follow up on the successor development. The management reports the progress of such a succession plan annually to the Board of Directors for acknowledgement.

7. Corporate Governance Structure

7.1 Organization Chart



* Advisor to the Board of Directors : Mr. Pongtep Polanun and Mr. Chet Pattrakomkul

■ Capital Market ■ Bank ■ Group Support Function

7.2 Board of Directors

7.2.1 Board Composition

As of November 30, 2022, the Bank's Board of Directors is comprised of twelve members, including four independent directors, four non-executive directors, and four executive directors, with a variety of skills, specialized experiences, genders, ages, etc. that commensurate with the size, complexity, business nature, risks, and strategies of the Group. The Bank's Board of Directors presently consists of 33% independent directors and 67% non-executive directors. There are three female directors, accounting for 25% of the total board members. In terms

of age, five directors are aged between 51 and 60 years old, and seven directors are aged between 61 and 70 years old. Details on the various skills and specialized experiences of the directors are shown in Attachment 1. In addition, to comply with good corporate governance principles, the Bank has appointed a non-executive director as the Chairman of the Board of Directors. The Chairman of the Board of Directors and the CEO are different individuals.

7.2.2 Board Information

The Bank's Board of Directors is comprised of twelve members, as follows:

| Name and Surname | Position/Type of Director | Position in Committee under Supervision of the Board of Directors |
|---|-----------------------------------|--|
| 1. Mr. Supol Wattanavekin | Chairman/Non-executive Director | Chairman of the Risk Oversight Committee Advisor to the Executive Committee |
| 2. Mrs. Dayana Bunnag | Director/Independent Director | Chairperson of the Audit Committee |
| 3. Mr. Veravat Chutichetpong ¹ | Director/Independent Director | Chairman of the Nomination and Remuneration Committee Audit Committee Member |
| 4. Assoc. Prof. Dr. Chayodom Sabhasri | Director/Independent Director | Nomination and Remuneration Committee Member |
| 5. Mr. Chalee Chantanayingyong ² | Director/Independent Director | Chairman of the Compliance and Governance Committee Audit Committee Member |
| 6. Mr. Suvit Mapaisansin | Director/Non-executive Director | Nomination and Remuneration Committee Member Compliance and Governance Committee Member |
| 7. Prof. Dr. Anya Khanthavit | Director/Non-executive Director | Risk Oversight Committee Member |
| 8. Mrs. Patchanee Limapichat | Director/Non-executive Director | Compliance and Governance Committee Member |
| 9. Mr. Banyong Pongpanich ³ | Director/Executive Director | Chairman of the Executive Committee Advisor to the Risk Oversight Committee |
| 10. Ms. Thitinan Wattanavekin ³ | Director/Executive Director | Executive Committee Member |
| 11. Mr. Aphinant Klewpatinond | Director/Executive Director | Executive Committee Member Risk Oversight Committee Member |
| 12. Mr. Philip Chen Chong Tan | Director/Executive Director | Executive Committee Member Risk Oversight Committee Member |
| 13. Mr. Chet Pattrakornkul ⁴ | Advisor to the Board of Directors | Advisor to the Audit Committee |

| Name and Surname | Position/Type of Director | Position in Committee under Supervision of the Board of Directors |
|-------------------------|-----------------------------------|--|
| 14. Mr. Pongtep Polanun | Advisor to the Board of Directors | - |
| Ms. Pornpip Chuprakhun | Corporate Secretary | - |

Remarks: ¹ He resigned as the Bank's director, effective December 1, 2022. Therefore, the Board of Directors' Meeting No. 1/2566 held on January 26, 2022, resolved to appoint Ms. Punnee Chaiyakul as the Bank's director as a replacement.

² He was elected as the Bank's director, replacing Mr. Chet Pattrakornkul, by resolution of the 2022 AGM held on April 21, 2022.

³ He/she is an executive director who is not an employee of the Bank or the Group companies.

⁴ He retired as the Bank's director by rotation at the 2022 AGM held on April 21, 2022, and was appointed as an advisor to the Board of Directors and an advisor to the Audit Committee.

Authorized Directors

The authorized directors of the Bank, who can sign and bind the Bank, are any two of the following four directors, provided that they jointly sign with the Bank's seal affixed: Mr. Banyong Pongpanich, Ms. Thitinan Wattanavekin, Mr. Aphinant Klewpatinond and Mr. Philip Chen Chong Tan.

7.2.3 Roles and Responsibilities of the Board

As the representative of shareholders, the Board of Directors has roles, duties and responsibilities to conduct business with integrity to achieve stability and good returns. The Board of Directors should refrain from having any conflict of interest. The scope of authorities and duties of the Board of Directors are as follows:

- Determine short and long-term business directions and strategic goals of the Group for both financial and non-financial aspects and efficiently allocate significant resources within the Group to ensure objectives and goals are achieved. The Board shall consider and approve the Group's business plans, proposed by the Executive Committee, by taking into account all changes to the Group's ecosystem and factors and define and approve policies which are required by laws and regulators and oversee and monitor the implementation of those policies through the Executive Committee to ensure that they are carried out efficiently and effectively in order to protect the benefits of the Group and its shareholders and for business sustainability.
- Oversee to ensure adequate and efficient allocation of significant resources, for instance, capital investment, personnel, technology, etc., and promote the utilization of innovation to create business opportunities, improve business operation and risk management and enable the Bank to achieve key business objectives and goals. The Board of Directors shall also define the proper remuneration structure to incentivize employees to fully perform their duties with honesty and consistent with its risk culture. The Board of Directors may delegate the authority to other committees or designated persons to carry out and report the result to the Board of Directors as appropriate.
- Ensure that the Bank's Guidelines for Business Conduct, including business ethics and ethics for directors, controlling persons and employees, are in place. These principles are to be adopted as practice guidelines for management and employees in the organization.
- Define or approve the effective risk governance framework to support business operations in accordance with the specified directions and objectives under the rapidly

- changing business environment. The Board of Directors shall define the appropriate risk appetite level for the Bank's business operation, monitor the business so it is operated within such specified risk appetite level, ensure that the Bank has a system and risk management process which can address the overall and significant risks (Comprehensive Risk Management Policy and Process) and ensure that the Bank, through the Risk Oversight Committee, establishes policies, procedures and controls relating to risk management. These policies, procedures and controls, at the minimum, shall include credit risk, market risk, investment risk, liquidity risk, operational risk, reputational risk, legal risk, strategic risk and information technology risk, as well as risks which may arise from the launch of new products and certain significant business changes. The Board of Directors shall approve such policies and review them regularly or immediately after any significant changes. Furthermore, the Board of Directors has the duty to oversee the Group's risks, ensure that the Group's business is operated within specified risk management policies and strategies, support the building of risk culture as well as ensure the communication of such policies and strategies throughout the organization.
5. Ensure that the Bank and the Group companies have effective control, oversight and audit mechanism, adequate and proper internal control and internal audit systems as well as the organizational structure which promotes independent and effective control, oversight and audit functions (three lines of defense) to make certain that transactions are made efficiently and in accordance with the specified policy and system and relevant laws and regulations.
 6. Study and understand the shareholder structure and relationship, which may affect business management and operation, and oversee that the checks and balances of power between the management and/or major shareholders is suitable. This should be done with emphasis on creating a good proportion of independent directors among Board members.
 7. Appoint and specify roles and duties of committees as appropriate to support its oversight responsibility, such as the Audit Committee, Nomination and Remuneration Committee, Risk Oversight Committee, Compliance and Governance Committee and Executive Committee. The review of committees' roles and responsibilities should be regularly conducted at least once a year.
 8. Ensure that committees require the management to define and implement a system for the Bank's corporate governance in accordance with applicable laws and business nature. Consider and approve the corporate governance system including monitoring the effectiveness of the Bank's corporate governance system and advice on further improvement.
 9. Ensure that the management inform and update the Board of Directors on any important matters so that the Board of Directors has sufficient information to be able to perform its roles and carry out its duties and responsibilities efficiently.
 10. Approve the Bank's annual financial reports, which are audited by an external auditor and reviewed by the Executive Committee and Audit Committee, prior to proposing to the shareholders' meeting for approval. In addition, the Board of Directors shall receive recommendations through the Management Letter provided by the external auditor and recommendations provided by the Executive Committee.
 11. Define policy for risk assessment, capital adequacy and liquidity of the Bank and strategy and guideline to maintain the Bank's capital consistent with the approved risk appetite level. Define the stress test policy which is in line with the Bank's transactions and material risks.

12. Appoint the CEO nominated by the Nomination and Remuneration Committee and determine the performance evaluation criteria for the CEO which aligns with the business performance. Perform or delegate authority to the Nomination and Remuneration Committee to perform the annual performance evaluation of the CEO and approve the remuneration according to the pre-determined criteria. Such remuneration should incentivize competency to perform duties to achieve the Group's long-term key objectives and goals.
13. Appoint and establish the scope and authority of executives of the Bank and the highest-level executive of KKP CAP as recommended by the Nomination and Remuneration Committee.
14. Ensure that the Bank has in place policies on loans and investment with related parties.
15. Review and approve, through committees, the management's proposal relating to the authorization on lending, investments, commitments or any transactions with loan-like characteristics as well as purchasing and management expenditures. This is for the benefit of the Bank and in compliance with related laws and regulations.
16. Regularly review the Board of Directors' roles and responsibilities at least once a year to be in line with the changing business environment, industry, relevant factors, regulations and laws as well as enable the Bank to adapt in an appropriate and timely manner. Perform an annual performance evaluation of the Board of Directors.
17. Oversee that the Bank discloses important corporate governance information at the shareholders' meeting and to the public.
18. Ensure that each individual director participates in no less than 75% of all Board of Directors' meetings held in a year, unless with reasonable grounds or necessity.

Furthermore, the Board of Directors may seek

further professional opinion from external consultants on the operation of the Bank and the Group companies with the expenses borne by the Bank or the Group companies.

The Chairman of the Board of Directors must be an independent director or non-executive director. The number of Board meetings should be consistent with the duties and responsibilities of the Board of Directors and no less than six times per year. The quorum of the Board of Directors' meetings must consist of at least two-thirds of the Board members. The meeting's resolution must be passed by a majority vote of the Board members attending the meeting. The Chairman of the Board of Directors does not have the casting vote.

Matters under the Authority of the Board of Directors of the Bank

The Board of Directors of the Bank has responsibility for the administration of all activities of the Bank and is empowered to proceed under the provision of law, the Bank's Articles of Association and resolution of the shareholders' meeting. These matters, which are under the authority of the Bank's Board of Directors, consist of the following:

1. To determine business direction and overall strategic goal of the Bank.
2. To approve the Bank's business plan and annual budget as proposed by the Executive Committee.
3. To review and approve the Bank's policies as required by laws or regulatory agencies including the main policies for operating business, for example, the overall risk management policy for the Bank and the Group companies, the credit policy, etc.
4. To approve the Corporate Governance Policy and Guidelines for Business Conduct Policy for the Bank and the Group companies as proposed by the Compliance and Governance Committee.
5. To appoint, remove and delegate authority and duty to the committees under the supervision of the Bank's Board of Directors including the executive officers from the Executive Vice President level and higher.

6. To approve the remuneration and other benefits for high level executives of the Bank.
7. To appoint and remove the Corporate Secretary.
8. To approve the payment and omission of the interim dividend for shareholders.
9. To propose an increase or reduction in capital or change of share value and the amendment or alteration of the Memorandum of Association, Articles of Association and/or objectives of the Bank to shareholders.
10. To approve or cancel loans, credit guarantees or credit limits in excess of the Executive Committee's authorized limit.
11. To approve the granting of loans or credit guarantees for companies which have a business relationship with the Bank as shareholders.
12. To approve the incorporation, merger or termination of subsidiary companies.
13. To approve the modification, demolition and writing off of fixed assets and intangible assets, which deteriorate or are decommissioned, out of order, lost, damaged or outdated and no longer usable, with book values exceeding the Executive Committee's authorized limit.
14. To sell or mortgage any immovable property of the Bank or any rental of immovable property of the Bank for a period exceeding three years.
15. To approve the acquisition or disposal of assets and connected transactions in accordance with the notifications of the Capital Market Supervisory Board.

7.2.4 Roles and Responsibilities of the Chairman of the Board

The Chairman of the Board of Directors has a vital role in ensuring that the Board of Directors performs its duties in accordance with the specified direction and strategic goal for the utmost benefit of the Bank and shareholders as a whole. He will take leading roles for

the Board of Directors at least covering the following aspects:

1. Oversee, monitor and ensure that the Bank's Board of Directors efficiently carries out its duties to achieve its objectives and main goal;
2. Ensure that all directors contribute to the Bank's ethical culture and good corporate governance;
3. Set the Board meeting agendas by discussing with the CEO and ensure that important matters are included;
4. Allocate sufficient time for management to propose topics and for directors to debate on important matters thoroughly. Encourage directors to exercise independent judgment for the best interest of the Bank; and
5. Promote a culture of openness and debate through ensuring constructive relations between executive and non-executive directors and between the Board and management.

7.3 Committees

The committees, which have been appointed by the Board of Directors to assist in operating the businesses in accordance with the specified policies, consist of the Audit Committee, Nomination and Remuneration Committee, Compliance and Governance Committee, Risk Oversight Committee, and Executive Committee. The term of the committee members is equal to the term of the directorship.

7.3.1 Audit Committee

The Audit Committee has roles, duties and responsibilities as assigned by the Board of Directors as follows:

Financial reporting and auditors

1. Review the Group's financial reporting to ensure its accuracy and adequacy and receive information about improper

- transactions in financial statements or other issues from employees.
2. Consider, select and nominate an independent person to be the Group's auditor; propose remuneration for the auditor as well as attend a non-management meeting with the auditor at least once a year.
 3. Consider the plan or scope of the audit to ensure that it has covered all substantive risks and financial reporting requirements. Monitor and ensure that the issues found by the auditor are corrected appropriately and timely.
 4. Consider the Group's policy relating to non-audit services provided by the auditor and review to ensure that the use of such services does not interfere with the auditor's independency.

Internal control system and internal audit

5. Review the Group's internal control, including information technology security and control, to ensure that they are suitable and effective.
6. Determine the internal audit unit's independence, review the Group's internal audit to ensure that it is suitable and efficient and approve the appointment, transfer and dismissal as well as appraise the performance efficiency and effectiveness of the chief of the internal audit unit or any other unit in charge of an internal audit.
7. Review the implementation of remedial actions on the audit issues raised by the regulators, external auditors and internal auditors.

Compliance with laws and regulations

8. Review the performance of the Group companies to ensure compliance with the law pertaining to financial institutions, the law on securities and exchange, the SET's regulations, the Bank of Thailand's regulations, other laws and regulations relating to financial institution and securities businesses and any other laws.

9. Review to ensure that the Group companies follow the Group's policies.

Connected transactions or transactions that may have conflicts of interest

10. Review the connected transactions or the transactions which may lead to a conflict of interest, and the disclosure thereof, to ensure that they are in compliance with the laws and the SET's regulations and are reasonable and for the highest benefit.

Reporting

11. Report on the committee's performance to the Bank's Board of Directors at least every quarter.
12. Prepare and disclose the following information in the Group's annual report and the Audit Committee's report, which must be signed by the Audit Committee's Chairperson:
 - (a) opinion on the accuracy, completeness and credibility of the Group's financial report;
 - (b) opinion on the adequacy of the Group's internal control system;
 - (c) opinion on compliance with the law on securities and exchange, the SET's regulations and laws relating to the Group's businesses;
 - (d) opinion on the suitability of the auditor;
 - (e) opinion on the transactions which may lead to a conflict of interest;
 - (f) the number of the Audit Committee's meetings and the attendance of such meetings by each committee member;
 - (g) opinion or overview comment received by the Audit Committee from its performance of duties in accordance with the charter; and
 - (h) other transactions which, according to the Audit Committee's opinion, should be known to shareholders and general investors, subject to the scope of duties and responsibilities assigned by the Bank's Board of Directors.

13. Report to the Bank's Board of Directors in order that remedial action can be taken within the timeframe which the Audit Committee deems appropriate in case the Audit Committee finds or suspects any misconduct as follows:
 - (a) Any transaction which causes a conflict of interest;
 - (b) Any fraud, irregularity or material defect in an internal control system; or
 - (c) Any violation of the laws pertaining to financial institutions, the law on securities and exchange, the SET's regulations, the Bank of Thailand's regulations, other laws and regulations related to the banking and securities businesses and any other laws such as the Anti-terrorism Financing Act and the Proliferation of Weapons of Mass Destruction Financing (AML/CTPF), requirements of the OIC, and Personal Data Protection Act, etc. If the Bank's Board of Directors or the management fails to rectify the matter within the period specified by the Audit Committee, the Audit Committee shall disclose such transaction or act in the annual report and report to the Bank of Thailand, the SEC or the SET accordingly.
16. If necessary, the Audit Committee may invite the management or any relevant person(s) to join the meeting to give additional information related to the matter being audited.
17. Consult and exchange views with the Risk Oversight Committee in order to assess if the risk management policies and strategies cover all existing and emerging risks and if the implementations of such policies and strategies are effective and efficient.
18. Review the accuracy of the Anti-corruption Self-evaluation Report and reference documents which are prepared and audited by the Legal and Compliance Group and the Internal Audit Office, respectively, in accordance with the review period as prescribed by the CAC.
19. Perform any other act as assigned by the Bank's Board of Directors and accepted by the Audit Committee.
20. Perform any other act as the law prescribes on the authority of the Audit Committee.

The Audit Committee shall meet at least once every quarter or as it deems appropriate and also meet with the Audit Committee of the Group companies at least twice a year. The Chairperson of the Audit Committee may determine that the meeting of the Audit Committee be organized and held through electronic media. The quorum of the Audit committee's meetings must consist of no less than half of the Audit Committee members. The meeting resolution is passed by a majority vote of the committee members attending the meeting. The Audit Committee may adopt a resolution without holding a meeting if all committee members sign their names on a copy of the text of such resolution and such resolution shall be in the same force and effective as if it has been adopted at a duly convened meeting of the Audit Committee. The Chairperson of the Audit Committee or the committee member who has been assigned to act as the Chairperson of the meeting has the casting vote.

Others

14. Investigate immediately when receiving information of suspected misconduct from the auditor and report the preliminary investigation result to the SEC and auditor within thirty days from the notification date.
15. Inspect or question any relevant personnel regarding any related issues of the Group. The Audit Committee is authorized to hire or bring in specialists to assist with the auditing process, as deemed appropriate.

The Audit Committee consists of three members who are independent directors, as follows:

- | | |
|---|--|
| 1. Mrs. Dayana Bunnag | Chairperson of the Audit Committee |
| 2. Mr. Veravat Chutichetpong ¹ | Audit Committee Member |
| 3. Mr. Chalee Chantanayingyong | Audit Committee Member |
| Dr. Narong Preedanana | Audit Committee Secretary |

Mr. Chet Pattrakornkul is an advisor to the Audit Committee.

Remark: ¹ Resigned as the Bank's director and an Audit Committee member, effective December 1, 2022. Therefore, the Board of Directors' Meeting No. 1/2566 held on January 26, 2022, resolved to appoint Assoc. Prof. Dr. Chayodom Sabhasri as an Audit Committee member as replacement.

Mr. Chalee Chantanayingyong, an Audit Committee member, has the knowledge and experience to be able to review the credibility of the financial reports. His profile is as described in Attachment 1.

7.3.2 Nomination and Remuneration Committee

The Nomination and Remuneration Committee has roles, duties and responsibilities as assigned by the Board of Directors as follows:

1. Establish policy, criteria and process in nominating directors and persons with management authority for the Bank and the Group companies in order to propose to the Bank's Board of Directors; select and propose qualified persons to be the Board members, members of sub-committees directly reporting to the Board of Directors, persons with management authority, advisors of the Bank and the highest-level executive of KKP CAP to the Bank's Board of Directors for consideration as well as give consent to the directors and persons with management

authority of the Group companies prior to being proposed for appointment.

2. Consider the size and composition of the Board of Directors of the Bank and the Group companies which are appropriate with the changing circumstances. Oversee that the Group has a mechanism or tool to support the process for selecting and nominating director candidates to ensure that the Board of Directors of the Bank and the Group companies consist of qualified individuals with a wide range of knowledge, capabilities and experiences favorable to long-term business growth and directions and strategies of the Group, such as developing a skill matrix which is necessary for the Bank's Board of Directors, etc.
3. Ensure that the Board members and persons with management authority of the Bank and the Group companies receive remuneration and benefits which are commensurate with their duties and responsibilities. Consider the remuneration and other benefits for the Board members and the CEO of the Bank which reflect the objectives, duties and responsibilities and relevant risks¹ prior to proposing to the Board of Directors. In addition, the committee shall establish a transparent payment policy of the remuneration and other benefits for other persons with management authority as a guideline for consideration by the Human Resource Management Committee/Capital Market Human Resources Management Committee. The committee may also consult with the Risk Oversight Committee to ensure that the remuneration can reflect important risks.
4. Consider and establish guidelines for the performance evaluation of the Board members and the CEO of the Bank to propose for the Board of Directors' consideration. The evaluation of the Board members should be in the form of

¹ The remuneration should not relate, too much, to short-term profits or targets and must not create incentives for entering into too risky transactions which can affect the Group's stability.

self-evaluation and cross-evaluation or third-party evaluation. The committee shall also establish guidelines for the performance evaluation of the persons with management authority for the Human Resource Management Committee. These guidelines will assist the Human Resource Management Committee in considering the annual remuneration by taking into account the roles and responsibilities, the related risks, the management of business in accordance with the organization's goal and strategies and the increasing value of shareholders' proportion in the long term.

5. Oversee the disclosure of the policy and process for the selection of directors and persons with management authority of the Bank and the remuneration policy and various forms of benefits as well as prepare the committee's report in the Bank's annual report.
6. Oversee that the Bank has a succession plan for executives in place to ensure planning and preparation for critical positions.
7. Report on the committee's performance to the Board of Directors at least once a year.

The Nomination and Remuneration Committee shall meet at least twice a year or as it deems appropriate. The Chairman of the Nomination and Remuneration Committee may determine that the meeting of the Nomination and Remuneration Committee be organized and held through electronic media. The quorum of the Nomination and Remuneration Committee's meetings consists of no less than half of the Nomination and Remuneration Committee members. The meeting resolution is passed by a majority vote of the committee members attending the meeting. The Nomination and Remuneration Committee may adopt a resolution without holding a meeting if all committee members sign their names on a copy of the text of such resolution and such resolution shall be in the same force and effective as if it has been adopted at a duly convened meeting of the Nomination and Remuneration Committee. The Chairman of the Nomination and

Remuneration Committee or the committee member who has been assigned to act as the Chairperson of the meeting has the casting vote.

The Nomination and Remuneration Committee consists of three members, as follows:

- | | |
|--|---|
| 1. Mr. Veravat Chutichetpong ^{1,3} | Chairman of the Nomination and Remuneration Committee |
| 2. Assoc. Prof. Dr. Chayodom Sabhasri ¹ | Nomination and Remuneration Committee Member |
| 3. Mr. Suvit Mapaisansin ² | Nomination and Remuneration Committee Member |
| Mrs. Penroong Suwannakudt | Nomination and Remuneration Committee Secretary |

Remarks: ¹ Independent director

² Non-executive director

³ Resigned as the Bank's director and the Chairman of the Nomination and Remuneration Committee, effective December 1, 2022. Therefore, the Board of Directors' Meeting No. 1/2566 held on January 26, 2022, resolved to appoint Assoc. Prof. Dr. Chayodom Sabhasri as Chairman of the Nomination and Remuneration Committee and Ms. Punnee Chaiyakul as a Nomination and Remuneration Committee member as replacements.

7.3.3 Compliance and Governance Committee

The Compliance and Governance Committee has roles, duties and responsibilities as assigned by the Board of Directors as follows:

1. Through the compliance unit, oversee that the Bank and the Group companies conduct business in compliance with laws, regulations, rules, standards, ethics, corporate governance principles and compliance policy.

2. Ensure that the Bank and the Group companies have an efficient and independent compliance system and corporate governance practice.
3. Oversee that the Bank and the Group companies establish the process to take corrective actions for issues raised by regulatory agencies, the external auditor, the internal auditor and the compliance unit.
4. Approve the Annual Compliance Plan of the compliance unit and monitor the performance of the compliance unit to ensure that it completes tasks and achieves targets according to the plan.
5. Provide an opinion on the Annual Compliance Report and report to the Board of Directors.
6. Develop Guidelines for Business Conduct to be used as a performance framework for the Board members, executives and employees of the Bank and the Group companies and propose to the Board of Directors for consideration.
7. Regularly review the corporate governance principles of the Bank and the Group companies and their compliance with international standards and suggestions of regulators; consider the assessment result of the Bank's and the Group companies' corporate governance carried out by external entities and recommend the development of the Bank's Corporate Governance Policy to the Board of Directors for approval.
8. Approve the appointment, transfer and performance evaluation of the highest executive of the compliance unit.
9. Report on the committee's performance to the Board of Directors at least once a year and immediately in case there is any significant incompliance with rules of the regulators and/or the Bank and the Group companies.
10. Review the Compliance Policy and any policies and guidelines in relation to good corporate governance as well as

the performance of the compliance unit.

Endorse and/or approve any amendments which are non-significant matters and report to the Board of Directors once a year.

The Compliance and Governance Committee shall meet at least once every quarter or as it deems appropriate. The Chairman of the Compliance and Governance Committee may determine that the meeting of the Compliance and Governance Committee be organized and held through electronic media. The quorum of the Compliance and Governance Committee's meetings consists of no less than half of the Compliance and Governance Committee members. The meeting resolution is passed by a majority vote of the committee members attending the meeting. The Compliance and Governance Committee may adopt a resolution without holding a meeting if all committee members sign their names on a copy of the text of such resolution and such resolution shall be in the same force and effective as if it has been adopted at a duly convened meeting of the Compliance and Governance Committee. The Chairman of the Compliance and Governance Committee or the committee member who has been assigned to act as the Chairperson of the meeting has the casting vote.

The Compliance and Governance Committee consists of three members, as follows:

- | | |
|---|---|
| 1. Mr. Chalee Chantanayingyong ¹ | Chairman of the Compliance and Governance Committee |
| 2. Mr. Suvit Mapaisansin ² | Compliance and Governance Committee Member |
| 3. Mrs. Patchanee Limapichat ² | Compliance and Governance Committee Member |
| Mr. Aphichart Chongsanguanpradab | Compliance and Governance Committee Secretary |

Remarks: ¹ Independent director

² Non-executive director

7.3.4 Risk Oversight Committee

The Risk Oversight Committee has roles, duties and responsibilities as assigned by the Board of Directors as follows:

1. Set up the overall policy on risk management for the Bank and the Group companies and propose to the Board of Directors for consideration. This includes major policies on credit risk, market risk, liquidity risk, operational risk including IT risk, risk appetite and any risk which could adversely affect the Bank and the Group companies' reputation.
2. Develop strategies which are consistent with the Bank's risk management policy. The strategies should enable the committee to assess, monitor and control risks to be at acceptable levels. Additionally, it is the responsibility of the committee to set up criteria in considering reserve for asset classification.
3. Consider and approve criteria relating to lending, commitments and any transactions with loan-like characteristics which are within the risk management framework set by a regulatory agency or the Bank. It is the committee's responsibility to consider and establish credit policies in order to propose to the Board of Directors for approval.
4. Oversee the risk management of the Bank and the Group companies and report to the Board of Directors.
5. Give suggestions to the Board of Directors about the financial institution's risk management framework.
6. Report to the Audit Committee and/or the Compliance and Governance Committee to acknowledge the issues that need to be improved to be consistent with the risk management policies and guidelines.
7. Oversee that senior executives including the Head of Risk Management Group comply with the risk management policies and strategies as well as the specified risk appetite.
8. Oversee that strategies on capital and liquidity management for absorbing various types of risks of financial institution are in line with the approved risk appetite.
9. Revisit and review the sufficiency and effectiveness of the overall risk management policies and strategies as well as risk appetite at least once a year or when there is any significant change, where the Risk Oversight Committee should consult and exchange views with the Audit Committee in order to assess if the risk management policies and strategies cover all existing and new types of risks and if the implementation of such policies and strategies are effective and efficient.
10. Report the committee's performance to the Board of Directors at least once a year. And also report the following to the Board of Directors: risk exposures, effectiveness of risk management, progress on the implementation of risk culture, as well as important factors and problems, and the required revisions to meet the risk management policies and strategies. Review the adequacy of the risk management policies and systems as well as the effectiveness of such systems and implementation according to specified policies.
11. Express an opinion or take part in the evaluation of the effectiveness and efficiency of the Head of Risk Management Group.

The Risk Oversight Committee shall meet at least once every quarter or as it deems appropriate. The Chairman of the Risk Oversight Committee may determine that the meeting of the Risk Oversight Committee be organized and held through electronic media. The quorum of the Risk Oversight Committee's meetings consists of no less than half of the Risk Oversight Committee members. The meeting resolution is passed by a majority vote of the committee members attending the meeting. The Risk Oversight Committee may adopt a resolution without holding a meeting if all committee members sign their names on a copy of the text of such resolution and such resolution shall be in the same force and effective as if it has been adopted at a

duly convened meeting of the Risk Oversight Committee. The Chairman of the Risk Oversight Committee has the casting vote.

The Chairman of the Risk Oversight Committee must be an independent director or non-executive director. At least half of the committee members must be independent directors or non-executive directors.

The Risk Oversight Committee consists of four members, as follows:

- | | |
|---|--|
| 1. Mr. Supol Wattanavekin ¹ | Chairman of the Risk Oversight Committee |
| 2. Prof. Dr. Anya Khanthavit ¹ | Risk Oversight Committee Member |
| 3. Mr. Aphinant Klewpatinond | Risk Oversight Committee Member |
| 4. Mr. Philip Chen Chong Tan | Risk Oversight Committee Member |
| Dr. Popanit Poommarapan | Risk Oversight Committee Secretary |

Mr. Banyong Pongpanich is an advisor to the Risk Oversight Committee.

Remark: ¹ Non-executive director

7.3.5 Executive Committee

The Executive Committee has roles, duties and responsibilities as assigned by the Board of Directors as follows:

1. Determine short and long-term business directions and strategic goals of the Group for both financial and non-financial aspects by analyzing the ecosystem and factors prior to proposing to the Board of Directors for consideration.
2. Consider the policy and operating plan of the Bank and the Group companies, as proposed by the CEO, prior to proposing to the Board of Directors for consideration by emphasizing on adequate and efficient allocation of key resources and ensure that the CEO operates the business in accordance with the approved policy effectively and efficiently.

3. Consider and approve policies, guidelines and working rules of the Bank and the Group companies.
4. Oversee the business operation of the Bank and the Group companies in order to carry out business in accordance with the laws and approved policies as well as assign operating matters of the Bank and the Group companies to the CEO and sub-committees in order to propose to the Board of Directors for consideration.
5. Establish the overall organizational structure in accordance with the business directions and goals as well as give consent to any revision on the Bank's organizational structure at the group level (in case of setting up a new business or dismissal of any business) prior to proposing to the Board of Directors for consideration. Meanwhile, the CEO and the President are authorized to approve any revision on the organizational structure at the department level or the group level (excluding setting up a new businesses or dismissal of any business) according to line authority as deemed appropriate.
6. Supervise the performance and establish the roles and responsibilities of the CEO, sub-committees and executives, who are assigned by the Executive Committee to be responsible for a specific matter.
7. Consider and approve loans, restructuring loans and sales of main foreclosed property; set the asset price to be purchased from auctions; exercise the right to object in accordance with the specified limit; approve the legal expenses and litigation against debtors and approve the securities underwriting and securities commitment of the Bank or the Group companies within the specified limit and propose to the Board of Directors for acknowledgement.
8. Approve the unreviewed/unaudited financial statements in order to disclose to the SET and relevant supervisory agencies and consider the reviewed/audited financial statements before proposing to the Board of Directors for approval.

The Executive Committee shall meet at least once a month or as it deems appropriate. The Chairman of the Executive Committee may determine that the meeting of the Executive Committee be organized and held through electronic media. The quorum of the Executive Committee's meetings consists of no less than half of the Executive Committee members. The meeting resolution is passed by a majority vote of the committee members attending the meeting. In cases where unanimity is not reached, the committee member may propose such agenda to the Board of Directors for consideration. The Executive Committee may adopt a resolution without holding a meeting if all committee members sign their names on a copy of the text of such resolution and such resolution shall be in the same force and effective as if it has been adopted at a duly convened meeting of the Executive Committee.

The Executive Committee consists of ten members, as follows:

- | | |
|--------------------------------|-------------------------------------|
| 1. Mr. Banyong Pongpanich | Chairman of the Executive Committee |
| 2. Mr. Aphinant Klewpatinond | Executive Committee Member |
| 3. Ms. Thitinan Wattanavekin | Executive Committee Member |
| 4. Mr. Pracha Chumnarnkitkosol | Executive Committee Member |
| 5. Dr. Anuchit Anuchitanukul | Executive Committee Member |
| 6. Mr. Philip Chen Chong Tan | Executive Committee Member |
| 7. Mr. Trairak Tengtrirat | Executive Committee Member |
| 8. Mrs. Kulnan Tsanthaiwo | Executive Committee Member |
| 9. Mr. Supachoke Supabundit | Executive Committee Member |
| 10. Mr. Kampol Jantavibool | Executive Committee Member |
| Mrs. Vararat Satayaraks | Executive Committee Secretary |

Mr. Supol Wattanavekin is an advisor to the Executive Committee.

In addition, the Bank has other committees and sub-committees which are established to assist the above-mentioned committees and CEO to effectively and efficiently operate the business of the Bank and the Group companies.

Sub-committee under the Supervision of the Risk Oversight Committee

- 1) Operational Risk Sub-committee

Committees under the Supervision of the Executive Committee

- 1) Assets and Liabilities Management Committee
- 2) Main Credit and Foreclosed Property Committee
- 3) Human Resource Management Committee
- 4) Investment Committee
- 5) Underwriting Committee

Sub-committee under the Supervision of the Assets and Liabilities Management Committee

- 1) Money Desk Sub-committee

Committees and sub-committees under the Supervision of the Main Credit and Foreclosed Property Committee

- 1) Credit and Foreclosed Property Committee
- 2) Lombard Sub-committee
- 3) Foreclosed Property Sub-committee
- 4) Asset Appraisal and Valuation Sub-committee

Sub-committees under the Supervision of the Commercial Banking Management Committee

- 1) Property and Equipment Management Sub-committee
- 2) IT Investment Sub-committee
- 3) Procurement Sub-committee
- 4) IT Procurement Sub-committee
- 5) New Product & Process Review Sub-committee
- 6) Business Development & Product Strategy Sub-committee
- 7) Crisis Management Sub-committee
- 8) Integrated Marketing Sub-committee

**Committees under the Supervision of the Board of
Directors of KKP CAP**

- 1) Capital Market Audit Committee
- 2) Capital Market Risk Management Committee
- 3) Capital Market Human Resources
Management Committee

**Committees under the Supervision of the Board of
Directors of KKPAM**

- 1) Audit Committee
- 2) Risk Management Committee
- 3) Investment Committee
- 4) Property/REITS Investment Committee

**Committees under the Supervision of the Board of
Directors of KKPS**

- 1) Audit Committee
- 2) Risk Management Committee

**Committees under the Supervision of the Board of
Directors of KKP DIME**

- 1) Audit Committee
- 2) Risk Management Committee

7.4 Management

7.4.1 Name of Management (As of December 31, 2022)

| No. | Name - Surname | Position |
|-----|-----------------------------|---|
| 1. | Mr. Aphinant Klewpatinond | Chief Executive Officer Acting Head of Commercial Lending Group Executive Committee Member |
| 2. | Mr. Philip Chen Chong Tan | President Executive Committee Member |
| 3. | Mrs. Kulnan Tsanthaiwo | First Executive Vice President Head of Private Client Business Acting Department Head of Deposit and Bancassurance Product Development Executive Committee Member |
| 4. | Mr. Trairak Tengtirat | First Executive Vice President Head of Wholesales & Investment Banking Business Head of Corporate Banking Group Executive Committee Member |
| 5. | Mr. Pracha Chumnarnkitkosol | First Executive Vice President Head of Special Asset Management Group Executive Committee Member |
| 6. | Dr. Anuchit Anuchitanukul | First Executive Vice President Advisor to Chief Executive Officer Executive Committee Member |
| 7. | Mr. Supachoke Supabundit | Executive Committee Member |
| 8. | Mr. Kampol Jantavibool | Executive Committee Member |
| 9. | Ms. Kusumann Lowsalaraks | First Executive Vice President Head of Auto Finance Group |
| 10. | Mrs. Kessara Liengchayetz | First Executive Vice President Head of Priority Banking Group Department Head of Sales |

| No. | Name - Surname | Position |
|-----|----------------------------------|--|
| 11. | Mr. Preecha Techarungchaikul | First Executive Vice President Head of Financial Markets Group Head of Finance and Budgeting Group |
| 12. | Mr. Panya Vechbanyongratana | First Executive Vice President Head of Information Technology Group Head of Customer & Digital Group |
| 13. | Dr. Popanit Poommarapan | First Executive Vice President Head of Risk Management Group Acting Department Head of Operational Risk Management |
| 14. | Mrs. Penroong Suwannakudt | First Executive Vice President Head of Human Resources Management Group |
| 15. | Mr. Pattarapong Raktabutr | First Executive Vice President Head of Consumer Finance Group Head of Branch Network Group |
| 16. | Mr. Worrakrit Jaruwongpak | First Executive Vice President Head of Transactional Banking and Operations Group |
| 17. | Mr. Somkiat Jompratchaya | First Executive Vice President Head of Retail Credit and Collection Group |
| 18. | Mr. Anuwat Ruamsuke | First Executive Vice President Head of Capital Markets Group |
| 19. | Mr. Aphichart Chongsanguanpradab | First Executive Vice President Head of Legal and Compliance Group |
| 20. | Ms. Nilawan Treekitijamroon | Senior Vice President Department Head of Accounting |
| 21. | Mrs. Ketsuda Uthalye | Executive Vice President Deputy Head of Transactional Banking and Operations Group |
| 22. | Mr. Jakrawarn Jakrawarnwibul | Executive Vice President Department Head of Trading Department Head of Treasury |
| 23. | Mr. Chainarong Rojanasintu | Executive Vice President Department Head of Corporate Lending |
| 24. | Mr. Naphat Theodthai | Executive Vice President Department Head of Financial Crime Risk Management |
| 25. | Dr. Narong Preedanana | Executive Vice President Head of Internal Audit Office |
| 26. | Ms. Tongjai Chartwinyanuyutt | Executive Vice President Consumer Finance Product Head |
| 27. | Mr. Techin Dulyarittirong | Executive Vice President Department Head of Auto Finance Marketing and Relationship Management |
| 28. | Ms. Natjakorn Chainit | Executive Vice President Deputy Head of Legal and Compliance Group |
| 29. | Ms. Nithivadee Tantipoj | Executive Vice President Executive Office |

| No. | Name - Surname | Position |
|-----|------------------------------|--|
| 30. | Ms. Pattanai Luangtrakul | Executive Vice President Head of Corporate and Marketing Communication Office |
| 31. | Mrs. Pichaya Sotangkur | Executive Vice President Department Head of Commercial Credit Analysis |
| 32. | Mr. Partsakorn Boonyaprasit | Executive Vice President Deputy Head of Information Technology Group |
| 33. | Mr. Romsai Tandakoseya | Executive Vice President Department Head of Commercial and Financial Institutions Credit Risk Management |
| 34. | Mr. Wanakan Kanjanasoon | Executive Vice President Department Head of Retail Business Strategy and Innovation |
| 35. | Mrs. Wandee Srimonthol | Executive Vice President - Assistant of President Executive Office |
| 36. | Dr. Weerawich Roekchamnong | Executive Vice President Department Head of Product Management and Business Support |
| 37. | Ms. Salinee Kumar | Executive Vice President Department Head of Retail Credit Risk Management |
| 38. | Mrs. Suwannee Wattanavekin | Executive Vice President Department Head of Foreclosed Property Management |
| 39. | Mr. Hirunrooj Loutheeravong | Executive Vice President Deputy Head of Consumer Finance Group Acting Department Head of Telemarketing & Cross Sale Acting Department Head of Personal Acquiring 1 |
| 40. | Mr. Chonnakarn Leeraphan | Senior Vice President Department Head of Branch Operation & Planning Acting Department Head of Planning & Analytics Acting Department Head of Branch Governance & Process Improvement |
| 41. | Mr. Thaworn Chuengoen | Senior Vice President Deputy Head of Branch Network Group |
| 42. | Ms. Naranont Lewchalermwongs | Senior Vice President Deputy Head of Retail Credit and Collection Group |
| 43. | Mr. Varanyu Thirapatthan | Senior Vice President Deputy Head of Auto Finance Group |

Remarks: No. 1-19 and 21-43 are executives according to the definition of the Bank of Thailand.

No. 1-6 and 9-20 are executives according to the definition of the SEC.

7.4.2 Remuneration of Executive Directors and Executives

On an annual basis, the Nomination and Remuneration Committee shall arrange the performance evaluation of the CEO (Details of the executive performance evaluation are shown in section 8.1.4). The evaluation result shall be used as one of the factors to determine appropriate compensation. The Chairman of the Board of Directors, the Chairman of the Executive Committee, and the Chairman of the Nomination and Remuneration Committee shall jointly communicate the evaluation result to the CEO.

In 2022, the Bank paid compensation to forty-four executives², including the Bank's advisors and the executives who are on secondment from subsidiaries, totaling Baht 460,794,430. The compensation arranged for the executives and advisors was in the form of

monthly salary, bonus, and advisor remuneration, which were determined based on the total compensation concept, taking into account the performance of the Bank, the business groups, and the individual's performance in accordance with his or her duty and management responsibility for operating the business to achieve the specified plan and strategy. The Bank has not offered the senior executives any rights to purchase or sell any assets.

Furthermore, the executives of the Bank receive the same benefits and welfare as employees, such as medical fees, health check-ups, life insurance, accident insurance, total permanent disability insurance, and health insurance, a staff loan, an employer's contribution to the provident fund, etc. In 2022, the Bank contributed Baht 18,057,295 to the provident fund for forty-one executives.

The table shows changes in executives' KKP shareholding.

| No. | Name of Executive* | Shareholding (Share) | | Change Increase/ (Decrease) (Share) | Shareholding (%) |
|-----|-----------------------------|----------------------|-------------------|-------------------------------------|------------------|
| | | December 31, 2021 | December 31, 2022 | | |
| 1. | Mr. Aphinant Klewpatinond | 1,200,000 | 1,200,000 | - | 0.14 |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 2. | Mr. Philip Chen Chong Tan | 40,000 | 40,000 | - | 0.00 |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 3. | Mrs. Kulnan Tsanthaiwo | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 4. | Mr. Trairak Tengtrirat | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 5. | Mr. Pracha Chumnarnkitkosol | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |

² Executives means "person with management authority" according to the definition of the Bank of Thailand on Corporate Governance of Financial Institutions, including "management" as defined by the SEC.

| No. | Name of Executive* | Shareholding (Share) | | Change Increase/ (Decrease) (Share) | Shareholding (%) |
|-----|------------------------------|----------------------|-------------------|---|---------------------|
| | | December 31, 2021 | December 31, 2022 | | |
| 6. | Dr. Anuchit Anuchitanukul | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 7. | Mr. Supachoke Supabundit | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 8. | Mr. Kampol Jantavibool | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 9. | Ms. Kusumann Lowsalaraks | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 10. | Mrs. Kessara Liengchayetz | - | - | - | - |
| | Spouse | 50,000 | 50,000 | - | 0.01 |
| | Minor children | - | - | - | - |
| 11. | Mr. Preecha Techarungchaikul | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 12. | Mr. Panya Vechbanyongratana | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 13. | Dr. Popanit Poommarapan | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 14. | Mrs. Penroong Suwannakudt | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 15. | Mr. Pattarapong Raktabutr | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 16. | Mr. Worakrit Jaruwongpak | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 17. | Mr. Somkiat Jompratchaya | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |

| No. | Name of Executive* | Shareholding (Share) | | Change Increase/ (Decrease) (Share) | Shareholding (%) |
|-----|--|----------------------|-------------------|-------------------------------------|------------------|
| | | December 31, 2021 | December 31, 2022 | | |
| 18. | Mr. Anuwat Ruamsuke | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 19. | Mr. Aphichart Chongsanguanpradab | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 20. | Ms. Nilawan Treekitjamroon | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 21. | Mrs. Ketsuda Uthalye | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 22. | Mr. Jakrawarn Jakrawarnwibul | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 23. | Mr. Chainarong Rojanasintu | 82 | 82 | - | 0.00 |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 24. | Mr. Naphat Theodthai ¹ | N/A | - | - | - |
| | Spouse | N/A | - | - | - |
| | Minor children | N/A | - | - | - |
| 25. | Dr. Narong Preedanan | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 26. | Ms. Tongjai Chartwinyanuyutt | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 27. | Mr. Techin Dulyarittirong ² | N/A | - | - | - |
| | Spouse | N/A | - | - | - |
| | Minor children | N/A | - | - | - |
| 28. | Ms. Natjakorn Chainit ³ | N/A | 500 | 500 | 0.00 |
| | Spouse | N/A | - | - | - |
| | Minor children | N/A | - | - | - |
| 29. | Ms. Nithivadee Tantipoj | 18,000 | 18,000 | - | 0.00 |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |

| No. | Name of Executive* | Shareholding (Share) | | Change Increase/ (Decrease) (Share) | Shareholding (%) |
|-----|--|----------------------|-------------------|---|---------------------|
| | | December 31, 2021 | December 31, 2022 | | |
| 30. | Ms. Pattanai Luangtrakul | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 31. | Mrs. Pichaya Sotangkur | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 32. | Mr. Partsakorn Boonyaprasit ⁴ | N/A | 5,500 | 5,500 | 0.00 |
| | Spouse | N/A | - | - | - |
| | Minor children | N/A | - | - | - |
| 33. | Mr. Romsai Tandakoseya | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 34. | Mr. Wanakan Kanjanasoon | 56,500 | 56,500 | - | 0.01 |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 35. | Mrs. Wandee Srimonthol ⁵ | N/A | - | - | - |
| | Spouse | N/A | - | - | - |
| | Minor children | N/A | - | - | - |
| 36. | Dr. Weerawich Roekchamnong ⁶ | N/A | - | - | - |
| | Spouse | N/A | - | - | - |
| | Minor children | N/A | - | - | - |
| 37. | Ms. Salinee Kumar ⁷ | N/A | - | - | - |
| | Spouse | N/A | - | - | - |
| | Minor children | N/A | - | - | - |
| 38. | Mrs. Suwannee Wattanavekin | 55,750 | 55,750 | - | 0.01 |
| | Spouse | 9,026,871 | 9,026,871 | - | 1.07 |
| | Minor children | - | - | - | - |
| 39. | Mr. Hirunrooj Loutheeravong | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 40. | Mr. Chonnakarn Leeraphan ⁸ | N/A | - | - | - |
| | Spouse | N/A | - | - | - |
| | Minor children | N/A | - | - | - |
| 41. | Mr. Thawron Chuengoen | 35,000 | 17,000 | (18,000) | 0.00 |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |

| No. | Name of Executive* | Shareholding (Share) | | Change Increase/ (Decrease) (Share) | Shareholding (%) |
|-----|------------------------------|----------------------|-------------------|-------------------------------------|------------------|
| | | December 31, 2021 | December 31, 2022 | | |
| 42. | Ms. Naranont Lewchalermwongs | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 43. | Mr. Varanyu Thirapatthan | 3,000 | 3,000 | - | 0.00 |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |

Remarks: No. 1-19 and 21-43 are executives according to the definition of the Bank of Thailand.

No. 1-6 and 9-20 are executives according to the definition of the SEC.

* Information on the names and positions of executives is shown in section 7.4.1.

¹ Mr. Naphat Theodthai was appointed effective February 1, 2022. Hence, the number of shareholdings, as of December 31, 2021, is not an appropriate comparison.

² Mr. Techin Dulyarittirong was appointed effective March 1, 2022. Hence, the number of shareholdings, as of December 31, 2021, is not an appropriate comparison.

³ Ms. Natjakorn Chainit was appointed effective June 1, 2022. Hence, the number of shareholdings, as of December 31, 2021, is not an appropriate comparison.

⁴ Mr. Partsakorn Boonyaprasit was appointed effective September 1, 2022. Hence, the number of shareholdings, as of December 31, 2021, is not an appropriate comparison.

⁵ Mrs. Wandee Srimonthol was appointed effective February 1, 2022. Hence, the number of shareholdings, as of December 31, 2021, is not an appropriate comparison.

⁶ Dr. Weerawich Roekchamnong was appointed effective March 1, 2022. Hence, the number of shareholdings, as of December 31, 2021, is not an appropriate comparison.

⁷ Ms. Salinee Kumar was appointed effective June 1, 2022. Hence, the number of shareholdings, as of December 31, 2021, is not an appropriate comparison.

⁸ Mr. Chonnakarn Leeraphan was appointed effective April 1, 2022. Hence, the number of shareholdings, as of December 31, 2021, is not an appropriate comparison.

7.5 Personnel

Employees are the organization's most valuable resource and a key driver of its success and sustainable growth. Employees are not only the closest business partners but are also regarded as members of the Group.

The Group's human resources management principles consist of five key words: **seeking, teaching, doing, nurturing, and promoting**. We are seeking, inviting, and providing opportunity for qualified candidates who have the potential and skill set suitable for the job, as well as the aligned attitude to work as a team. The Group provides employees with opportunities for lifelong learning to develop their skills, as well as

the opportunity to perform duties with their fullest capabilities, present opinions that can lead to actions, and receive appropriate compensation that is in line with the performance and productivity of the organization and comparable with the industry. Also, the Group encourages employees to shine to their fullest potential.

In addition, the organization expects all employees to adopt the corporate principles "Winning Attitude, Grit, Community, and Market" to drive KKP towards a high-performing organization, enhancing productivity, generating income for the business, and creating values for the stakeholders, which are: employees, clients, the Group, and society. The Group aims to become "a great place to work" where all employees are happy and fully motivated.

As of December 31, 2022, the Bank employed a total of 3,876 personnel (excluding employees who were on secondment from the Group companies), as follows:

1. Number of personnel in business functions:
1,751 persons
2. Number of personnel in support functions:
2,125 persons

Internal Capabilities Development

The Group has been focusing on the development of internal capabilities to ensure its readiness for competition and to support its sustainable growth. Hence, human resources strategy, policy, and vision are critical for achieving strategic business goals.

In addition to the focus on identifying and recruiting highly qualified personnel who possess the needed qualifications, knowledge, and expertise, the Group seeks candidates who possess a set of values and a working attitude aligned with the corporate principles to strengthen its working team. With the internal capabilities and dedication of the personnel, the Group will be able to deliver the best services and products to clients. The Group also emphasizes providing a very competitive compensation scheme that ensures internal equity and external competitiveness while focusing on driving towards a highly efficient and high performing organization based on the results of the compensation survey conducted by the country's leading human resource consulting firms.

Furthermore, the Group thrives to promote a good corporate culture, knowledge-sharing, a happy workplace, good employee engagement, equality, and respect for individual rights.

7.5.1 Human Resources Policy

(1) Personnel Recruitment and Selection (Talent Acquisition)

The Group has employed state-of-the-art technology as well as various channels and networks to reach its target of qualified candidates for the required vacancies. The Group has strengthened and expanded the gateway, or network, to the prospective labor market, which supports its business needs and increases its competitiveness in the labor market.

The Group aims to create good employee and candidate experiences through a newly-designed journey to create impressive "Moments That Matter" for internal and external candidates, and by promoting employer branding through an employer value proposition (EVP) on "Opportunities," as it believes in "Optimizing Your Own Opportunities," in which employees and candidates who join the Group will receive opportunities in five aspects: to learn, to act, to earn, to enjoy, and to feel proud.

The Group publishes its job hirings on various channels, such as the KKP Career website, LinkedIn, the Line official account @KKPCareer, the Workventure website, etc., and develops sourcing channels in order to reach the targeted audiences through new channels, namely the Blognone Page, the Jobtopgun website, and networking with universities through year-round activities and projects.

Furthermore, the Group has placed importance on the development of selection tools to assess candidates' qualifications, skills, and potential (Behavioral Based Interview) to be suitable for the required position and in line with corporate principles (Principle Based Selection). Also, the Group develops hiring managers' skills through regular knowledge sharing to ensure that hiring managers are well-trained to leverage their interviewing and selection skills to identify quality workforce and strengthen attitude, ethics, and creativity for the respective positions.

The Group puts a high priority on diversity and inclusion when hiring new employees for the organization. The recruitment process does not tolerate discrimination based on race, nationality, religion, gender, age, disability, or sexual orientation, or any other form of illegal discrimination. The Group provides equal employment opportunities to all groups of people who meet the job requirements and ensures that potential candidates, both internally and externally, have an equal opportunity to participate in the development of the organization's sustainable growth.

(2) Career Management

The Group focuses on employees' career development, employee engagement, and career progression. The Group promotes and supports "internal promotion." Unless there is no best candidate

within the organization, hiring from outside will be considered. The promotion is conducted twice a year, and the criteria have been established, communicated, and comprehended by all employees.

Moreover, the Group provides opportunities for employees to self-select and plan for their career development via the process provided by the Group in order to prepare for a change of duties in the future.

(3) Performance Management

The Group has a performance management system that focuses on fairness and transparency for all employees at all levels. It is not only to evaluate the performance of employees but also serves to promote collaboration to systematically enhance operations and services. The performance evaluation is also used as feedback for the development of its employees through 360-degree assessment (cross evaluation), as well as for career advancement, providing the organization with the opportunity to proactively select and retain high potential employees.

The concept of the performance management system is “Flexibility within Framework,” embedding target or KPIs, corporate principles, collaboration, and self-development in the performance management process between managers and subordinates by empowering employees and managers along with performance management. In addition, the Bank and the Group companies encourage meaningful ongoing conversations, focus on all employees’ involvement in the goal-setting process, and encourage all employees to demonstrate behavior consistent with the corporate principles in order to drive collaboration for goal achievement. Also, the calibration performance evaluation process has been established for all senior management positions in order to ensure that the overall assessment results are considered fairly and under the principles and guidelines for performance evaluation set by the Group.

(4) Employee Compensation and Benefits

The Group strives to promote internal equity and fairness in human resources management. Employees’ compensation is consistent with the Bank’s and the Group companies’ long- and short-term operating results and is based on three main principles, which are as follows:

1. Equitability
2. Pay for performance-based
3. Competency-based

Appropriate compensation management is a priority for the Group. The Bank participates in a compensation and welfare survey with companies in the same industry every year. The organization considers external factors that may have an impact on its position and uses this information to review and improve the criteria for continuous development in order to ensure a competitive compensation and welfare strategy that can attract and retain knowledgeable and competent personnel.

The variable compensation component, such as the annual bonus, is considered based on the organization and individual’s performance. It is considered based on respective roles and responsibilities compared with the target, using the “Total Compensation Concept,” and factored in the Bank’s and the Group companies’ short- and long-term operating results, as well as business competency in the future and long-term value creation for shareholders.

Nevertheless, the Group also emphasizes the importance of non-monetary components of compensation, including several welfare programs suitable for the current economic situation and comparable with the standards of leading companies. Furthermore, the Group emphasizes the diversity and inclusion trends of the employees within the organization, such as LGBTQ, etc. This is to ensure that employees consider the Group a happy workplace and have benefits of choice according to their needs.

In 2022, the Group enhanced the welfare coverage of group health insurance and life insurance, covering accidental and total permanent disability for all employees, taking into account the equality of human beings’ basic needs regardless of age, year of service, or corporate title, and to be in line with economic conditions, the cost of living, and market medical care rates. In addition, the Group has added alternative plans where employees can choose to purchase insurance coverage according to their actual needs.

Employees’ compensation consists of three components:

- 1) Direct Monetary Compensation

Monetary compensation is structured based on the employee’s job scope, competency, and

performance and will be explicitly rewarded to employees in the form of salaries and other monetary forms that reflect performance in assigned roles. As such, employees who deliver the required performance will be entitled to a salary increase or adjustment, a bonus, incentives, and other related monetary rewards. Furthermore, the Group also provides job-related allowances, such as accommodation allowance, shift allowance, weekend shift allowance, auto insurance allowance, etc., in accordance with the job title, as well as an ad hoc allowance granted for operational staff due to the rising cost of living.

In 2022, the Bank paid compensation to its employees, executives³, and advisors to the Board of Directors (including the CEO) in the form of salary, performance bonus, contribution to the provident fund, and advisor remuneration for a total of Baht 3,700,007,594.55. The ratio of compensation for employees and executives (including advisors) is 87.06% and 12.94%, respectively, and the proportion of compensation for female and male employees was 62.76% and 37.23%, respectively. In this regard, the ratio of the CEO's basic salary to the total basic salary of all employees below the CEO is 0.63% (actual salary paid for the year 2022).

2) Indirect Monetary Compensation

To ensure that employees have good morale and work-life balance, the Group provides several welfare and benefits, such as a provident fund, a social security fund, life, accident, and total permanent disability insurance, an employee assistant program in case of admission as an inpatient from critical illnesses and/or other critical contagious illnesses, a variety of staff loans covering all necessities, an emergency loan for the treatment of critical and/or contagious illnesses of employees or family members, a retirement benefit, an annual medical check-up, prolonged sick leave with pay, a first aid room, etc.

Provident Fund

The Bank set up its employee provident fund in compliance with Ministerial Regulation No. 162 (B.E. 2526), and with the intention of providing its employees with welfare and benefits that:

- (1) Promote employee savings and
- (2) Establish a safety net mechanism for employees and their families.

The provident fund has been registered in compliance with the Provident Fund Act, B.E. 2530 (1987), under the names "Kiatnakin Registered Provident Fund" and "Provident Fund SCBAM Master Fund Already Registered." The details and contribution scheme are presented below.

| Year of Service | Employee's Contribution (% of Salary) | Employer's Contribution (% of Salary) |
|------------------------|--|--|
| Less than five years | 5, 8, 10, 12, 15 | 5 |
| Five years or more | 5, 8, 10, 12, 15 | 10 |

The fund's investment policy has been considered by the Provident Fund Committee, whose members are elected by representatives of employees and the employer. The Provident Fund Committee shall be in the position for two years and has the authority and responsibility of monitoring the fund's performance, including determining the appropriate investment policy. To better suit employees' needs and savings goals, the Group allows provident fund members to switch their investment policy or change their contribution by themselves in order to cope with the economic situation, risk profile, and individual saving goals. The proportion of employees who have passed the probationary period and registered to be provident fund members is 91.61% out of the total of 3,876 employees of the Bank.

Other Welfare & Benefits

- Health Care

The Group provides health care for employees in the form of group health insurance through the selected insurer, which provides services and hospital and clinic networks to ensure employees' convenience in accessing required treatments. The Group has upgraded the regular health care plan to a flexible benefit plan with more variety to offer alternatives for employees to choose the health care plan that best suits them. In addition, employees are

³ Executives means "person with management authority" according to the definition of the Bank of Thailand on Corporate Governance of Financial Institutions including "management" as defined by the SEC.

allowed to purchase regular group health insurance for their families at a corporate rate, which is lower than individual personal insurance premiums. This is an effort to provide accessibility to medical treatments for employees' families at a reasonable cost, and they can choose to buy the health care plan to suit their need for the medical expenses.

Furthermore, the Group has provided an annual preventive medical check-up for employees that is suitable for employees in each age group, as it believes that having good health will reflect in effective work. Also, the Group arranges a treatment first-aid room, including a Mother's Corner room, with an in-house specialized doctor.

- Life, Accident, and Total Permanent Disability Group Insurance

To ensure that employees have security and work-life balance, as well as to strengthen employees' morale and minimize any impacts on their families from undesirable incidents, the Group provides 24-hour insurance coverage both inside and outside of working hours.

- Staff Loan

Besides the current housing loan for employees, the Group also offers more types of loans to better respond to their needs, for instance, a multi-purpose personal loan, a car loan, and a natural disaster loan.

In 2022, the Group continue to provide support for employees and their families who have been affected by the spread of the COVID-19 virus, i.e., financial assistance for inpatient medical expenses, as well as emergency loans for the treatment of serious illnesses, or other serious communicable diseases that affect employees and their families.

3) Non-monetary Compensation

In addition to direct and indirect monetary compensation, the Group provides other compensation to promote and develop employees' capabilities, such as challenging job assignments, personal development through training programs and other systems, and job transfers and assignments to work within the Group in order to prepare, encourage, and support employees in searching for opportunities for their career development via internal transfers (Career Connect).

In addition, in order to provide a good employee experience, the Group has launched policies and activities that best suit the varied needs of employees of different generations, such as flexible work time, a freedom to dress policy, recreational activities, and various activity clubs. This is to promote a good workplace that creates happiness and fun, as well as a good relationship among employees within the Group.

The Group also provides a co-working space for all employees, responding to the modern work style that is not limited to individual workstations and also the lifestyle of the new generation. It is a community where employees gather to engage, socialize, and discuss ideas.

In addition, the Group also focuses on promoting the good health of employees by providing a fitness center (KKP Fitness Center) with a variety of equipment and facilities. Furthermore, funds are set aside to support employees' activities, encourage teamwork, and recognize group accomplishments.

7.5.2 Human Development Policy

(1) Training

The Group intends to support the skill and knowledge development of all levels of employees and executives through both online and classroom training, as well as outside trainings and seminars arranged by outside domestic and international organizations to increase their required skills and knowledge on various aspects, for instance, digital and management. Also, the Group fosters a positive work attitude that helps enhance trustworthiness and expertise. The overall concept of the Group's training programs is to develop work skills, knowledge, core competencies, functional competencies, and leadership competencies.

During 2022, the Group supported its employees in attending a variety of training programs ranging from generic to specialized development objectives. These included workshops, lectures, and leadership development programs that aimed for the exchange of experiences. The Group has also introduced digital learning technology, both in the form of e-Learning as a tool for employees to conveniently access self-development training through the internet, podcasts,

and a virtual classroom. It emphasizes the importance of regular monitoring, feedback, and evaluation to ensure that learning meets the objectives, as well as continuing to adapt the methodology & deliverable to changing situations as the COVID-19 virus spreads and new training-related technologies are introduced.

The training curriculum designed for all employees is provided through the KKP Academy, which has started since the year 2020 and consists of the following:

The School of Wealth is a source of all the knowledge and skills needed to serve clients in financial and investment planning. Employees in the wealth management business and general employees can access the curriculum and always learn for themselves to improve their knowledge of the wealth management business.

The School of Investment Banking is a source of knowledge and skills for the investment banking business. Employees can search for knowledge in the general category in order to understand the investment banking business, as well as pick up the knowledge and skills needed for personnel working in related fields.

The School of Retail Banking is a comprehensive learning resource for the retail banking business, where employees can easily find relevant knowledge on financial products, work processes, and other knowledge relating to the provision of services to retail clients.

The School of Corporate and Commercial Banking is a comprehensive source of product knowledge and product policy for medium- and large-sized enterprises, covering product formats and workflow techniques to provide employees with convenient access.

The School of Leadership is another category of knowledge and skills designed for the development of potential employees and executives in relation to leadership matters, including attitude and skills to appropriately care for employees under their responsibility.

The School of Governance, Risk, and Compliance is a source of knowledge and skills relating to risk management, governance, and relevant laws.

Examples of in-house trainings arranged for developing the skills of employees and executives are as follows:

- Techniques for New Leaders: the course to develop the skills of those newly promoted to the role of manager;
- Coaching for High Performance: the course for coaching skill enhancement for leaders to be ready to perform their role as team coach;
- Essentials of Leadership: the course to prepare high performers prior to being promoted to the managerial level;
- Negotiation Skill: the course designed to improve negotiation communication skills in a variety of situations that may arise in both daily life and the workplace; and
- Course for new employees working at branches: the course focuses on the skills and knowledge necessary for new employees working at branches. All new employees who work at branches have to attend this course. It has been proven that all new employees attending such a course could perform their duties as the Bank expects.

Moreover, the Group has invited knowledgeable and experienced facilitators to share their thoughts, knowledge, and experiences with its employees and executives through experience-sharing dialogs, videos, and documents, which are easy, accessible, and self-learning content via a specific learning platform. The Group encourages its employees to enhance their knowledge and experiences through various channels ("Anytime, Anywhere") as well as e-Learning.

The Group has initiated more learning interventions through the KKP Edge Project, which is a continuous learning program for employees in different key functions whose responsibilities are related to generating mutual understanding and respect.

Furthermore, in 2018, the Group launched a new learning system, called “Taxila Platform,” to facilitate all types of learning anywhere and anytime via mobile phones and the internet network. This new learning system is consistent with the lifestyle of the new generation in the organization and has become a channel to exchange knowledge. This new learning system has been used as a tool for all employees to review their business knowledge and understand the important topics as required on a regular basis, such as the Anti-money Laundering Policy, the Anti-corruption Policy, the Guidelines for Business Conduct Policy, etc.

In 2022, the Group’s employees had attended approximately 15.51 training hours per year on average, and there were more than 64,700 training records. The behavior and learning styles of employees have changed with the shift to online learning, with a preference for shorter, more concise, and easier to use content (Microlearning). These led to an increase in employees’ training hours, and access to training content has increased significantly, or by approximately five courses, which are the standard level of training provided by organizations in the industry.

(2) Knowledge Management

Knowledge has been compiled and stored in the KKP Academy format, which is divided into groups of business in the form of schools, such as the School of Wealth, which is a source of knowledge about private banking in terms of products, processes, and working techniques. This database is also kept as online courses offered on the Taxila Platform, which can be used to initiate improvement and promote innovation within departments.

(3) Succession Plan

The Group constantly follows the succession and talent pool management plan. During 2022, the Group reviewed such a plan to ensure that the defined talent successors are ready to continually support the Group’s business operations. The employees and executives in the talent pool will have great opportunities in their career paths and will be developed in several aspects to become successors in necessary and critical positions at the management level and/or positions that require special expertise, so that the successors are prepared and capable of taking over on time. Such a succession plan is annually reported to the Board of Directors.

7.5.3 Internal Communication

The Group has consistently placed highly-efficient communication systems for all employees such as Town Hall for executives to communicate with middle-management employees, CEO message to all employees, including a variety of channels via internal email to send news and information within the organization, Yammer for employees, Intranet (KKP World), desktop wallpaper, LED on office floors, VDO conference for long-distance conferences, as well as posters to ensure that employees acknowledge policies and business direction as well as get complete and up-to-date information. The internal communication channels are also venues for the exchange of ideas and are communication channels between employees and management. This helps foster an atmosphere of cooperation at work and creates an open-minded working environment, promotes the good image of the organization and supports the Group to achieve its business projections.

7.6 Names of Accounting Head, Corporate Secretary, Internal Audit Head, Compliance Head, and Investor Relations Officer

| | |
|----------------------------|---|
| Accounting Head | : Ms. Nilawan Treekitjamroon Senior Vice President Department Head of Accounting, Finance and Budgeting Group |
| Corporate Secretary | : Ms. Porntip Chuprakhun Senior Vice President Department Head of Corporate Secretariat, Executive Office |
| Internal Audit Head | : Dr. Narong Preedanan Executive Vice President Head of Internal Audit Office |
| Compliance Head | : Mr. Aphichart Chongsanguanpradab First Executive Vice President Head of Legal and Compliance Group |
| Investor Relations Officer | : Mrs. Dujdao Intharasombat Senior Vice President Department Head of Investor Relations and Business Planning, Finance and Budgeting Group |
| Contact Information | Tel. 0-2495-1366 Email: investor_relations@kkpfg.com Website: www.kkpfg.com Address: Kiatnakin Phatra Bank Public Company Limited 12 th Floor, KKP Tower A 209 Sukhumvit 21 (Asoke) Road, Khlong Toey Nua Wattana, Bangkok 10110 |

7.7 Auditor's Remuneration

In 2022, the Bank and its subsidiaries engaged PricewaterhouseCoopers ABAS Ltd. as an external auditor for which they incurred the following fee charges:

7.7.1 Audit Fee

The Bank and its subsidiaries paid the audit fees to PricewaterhouseCoopers ABAS Ltd. in the previous accounting period, totaling Baht 15,594,000, consisting of the audit fee for the Bank of Baht 8,533,000 and the audit fees for its subsidiaries, which were expenses of each company, in the total of Baht 7,061,000.

7.7.2 Non-audit Fee

The Bank assigned PricewaterhouseCoopers ABAS Ltd. to perform the non-audit service in the engagement to perform agreed-upon procedures in relation to the revaluation surplus on premises according to the guidelines prescribed by the Bank of Thailand, which incurred the non-audit fee of Baht 280,000 in the previous accounting period.

The Audit Committee has already considered and concluded that hiring PricewaterhouseCoopers ABAS Ltd. to provide such a service did not create a conflict of interest that would cause the auditor to lack independence and be unneutral in his or her audit work.

8. Key Performance Report on Corporate Governance

8.1 Performance of the Board of Directors in the Previous Year

8.1.1 Nomination of Directors and Executives

Nomination and Appointment of Directors

The Nomination and Remuneration Committee was responsible for selecting and determining appropriate persons with experience, knowledge, and competencies beneficial to the Bank to be nominated as the Bank's directors, independent directors, or Audit Committee members and to propose nominations to the Board of Directors' meeting and the shareholders' meeting in accordance with the Bank's Articles of Association.

In the nomination of new directors, the Bank considered the board structure according to the board skill matrix, which had been approved by the Board of Directors, to determine the necessary qualifications, knowledge, skills, and experiences of new directors so that the Board of Directors' component was in line with the Group's business strategy. Also, the Bank used a director pool to select new directors.

The Bank had twelve directors. During the 2022 AGM, four directors, who were retired by rotation, were as follows:

- | | |
|------------------------------|---------------------------|
| 1. Mr. Supol Wattanavekin | Non-executive Director |
| 2. Mrs. Dayana Bunnag | Independent Director |
| 3. Mr. Chet Pattrakornkul | Independent Director |
| 4. Ms. Thitinan Wattanavekin | Executive Director |

The Bank had posted on its website an invitation to shareholders to propose the names of qualified persons to be elected as directors, yet there was no director nominee from any shareholder.

Mr. Chet Pattrakornkul, who was one of the directors retired by rotation and would hold the position as an independent director for seventeen years in the 2022 AGM, had shown his intention to not be re-elected as the Bank's director for another term in order

to comply with the Bank's definition of independent director and relevant laws regarding the term of service of an independent director.

The Board of Directors, excluding the directors who had an interest in this matter, had agreed with the suggestion of the Nomination and Remuneration Committee, which had thoroughly considered the qualifications beneficial to the Bank's operation, the board structure in accordance with the board skill matrix, as well as the director pool which was disclosed on the IOD's website. The Nomination and Remuneration Committee was of the opinion that three retiring directors, namely Mr. Supol Wattanavekin, Mrs. Dayana Bunnag, and Ms. Thitinan Wattanavekin, possessed complete qualifications with no prohibited attributes as defined in the legal provisions currently applied to the Bank. They had knowledge, competencies, and experiences in the related business operations of the Group, had performed their duties with accountability and integrity, and had contributed greatly to the operations of the Group throughout their term. Thus, the shareholders' meeting should re-elect all three retiring directors for another term.

Furthermore, the Nomination and Remuneration Committee selected a qualified person to replace Mr. Chet Pattrakornkul and proposed Mr. Chalee Chantanayingyong, who had knowledge, competencies, and experiences in corporate governance, legal matters, regulations and rules relating to the capital market and financial institutions, as well as a review of the credibility of financial statements, which would benefit the Group in defining its direction, strategy, and business plan with no prohibited attributes as defined in the legal provisions currently applied to the Bank, to the Board of Directors to propose to the AGM for election as the Bank's director.

Right of Shareholders to Nominate Directors

Allowing shareholders to nominate directors in advance is part of the Bank's corporate governance principles. The Bank has defined and published the guidelines for shareholders to nominate directors on its website.

The shareholder who would like to nominate a director must possess the following qualifications:

- 1) Be the Bank's shareholder, holding a minimum of 200,000 shares, which can be either owned by one shareholder or combined;
- 2) Has owned the shares as stipulated above continuously for at least one year by the date the shareholder proposes the director nominee; and
- 3) Show proof of share ownership, such as a certified letter from a securities company or other evidence from the SET or TSD.

The Nomination and Remuneration Committee will evaluate the qualifications of the nominees and give its opinion to the Board of Directors for further consideration and to propose to the shareholders' meeting. The board's resolution is considered final.

The nominees approved by the Nomination and Remuneration Committee and the Board of Directors will be included in the agenda for director elections along with the opinion of the Board of Directors. For the nominees who are not approved by the Nomination and Remuneration Committee or the Board of Directors, the Bank will inform the shareholder(s) after the Board of Directors' meeting via its website or other appropriate channels.

Nomination and Appointment of Executives

The Nomination and Remuneration Committee is responsible for selecting and determining qualified individuals with the desired qualifications to be appointed as the highest executives of the Bank and the Group. The Committee selects qualified individuals based on qualifications, knowledge, capabilities, and experience in the financial and banking industries, as well as other attributes that are necessary for the appointed roles. Furthermore, the qualified individuals should demonstrate professional values and vision that are aligned with those

of the Board of Directors to ensure the success of the Bank and the Group as targeted. Upon selecting qualified individuals, the Committee will propose the selected candidates to the Board of Directors for approval.

For other management positions, the senior executives are responsible for recruiting individuals who demonstrate the knowledge, capabilities and experiences that are required for the appointed positions. Senior executives will propose selected candidates to the Nomination and Remuneration Committee and subsequently propose them to the Bank of Thailand for approval and to the Board of Directors for official appointments.

Procedures in the Appointment of Directors, Executives, Persons with Management Authority, or Advisors of the Bank

The Bank has set the guidelines for appointing directors, executives, persons with management authority, or advisors of the Bank so that the approval of such persons complies with the notification of the SEC and the SET, the Financial Institution Business Act B.E. 2551 (2008), and the notification of the Bank of Thailand, which specifies that financial institutions have to verify the qualifications of persons proposed to be appointed as directors, executives, persons with management authority, or advisors to ensure that they do not hold incompatibility as prescribed in Section 24(1)–(9) of the Financial Institution Business Act B.E. 2551 (2008) and possess an additional three aspects required by the Bank of Thailand, which include 1) honesty, integrity, and reputation; 2) competence, capability, and experience; and 3) financial soundness.

Upon approval from the Bank of Thailand, the nominated persons will be proposed to the Board of Directors for approval or for presenting to the shareholders' meeting for election, as the case may be.

8.1.2 Development of Directors and Executives

The Bank encourages its directors and executives to participate in seminars and training sessions of the IOD, the SET, or other independent institutions to benefit the performance of their duties for the Bank and the Group.

In 2022, there were nine directors and the Head of Finance and Budgeting Group who attended the training programs of the IOD and other independent institutions as per the details shown in Attachment 1 and summarized as follows:

| Name | Course | Organizer |
|---------------------------------------|--|--|
| 1. Mr. Supol Wattanavekin | • BOT Digital Finance Conference 2022 (Online) | • BOT |
| 2. Mrs. Dayana Bunnag | <ul style="list-style-type: none"> • BOT Digital Finance Conference 2022 (Online) • Subsidiary Governance Program (SGP 2/2022) (Online) • Ocean Forum “Digital Transformation” (2022) (Online) • Leading Innovation for Driving Change in Your Organization (2022) (Online) • Seminar “Easy Listening: Accounting Knowledge that AC Should Not Miss” (2022) (Online) • Director Forum 1/2022: From “Net-Zero” to “Set-Zero” ... Reimagining Business Landscape” (Online) | <ul style="list-style-type: none"> • BOT • IOD • OCEAN Life Insurance Public Company Limited • Bangkok University • SEC • IOD |
| 3. Mr. Chalee Chantanayingyong | <ul style="list-style-type: none"> • BOT Digital Finance Conference 2022 (Online) • Hot Issue for Directors – What Directors Need to Know About Digital Assets? 2/2022 (Online) • Board Nomination and Compensation Program (BNCP 14/2022) (Online) • Seminar “Easy Listening: Accounting Knowledge that AC Should Not Miss EP.2” (2022) (Online) | <ul style="list-style-type: none"> • BOT • IOD • IOD • SEC |
| 4. Mr. Veravat Chutichetpong | • Seminar “Easy Listening: Accounting Knowledge that AC Should Not Miss” (2022) (Online) | • SEC |
| 5. Assoc. Prof. Dr. Chayodom Sabhasri | • The Cullinan – the Making of Digital Board 2022 | • TMA, DEPA, and Ministry of Digital Economy and Society |
| 6. Prof. Dr. Anya Khanthavit | <ul style="list-style-type: none"> • EGCO Group Forum 2022: Carbon Neutral Pathway • BOT Digital Finance Conference 2022 (Online) • EGCO Executives ESG Training Session 2022 • Hot Issue for Directors - What Directors Need to Know About Digital Assets?1/2022 (Online) • Policy Forum on “Future Financial Landscape: Repositioning Thailand toward a Sustainable Digital Economy” (2022) (Online) • What Boards Need to Know about Digital Assets (2022) (Online) | <ul style="list-style-type: none"> • Electric Generating Public Company Limited • BOT • Electric Generating Public Company Limited • IOD • BOT and Puey Ungphakorn Institute for Economic Research • IOD |
| 7. Mrs. Patchanee Limaphichart | • BOT Digital Finance Conference 2022 (Online) | • BOT |
| 8. Ms. Thitinan Wattanavekin | • BOT Digital Finance Conference 2022 (Online) | • BOT |
| 9. Mr. Chet Pattrakornkul | • Seminar “Easy Listening: Accounting Knowledge that AC Should Not Miss” (2022) (Online) | • SEC |

| Name | Course | Organizer |
|--------------------------------|--|--|
| 10. Mr. Preecha Techrunghaikul | <ul style="list-style-type: none"> • TLCA CFO Professional Development Program (TLCA CFO CPD) No. 3/2022 Topic “PDPA for Accounting and Finance” (Online) (2 hours) • TLCA CFO Professional Development Program (TLCA CFO CPD) No. 2/2022 Topic “Economic Update CFO” (Online) (2 hours) • TLCA CFO Professional Development Program (TLCA CFO CPD) No. 1/2022 Topic “Improving the Quality of Financial Reports of Thai Listed Companies” (Online) (2 hours) | <ul style="list-style-type: none"> • TLCA • TLCA • TLCA |

In addition, the Corporate Secretariat Department has organized executive talk sessions on the business operations of the Group for directors and executives. During 2022, there were seven executive talk sessions on the following topics:

| No. | Date | Subject | Speaker |
|-----|------------------|--|---|
| 1. | 10 February 2022 | 2022 Support Groups Business Plan | Heads of Business Support Groups |
| 2. | 10 March 2022 | Analytic Tools in Risk Management | Dr. Popanit Poommarapan Head of Risk Management Group |
| | | Cyber Security Report 2021 and Awareness Training | Mr. Krit Kadnok, Assistance Vice President IT Security Department Information Technology Group |
| 3. | 9 June 2022 | Global Economic Outlook, Geopolitics, and Implications to Thailand | Dr. Supavud Saicheua Advisor of Kiatnakin Phatra Financial Group Mr. Therapong Vachirapong Managing Director, Head of Research Group, KKPS Dr. Pipat Luengnaruemitchai Assistant Managing Director, Deputy Head of Research Group, Chief Economist, KKPS |
| 4. | 7 July 2022 | Crypto Currency | Mr. Nat Luengnaruemitchai Executive Vice President, Head of IT Operations Group, SET |
| 5. | 8 September 2022 | Economic Update | Dr. Pipat Luengnaruemitchai Assistant Managing Director, Deputy Head of Research Group, Chief Economist, KKPS |
| 6. | 4 October 2022 | Global Economic Update | Dr. Supavud Saicheua Advisor of Kiatnakin Phatra Financial Group |
| 7. | 3 November 2022 | World Investment Outlook 2023 | Mr. Therapong Vachirapong Managing Director, Head of Research Group, KKPS |

Below is the directors' attendance record for the above-mentioned executive talk sessions.

| No. | Board of Directors | No. 1 Feb. 22 | No. 2 Mar. 22 | No. 3 Jun. 22 | No. 4 Jul. 22 | No. 5 Sep. 22 | No. 6 Oct. 22 | No. 7 Nov. 22 |
|-----|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 1. | Mr. Supol Wattanavekin | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2. | Mrs. Dayana Bunnag | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3. | Mr. Chet Pattrakornkul ¹ | ✓ | ✓ | | | | | |
| 4. | Mr. Chalee Chantanayingyong ² | | | ✓ | - | ✓ | ✓ | ✓ |
| 5. | Mr. Veravat Chutichetpong | - | - | ✓ | ✓ | - | ✓ | ✓ |
| 6. | Assoc. Prof. Dr. Chayodom Sabhasri | ✓ | ✓ | ✓ | - | ✓ | ✓ | ✓ |
| 7. | Mr. Suwit Mapaisansin | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 8. | Prof. Dr. Anya Khanthavit | - | ✓ | ✓ | - | ✓ | ✓ | - |
| 9. | Mrs. Patchanee Limapichat | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 10. | Mr. Banyong Pongpanich | ✓ | - | ✓ | ✓ | ✓ | ✓ | ✓ |
| 11. | Ms. Thitinan Wattanavekin | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 12. | Mr. Aphinant Klewpatinond | ✓ | ✓ | ✓ | ✓ | ✓ | - | ✓ |
| 13. | Mr. Philip Chen Chong Tan | ✓ | ✓ | ✓ | ✓ | ✓ | - | ✓ |

Remarks: ¹ Retired as the Bank's director by rotation at the 2022 AGM held on April 21, 2022.

² Elected as the Bank's director, replacing Mr. Chet Pattrakornkul, by resolution of the 2022 AGM held on April 21, 2022.

The Board of Directors is periodically made aware of the development plan for directors and executives. Over the past year, 2022 training recap and 2023 training programs relevant to the development of directors and executives of the Group were brought for acknowledgment during the Board of Directors' meeting No. 12/2565 held on November 10, 2022.

8.1.3 Performance Assessment of the Board

Performance Assessment of the Board as a Whole

The Board of Directors conducts its annual self-assessment to determine whether or not, over the past year, it has carried out its duties completely and appropriately according to the framework of authorities and responsibilities and corporate governance principles. The assessment result is gathered and summarized by the Corporate Secretary.

The assessment form used for the Board of Directors as a whole has been adapted from the assessment form of the SET with changes that make it

suitable for the Bank's Board of Directors. It assesses six major aspects: 1) structures and qualifications of the Board members, 2) roles and responsibilities of the Board members, 3) Board of Directors' meetings, 4) Board of Directors duties, 5) relationship with management, and 6) director self-development, of which the overall aspects accounted for forty-five individual subjects as a whole within the range of 0-4, or strongly disagree to strongly agree.

The result of the 2022 annual assessment of the Board of Directors as a whole was favorable, with an average score of 3.85, which was higher than the average score of 3.83 in the year 2021.

Performance Assessment of the Board as an Individual

In 2022, the Board of Directors conducted its own self-assessment as an individual through both self-evaluation and cross-evaluation. It is conducted on a yearly basis. The assessment result is gathered and summarized by the Corporate Secretary and used to improve the performance of the Board of Directors.

The individual self-evaluation assessment form used for the Board of Directors has been adjusted to make it suitable for the context of the Bank's Board of Directors. It assesses two major aspects: 1) the director's duties and 2) the expected role and competency, of which the entire aspects account for ten individual subjects as a whole within the range of 0-4, or strongly disagree to strongly agree.

The result of the 2022 annual assessment of the Board of Directors as an individual by self-evaluation was favorable, with an average score of 3.86, which was slightly lower than the average score of 3.90 in the year 2021.

The assessment form used for the Board of Directors as an individual by cross-evaluation assesses two major aspects: 1) the director's duties and 2) the expected role and competency, of which the entire aspects account for ten individual subjects as a whole within the range of 0-4, or strongly disagree to strongly agree.

The result of the 2022 annual assessment of the Board of Directors as an individual by cross-evaluation was favorable, with an average score of 3.95, which was comparable with the average score of 3.94 in the year 2021.

8.1.4 Performance Assessment of the Senior Executive

On an annual basis, the Chairman of the Nomination and Remuneration Committee, who is an independent director, shall conduct the evaluation of the Bank's annual performance and the CEO's performance. The evaluation is conducted by the Banks' directors and its result shall be taken into account in determining the CEO's remuneration. The evaluation also serves as feedback to the CEO, reflecting the Board of Directors' view on the Bank's performance and the need to review strategies, policies, and management approaches to improve management effectiveness and efficiency.

Evaluation Framework

1. The following criteria are employed in evaluating the Bank's annual performance by all directors:
 - 1.1 Profitability
 - 1.2 Overall financial status
 - 1.3 The Bank's strategy and goal

formulation

- 1.4 Risk taking level and risk management system
- 1.5 Overall effectiveness of the Bank's management
- 1.6 Human resource management efficiency
- 1.7 The Bank's image and perception towards its stakeholders
- 1.8 Collaboration and efficiency in working with the Board of Directors
2. In evaluating the CEO's performance, the CEO, in conducting the self-assessment, and the Bank's directors, along with subcommittee members who have the CEO as their Chairman, employ the following criteria:
 - 2.1 Visionary leader
 - 2.1.1 Establishing the Group's direction and business structure and positioning
 - 2.1.2 Vision and strategic thinking
 - 2.1.3 Driving synergies and collaboration
 - 2.1.4 Organization development
 - 2.1.5 Understanding stakeholders
 - 2.2 Corporate governance
 - 2.2.1 Implementing corporate governance
 - 2.2.2 Being responsive to stakeholders' concerns and needs
 - 2.2.3 Managing the effectiveness of committees
 - 2.3 Planning and execution
 - 2.3.1 Creating alignment for strategy execution
 - 2.3.2 Systematic planning
 - 2.3.3 Problem solving and decision-making
 - 2.3.4 Collaboration with related committees
 - 2.4 Leadership role model
 - 2.4.1 Aligning executives and stakeholders
 - 2.4.2 Building engagement among executives

- 2.4.3 Achievement motivation
- 2.4.4 Self-control and working under pressure
- 2.4.5 Personnel management and development
- 2.4.6 Demonstrating good governance
- 2.4.7 Demonstrating a sense of belonging
- 2.5 Change management
 - 2.5.1 Pro-activeness
 - 2.5.2 Leading change

The Nomination and Remuneration Committee's secretary shall compile the evaluation result and report to the Nomination and Remuneration Committee and to the Board of Directors, respectively. Such evaluation results shall be shared with the CEO by the Chairman of the Board of Directors, the Chairman of the Executive Committee, and the Chairman of the Nomination

and Remuneration Committee to establish a mutual understanding on the expectations of the Board of Directors afterwards.

The result of the CEO performance evaluation proposed to the Board of Directors comprises the overall performance evaluation result of the current year compared with those in the past two years, the evaluating scores from different groups of evaluators, which are the Board of Directors and the subcommittees in which the CEO acts as the Chairman, the evaluating scores from the front office, the middle office, and the business enabler, and open-ended questions, opinions, and suggestions.

The result of the CEO performance evaluation for 2022 was the average score of all sections of 3.71 from the scale 1 - 4, or the range of need to improve to excellent levels, which is lower than the average score of 3.78 in the year 2021.

8.1.5 Meeting Attendance of Directors

| Board Meeting Attendance in 2022 | | | | | | |
|----------------------------------|--|------------------------|------------------------------------|------------------------------|---|---------------------------------------|
| No. | Name | Total (13 Meetings) | Scheduled Meeting (11 Meetings) | | Special/Urgent Meeting (2 Meetings) | 2022 AGM Attendance (1 Meeting) |
| | | | In Person | Via Electronic Channel | Via Electronic Channel | |
| 1. | Mr. Supol Wattanavekin | 13/13 | 9 | 2 | 2 | 1/1 |
| 2. | Mrs. Dayana Bunnag | 12/13 | - | 11 | 1 | 1/1 |
| 3. | Mr. Chet Pattrakornkul ¹ | 3/3 | 1 | 2 | | 1/1 |
| 4. | Mr. Veravat Chutichetpong ² | 12/12 | - | 10 | 2 | 1/1 |
| 5. | Assoc. Prof. Dr. Chayodom Sabhasri | 13/13 | 1 | 10 | 2 | 1/1 |
| 6. | Mr. Chalee Chantanayingyong ³ | 9/9 | 2 | 5 | 2 | |
| 7. | Prof. Dr. Anya Khanthavit | 13/13 | 2 | 9 | 2 | 1/1 |
| 8. | Mr. Banyong Pongpanich | 11/13 | 9 | 1 | 1 | 1/1 |
| 9. | Mr. Suvit Mapaisansin | 13/13 | 3 | 8 | 2 | 1/1 |
| 10. | Mrs. Patchanee Limapichat | 12/13 | 2 | 9 | 1 | 1/1 |
| 11. | Mr. Aphinant Klewpatinond | 13/13 | 9 | 2 | 2 | 1/1 |
| 12. | Ms. Thitinan Wattanavekin | 13/13 | 1 | 10 | 2 | 1/1 |
| 13. | Mr. Philip Chen Chong Tan | 13/13 | 6 | 5 | 2 | 1/1 |

Remarks: ¹ Retired as the Bank's director by rotation at the 2022 AGM held on April 21, 2022, and was appointed as an advisor to the Board of Directors.

² Resigned as the Bank's director, effective December 1, 2022.

³ Elected as the Bank's director, replacing Mr. Chet Pattrakornkul, by resolution of the 2022 AGM held on April 21, 2022.

8.1.6 Directors' Remuneration

Monetary Remuneration

The Bank has developed a director's remuneration structure that is in line with industry practices. The directors' remuneration shall be determined based on their fiduciary duties. The level of the remuneration shall be attractive for qualified directors and shall incentivize the directors to perform their duties with dedication for the Bank. In addition, the directors' remuneration shall be reviewed annually to ensure its competitiveness compared with the directors' remuneration of listed companies with similar businesses or equivalent, as disclosed in the IOD's Thai Directors Compensation Survey.

The Nomination and Remuneration Committee shall review and determine the directors' remuneration on an annual basis and propose it to the Board of Directors' meeting and the AGM for approval.

The director's remuneration structure consists of:

- Retaining Fee: Monthly remuneration payout to the Chairperson and directors of the board.
- Attendance Fee: Directors are entitled to receive the attendance fee based on their attendance in subcommittee meetings.
- Bonus: Annual remuneration for the directors, which is related to the Bank's performance.

The 2022 AGM, dated April 21, 2022, approved a budget of Baht 27 million for the directors' remuneration (excluding directors' bonuses) for the year 2022, an increase from a budget of Baht 20 million in the previous year. The remuneration included retaining fees and attendance fees, of which details were as follows:

| Components of Remuneration | Retaining Fee (Baht/ Month) | Attendance Fee (Baht/ Meeting) |
|--|-----------------------------------|--------------------------------------|
| (1) Remuneration of Board of Directors | | |
| - Chairperson | 150,000 | - |
| - Member | 75,000 | - |
| (2) Remuneration of Subcommittees | | |
| - Chairperson of the Audit Committee | - | 75,000 |
| - Chairman of the other subcommittees | - | 60,000 |
| - Member | - | 40,000 |

In case there were additional subcommittees being appointed, the Board of Directors could determine the remuneration for such subcommittee members, provided that the total remuneration would not exceed Baht 27 million as proposed to the shareholders' meeting for approval.

The Board of Directors was of the opinion that the remuneration for the Chairman of the Board of Directors, which was higher than that of other directors, was appropriate as the Chairman of the Board of Directors has a significant role in supporting the performance of the Board of Directors in accordance with the specified direction and strategy for the utmost benefit of the Bank and shareholders.

The Board of Directors set the attendance fee for the Chairperson of the Audit Committee at higher than the attendance fee for the Chairperson of other subcommittees since the Chairperson of the Audit Committee has a significant role in ensuring the Bank and the Group companies have correct and adequate financial reporting as well as a suitable and efficient internal control system. The transactions of the Bank and the Group companies also increased and were subject to stricter rules and regulations. Moreover, the Chairperson of the Audit Committee was not a member of any other subcommittees of the Bank to perform the duty independently.

Regarding the directors' bonus for performance in 2022, the Board of Directors would propose it to the 2023 AGM for consideration and approval so that it would be in accordance with the actual performance of the Board of Directors and operating result of the Bank.

Executive directors who receive a monthly salary as employees of the Bank or the Group companies shall not be eligible for the monthly retaining fee, attendance fee, or bonus as directors of the Bank.

Directors who are appointed as directors in any committees of the Bank and its subsidiaries shall be entitled to receive the attendance fee based on their attendance and delegated authorities.

The subsequent table presents the remuneration of directors for the year 2022. In general, the Bank paid all components of director remuneration for a total of Baht 15,302,500, which was less than the Baht 27 million directors' remuneration budget for 2022 but excluded the directors' bonus that would be proposed to the 2023 AGM for approval. Furthermore, there was the remuneration of Baht 3,810,000 paid to the Bank's directors, who were also consultants, directors, and/or subcommittee members of the Group companies.

| No. | Name of Director | Retaining Fee | Attendance Fee (Based on Their Attendance) | | | | | | | Total | | | Directors' Remuneration of the Group Companies | Grand Total | |
|-------|--|---------------|--|-----------------|---------------------------------------|-----------------------------------|--------------------------|---------------------|----------------------|-------------------------------------|---|--|--|-------------|---|
| | | | Board of Directors | Audit Committee | Nomination and Remuneration Committee | Compliance & Governance Committee | Risk Oversight Committee | Executive Committee | Investment Committee | Human Resource Management Committee | Directors' Remuneration of the Bank (Excluding Bonus) | 2022 Bonus (Paid in 2023) ¹ | | | Total Directors' Remuneration of the Bank |
| 1. | Mr. Supol Wattanavekin | 1,615,000 | - | - | - | - | 675,000 | - | - | - | 2,290,000 | 3,150,000 | 5,440,000 | - | 5,440,000 |
| 2. | Mrs. Dayana Bunnag | 807,500 | 930,000 | - | - | - | - | - | - | - | 1,737,500 | 1,575,000 | 3,312,500 | - | 3,312,500 |
| 3. | Mr. Chet Pattrakornkul ² | 185,000 | 90,000 | 120,000 | 90,000 | - | - | - | - | - | 485,000 | - | 485,000 | - | 485,000 |
| 4. | Mr. Chalee Chantanayingyong ³ | 622,500 | 400,000 | - | 300,000 | - | - | - | - | - | 1,322,500 | 1,100,000 | 2,422,500 | - | 2,422,500 |
| 5. | Mr. Veravat Chutichetpong ⁴ | 732,500 | 450,000 | 300,000 | - | - | - | - | - | - | 1,482,500 | - | 1,482,500 | - | 1,482,500 |
| 6. | Mr. Suvit Mapaisansin | 807,500 | - | 200,000 | 260,000 | - | - | - | - | - | 1,267,500 | 1,575,000 | 2,842,500 | 600,000 | 3,442,500 |
| 7. | Prof. Dr. Anya Khanthavit | 807,500 | - | - | - | - | 450,000 | - | - | - | 1,257,500 | 1,575,000 | 2,832,500 | 495,000 | 3,327,500 |
| 8. | Mr. Banyong Pongpanich | 807,500 | - | - | - | - | - | 705,000 | 600,000 | 45,000 | 2,157,500 | 3,150,000 | 5,307,500 | 1,335,000 | 6,642,500 |
| 9. | Ms. Thitinan Wattanavekin | 807,500 | - | - | - | - | - | 510,000 | - | 30,000 | 1,347,500 | 1,575,000 | 2,922,500 | 690,000 | 3,612,500 |
| 10. | Mrs. Patchanee Limapichat | 807,500 | - | - | - | 260,000 | - | - | - | - | 1,067,500 | 1,575,000 | 2,642,500 | 690,000 | 3,332,500 |
| 11. | Assoc. Prof. Dr. Chayodom Sabhasri | 807,500 | - | 80,000 | - | - | - | - | - | - | 887,500 | 1,575,000 | 2,462,500 | - | 2,462,500 |
| 12. | Mr. Aphinant Kiewpatinond | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 13. | Mr. Philip Chen Chong Tan | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total | | 8,807,500 | 1,870,000 | 700,000 | 910,000 | 1,125,000 | 1,215,000 | 600,000 | 75,000 | | 15,302,500 | 16,850,000 | 32,152,500 | 3,810,000 | 35,962,500 |

Remarks : - For the year 2022, the Bank has paid other general benefits, such as group life and health insurance and physical checkups, amounting to Baht 336,547.

- Executive Directors, who received a monthly salary as employees from the Bank or the Group companies, would not receive a monthly retaining fee, an attendance fee, or a bonus as directors of the Bank.

¹ The Board of Directors will propose the directors' 2022 bonus to the 2023 AGM for consideration and approval so that it is in accordance with the actual performance of the Board of Directors and operating result of the Bank.

² Retired as the Bank's director by rotation at the 2022 AGM held on April 21, 2022

³ Elected as the Bank's director, replacing Mr. Chet Pattrakornkul, by resolution of the 2022 AGM held on April 21, 2022, and appointed as Audit Committee member and the Chairman of the Compliance and Governance Committee by resolution of the Board of Directors' Meeting No. 4/2565 held on April 21, 2022

⁴ Resigned as the Bank's director effective December 1, 2022



Other Compensations

In addition to the directors' remuneration in the form of a retaining fee, attendance fee, and bonus, the Bank also provides other general benefits and perquisites for the directors as follows:

The group insurance covers life, accident, total permanent disability, and health for the Chairman and directors who are non-executive directors. Beginning in October 2022, the Group has adjusted the insurance coverage for the Chairman and non-executive directors to be equal to that of senior executives, so that they are in line with the Group's standard and equal for all levels. The group life, accident, total permanent disability, and health insurance premium for directors for the year 2022 was Baht 336,547.

Table Shows Changes in Directors' KKP Shareholding

| No. | Name | Shareholding (Share) | | Change Increase/ (Decrease) (Share) | Shareholding (%) |
|-----|--|----------------------|-------------------|---|---------------------|
| | | December 31, 2021 | December 31, 2022 | | |
| 1. | Mr. Supol Wattanavekin | 12,605,416 | 12,605,416 | - | 1.49 |
| | Spouse | 1,071,434 | 1,071,434 | - | 0.13 |
| | Minor children | - | - | - | - |
| 2. | Mrs. Dayana Bunnag | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 3. | Mr. Chalee Chantanayingyong ¹ | N/A | - | - | - |
| | Spouse | N/A | - | - | - |
| | Minor children | N/A | - | - | - |
| 4. | Mr. Veravat Chutichetpong ² | 629,739 | 629,739 | - | 0.07 |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 5. | Assoc. Prof. Dr. Chayodom Sabhasri | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 6. | Mr. Suvit Mapaisansin | 779,406 | 779,406 | - | 0.09 |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 7. | Prof. Dr. Anya Khanthavit | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 8. | Mrs. Patchanee Limapichat | - | - | - | - |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 9. | Mr. Banyong Pongpanich | 1,800,046 | 2,500,046 | 700,000 | 0.30 |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 10. | Ms. Thitinan Wattanavekin | 35,532,761 | 35,532,761 | - | 4.20 |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |

| No. | Name | Shareholding (Share) | | Change Increase/ (Decrease) (Share) | Shareholding (%) |
|-----|-------------------------------------|----------------------|-------------------|---|---------------------|
| | | December 31, 2021 | December 31, 2022 | | |
| 11. | Mr. Aphinant Klewpatinond | 1,200,000 | 1,200,000 | - | 0.14 |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 12. | Mr. Philip Chen Chong Tan | 40,000 | 40,000 | - | 0.00 |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 13. | Mr. Chet Pattrakornkul ³ | 50,000 | 50,000 | - | 0.01 |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |
| 14. | Mr. Pongtep Polanun ⁴ | 488 | 488 | - | 0.00 |
| | Spouse | - | - | - | - |
| | Minor children | - | - | - | - |

Remarks: ¹ He was elected as the Bank's director, replacing Mr. Chet Pattrakornkul, by resolution of the 2022 AGM held on April 21, 2022. Hence, the number of shareholdings as of December 31, 2021, is not an appropriate comparison.
² He resigned as the Bank's director, effective December 1, 2022.
³ He was appointed as an advisor to the Board of Directors and an advisor to the Audit Committee, effective May 12, 2022.
⁴ He is an advisor to the Board of Directors.

8.1.7 Supervision of Subsidiaries and Affiliates

The Bank supervises the Group companies by having the Board of Directors determine the overall strategic direction and goals and approve the Group's policies and business direction as proposed by the Executive Committee and the nomination of qualified candidates for the highest-level executive of KKP CAP as nominated by the Nomination and Remuneration Committee to act as the Bank's representatives in overseeing the Group's business operations. Furthermore, the Nomination and Remuneration Committee has been charged with providing consent on the appointment of the directors and persons with management authority of the Group companies prior to their being proposed for appointment to the authorized persons.

In relation to the oversight of overall management, the Bank, through the Board of Directors, has established the Group's monitoring and overseeing structure, which covers the areas of risk management, internal control system monitoring, compliance, and business administration.

As the Bank recognizes the importance of information disclosure under corporate governance principles, the Board of Directors has assigned the Compliance and Governance Committee to supervise the Group's regulatory compliance through the Bank's Legal and Compliance Group, which is responsible for monitoring the Group's compliance and directly reports to the Compliance and Governance Committee.

Moreover, the Board of Directors has assigned the Bank's Audit Committee the responsibility of ensuring an appropriate and efficient internal control system for the Bank and the Group companies. The Bank's Internal Audit Office oversees the internal audit system and directly reports to the Audit Committee. In addition, the Board of Directors of the companies in the capital market business and/or the Audit Committee of those companies will be responsible for ensuring that the Group companies in the capital market business have a sufficient and appropriate internal control system in place.

This year, the Bank improved the Group's supervision guidelines, as well as the policies and announcements related to overseeing the business operations of the Bank and the Group companies, in

order to improve the efficiency of working procedures, prevent any conflict of interest, and align with the laws and regulations issued by the regulators, namely the BOT, the OIC, the SEC, the AMLO, and the SET, such as the Internal Capital Adequacy Assessment Process (ICAPP) Policy, the Capital Management Policy, the Stress Test Policy, the IT Risk Management Policy, the Anti-corruption Policy, the Corporate Governance Policy, the Connected Transaction and Strategic Shareholders Guideline, the Personal Data Protection Policy, etc. to ensure that the Bank and the Group supervise their operations in accordance with the guidelines of the official agencies.

8.1.8 Monitoring Compliance of Policies and Guidelines

1. Protection Against Conflict of Interest

The Group intends and is committed to protecting against conflict of interest in doing business by the Bank and the Group companies by adhering to protect against conflict of interest in different ways, including motivating directors, executives, and employees of the Group to avoid activities, interests, or associations that may interfere with the independent exercise of their judgment or the best interests of the Group.

1) Connected Transactions

The Group does not encourage any transaction entered between the Group and directors, executives, major shareholders, or related persons. This is to avoid any potential conflict of interest. However, while doing business, it may be necessary for the Group to enter into such transactions. This is to be done within the procedures and framework of regulations on such matters.

The Audit Committee of the Bank has the authority to consider and disclose connected transactions or transactions that may result in a conflict of interest to ensure that they follow the laws and the SET's regulations, are reasonable, and are for the highest benefit of the Group.

In the previous year, the Group did not violate any regulations regarding connected transactions. Moreover, the Internal Audit Office had audited connected transactions that may lead to a conflict of interest and found no issue with the specified

measures for protecting conflicts of interest. The Internal Audit Office has an annual audit plan on this matter.

2) Business Activities Outside the Group

Directors, executives, and employees may have business activities and benefits outside the Group, such as serving as a partner or shareholder in another business, an officer in a family-owned corporation, or an outside director of another company. The appropriateness of engaging in these and other types of outside business activities depends on many factors, including the nature and extent of the outside interest and the relationship between the Bank/the Group companies and the outside entities, as well as the duties involved.

Before serving as a director or executive of any other corporation or business, the directors, executives, and employees must be approved in writing by the designated office of the Bank/the Group companies according to the specified guidelines.

The directors, executives, and employees must strictly comply with the outside interest guidelines. For example, they must request approval for their outside business activities and benefits, such as ownership of privately held stock and limited partnership interests, from the Bank/the Group companies in order to be reviewed for potential conflicts of interest that may arise.

The director of the Bank cannot serve as a partner or a director of other private or public companies that are doing the same business and are competitive with the Bank's business unless they inform the shareholders' meeting to acknowledge the issue prior to being appointed.

Prior to taking up the post of director, officer, or employee in any other business, the executive directors of the Bank must receive approval from the Bank. If any executive director wishes to take up the post of director in a listed company in Thailand or overseas, they must receive approval from the Executive Committee of the Bank in advance. This is to avoid any potential conflict of interest that may arise.

The Bank has guidelines for the directors, executives, and related persons to report any outside interests of serving as a director or executive, including holding shares in any other corporations, to consider any potential conflict of interest.

In the previous year, before serving as directors in any other corporations or businesses outside the Group, the directors and executives had sought approval and reported on outside interest information, as specified by the Bank.

2. Supervision of the Use of Internal Information

The Bank has issued a written directive forbidding the use of internal information for personal gain or to take advantage of others. The Bank has forbidden directors, executives, employees, and related persons, including spouses, children, and adopted children who are under the legal age, to use any undisclosed information that could affect the change in the value of shares or for securities trading of the Bank.

The Bank has forbidden any directors, executives, or employees who are aware of the Bank's important information and financial statements to trade the Bank's securities seven days prior to the end of the quarter until at least one trading session has elapsed after the Bank's financial statement has been made available to the public. Moreover, the directors, executives, and employees who can access such undisclosed information must ask for approval prior to trading securities of the Bank at least one day in advance, and the approval is valid from the next business day until the end of the third business day.

In addition, the Bank has instructed that directors, executives, their spouses, children who are under the legal age, and the legal entity in which directors, executives, and any other related persons collectively hold shares at an amount exceeding 30% of the total voting rights to report (Form 59) any changes in the status of their holdings of the Bank's securities and derivatives within three business days since the date of purchase, sale, transfer, or receipt of such securities to the SEC and also hand in a copy of the form to the Corporate Secretary, so it will be reported in the Board of Directors' meeting every time.

In the previous year, the directors and executives of the Bank traded the Bank's securities four times. (The details on the changes in directors' and executives' KKP shareholdings are disclosed in the directors' remuneration section and the remuneration of executive directors and executives section, respectively.) Moreover, the Office of Compliance had reviewed the

practice of using internal information and found no violations against the Bank's policy and regulations.

3. Anti-corruption and Anti-bribery

The Group intends and is committed to taking a stand against corruption in any form by adhering to the Guidelines for Business Conduct Policy, the Corporate Governance Policy, the Anti-corruption Policy, and regulations according to anti-corruption laws which are to be strictly followed. The Bank and its subsidiaries in the capital market business have announced their intention to be part of the CAC, which obtains support from the government and the National Anti-Corruption Commission. The Bank and its subsidiaries in the capital market business have been certified as full members of the CAC and have been recertified every three years as follows:

- The Bank was certified as a full member of the CAC on January 16, 2015; was first recertified on November 10, 2017; and was recertified for the second time on December 31, 2020;
- KKP CAP was certified as a full member of the CAC on January 10, 2014; was first recertified on March 9, 2017; and was recertified for the second time on February 7, 2020;
- KKPS was certified as a full member of the CAC on April 4, 2014; was first recertified on March 9, 2017; and was recertified for the second time on February 7, 2020; and
- KKPAM was certified as a full member of the CAC on October 3, 2014; was first recertified on February 12, 2018; and was recertified for the second time on March 31, 2021.

The Group has continually implemented an anti-corruption program as follows:

- The Group has defined the Anti-corruption Policy for all directors, executives, and employees as a guideline to perform their duties and operate the business in a transparent manner, aiming to create a common attitude on anti-corruption and paving the way to build a sustainable organization.

Such policy forbids directors, executives, and employees from giving bribes, payoffs, or payments of any kind to any person, government official, or entity for the purpose of improperly obtaining or retaining business or influencing consideration of any business activity. Offering gifts, reception fees, and other benefits must not affect, directly or indirectly, a decision or lead to the obtaining of improper benefits or any conflict of interest. The operation of the business must be carried out with care and must not have any characteristics that may, directly or indirectly, lead to corruption or biased discretion.

The Anti-corruption Policy prohibits the request for, proceeding with, or acceptance of any corruption for the benefit of themselves, their families, friends, or acquaintances in any form, directly or indirectly. Directors, executives, employees, and their family members must not accept any gifts, reception fees, or other benefits that are not normal, too frequent, or not in line with tradition or the Group's business principles. The Group will not cooperate with or support any illegal activity, corruption, or other activity that is a threat to society and national security. In any case, the Group has no policy of paying any facilitating fee to shorten or expedite the process of a government official.

- All units of the Bank and the Group companies are required to implement operational risk management standards through the use of Risk and Control Self-Assessment (RCSA) and perform their own corruption risk assessment in accordance with the policy, guidelines, rules, and instruments specified by the risk management unit in order to be reported to the Operational Risk Management Department of the Bank on a regular basis for its review, analysis, and presentation to the Operational Risk Sub-committee, the Risk Oversight Committee, and senior executives. This

is to ensure efficient monitoring and controlling of such risks to keep them within an acceptable level, as well as preparedness to deal with potential risks in the future.

- The Group has issued regulations on the receiving and giving of gifts and other benefits to external persons to be used by its directors, executives, and employees as a guideline to perform their duties in accordance with the Anti-corruption Policy and relevant legal requirements. This is to ensure that receiving and giving gifts and other benefits are reasonable and appropriate in value and do not have characteristics leading to corruption.
- The Group communicates the Anti-corruption Policy and related regulations and clarifies the role of employees when they see suspicious actions related to corruption. The Group will not demote or take disciplinary action against any person who refuses to be involved in a corruption scheme, even though it may have made the Group lose a business opportunity. The Group also distributes information on its Anti-corruption Policy to directors, executives, and employees through the intranet and provides an e-Learning training course for all employees on the Anti-corruption Policy together with an assessment form for understanding by employees. This e-Learning training course has been implemented annually for both new and existing employees to review their understanding of the Anti-corruption Policy. In the previous year, 3,956 directors, executives, and employees altogether, or 99.9% of the Group's directors, executives, and employees, attended such training courses and passed the assessment. The Group also communicates the Anti-corruption Policy to the general public and other stakeholders through various channels, such as emails, the website, the Form 56-1 One Report, the Sustainability Report, and various PR media. Furthermore,

the Group specifies clauses in its agreements with third parties regarding compliance with its Anti-corruption Policy and relevant laws. In addition, Mr. Banyong Pongpanich, the executive of the Bank and its subsidiaries in the capital market business who is knowledgeable and experienced in anti-corruption matters, was invited by several public and private agencies to be their academic lecturer on the topic of anti-corruption.

- Following its intention of providing services with good corporate governance and a rejection of all types of corruption, the Group asks clients and counterparties to cooperate by not providing gifts to directors, executives, and employees of the Group during the New Year festival or other occasions.
- The Bank and its subsidiaries in the capital market business, in conjunction with the CAC, have announced the “No Gift Policy,” which is consistent with the Group’s continuous anti-corruption practices. Moreover, the Bank has cooperated with the Thai Bankers’ Association to declare the “No Gift Policy” to confirm its intent against corruption in any form and support transparency and good corporate governance in its business operations.

4. Whistleblowing

The Group has arranged for reporting channels for whistleblowers, e.g., the report on the accuracy of financial reports, deficient internal controls, any illegal or unethical activities, or any suspected corruption or improper behavior of all employees. The Bank’s employees and other stakeholders can communicate

these actions to the Group through various channels, e.g., electronic email to independent directors (Independent_director@kkpfg.com), the Bank’s branch, the KKP Contact Center (Tel. 0-2165-5555), an online form via the Bank’s website, or other online channels, e.g., the website and Facebook (Kiatnakin Phatra). Moreover, employees can directly contact the Bank’s Chairman of the Board of Directors, Chairperson of the Audit Committee, CEO, Department Head, Head of the Internal Audit Office, or Compliance (GroupCompliance-Advisory@kkpfg.com) to file complaints on such wrongdoing.

The Group has set up a whistleblower protection process and will not commit any unfair treatment to any employee, temporary staff, or contract staff who reports any suspected acts in good faith. The Group realizes the importance of keeping whistleblower and reported information, as well as evidence confidential. The whistleblowing information will be acknowledged only among the responsible parties or disclosed only by law, as stipulated. In addition, whistleblowers can submit a complaint confidentially.

The Group has defined the process and procedures for complaints and the roles and duties of responsible units in each step, starting from receiving the complaint, identifying the problem, collecting information, verifying and analyzing the facts, reporting to relevant parties, and recording the information for filing. Such defined procedures and processes are in line with the supervisory agencies’ regulations.

Concerning employee misconduct, the Group will handle complaints, as well as investigation and disciplinary action, in accordance with its whistleblowing process.

In the previous year, there were 436 total complaint cases, of which 2 were related to wrongdoing and breaking good governance policies, as summarized below.

| Case No. | Issue | Result from the Investigation | Action/Solution |
|----------|--|---|--|
| 1. | The sales agent persuaded the client to pay loan installments to her but did not deliver them to the Bank. | Severe violation of the Bank's ethics and rules | <ul style="list-style-type: none"> Implemented the highest level of personnel management regulations Considered victim healing scheme Notified relevant parties that the Bank has no policy allowing clients to make payment through employees' accounts. |
| 2. | The sales agent persuaded the client to pay the front-end fee to him. | Severe violation of the Bank's ethics and rules | <ul style="list-style-type: none"> Implemented the highest level of personnel management regulations Considered victim healing scheme Notified relevant parties that the Bank has no policy allowing clients to make payment through employees' accounts. |

The Board of Directors, in meeting No. 1/2566 dated January 26, 2023, acknowledged the report on complaints in 2022.

8.1.9 Review of Strategy, Vision, and Mission

The Bank's Board of Directors, in conjunction with the Executive Committee, reviews the vision, mission, and corporate principles periodically so as to make adjustments that reflect the business target and strategy in the future. Furthermore, the Board of Directors sporadically monitors the management's

business operations in accordance with the Group's strategic direction.

In the previous year, the Board of Directors, in meeting No. 3/2565 dated March 24, 2022, reviewed and amended the vision and mission to be more consistent with the Group's business target and strategy. Moreover, the Board of Directors has established a corporate purpose.

8.2 Performance of the Audit Committee in the Previous Year

In the year 2022, the Audit Committee had thirteen meetings to perform its duties in accordance with the scope of duties and authorities as assigned by the Board of Directors, of which key activities could be summarized here:

- In each quarter, the Committee reviewed the financial reports through a meeting with executives of the Finance and Budgeting Group and external auditors to consider all comments made during the auditing and reviewing of financial statements. The Committee acknowledged the additional relief measures issued by the Bank of Thailand and the new accounting relief for entities assisting debtors affected by the COVID-19 pandemic issued by the Federation of Accounting Professions. In this regard, the Committee discussed

with auditors and management the appropriateness of the expected credit loss allowance and any additional expected credit loss by management overlay. In addition, on a half-yearly basis, the Committee and external auditors had meetings arranged without the attendance of the executives.

- By working together with the internal auditor and external auditor, the Committee reviewed the internal control system, including information technology security and control as well as cyber security, to assess the efficiency and sufficiency of these systems. The Committee was of the opinion that the Group had sufficient and appropriate internal control systems. In the past year, the Bank and its subsidiaries

had some deficiencies in the internal control systems, and management gave serious attention to these issues in order to correct and improve the performance of the system. The external auditor did not make any remarks that could be deemed to have any significance for the Group's internal controls. Moreover, in 2022, the Bank's management was engaged in assessing the adequacy of internal control, using the SEC's checklist, which was developed under the COSO 2013 framework. The assessment results were reviewed by the Committee and the Board of Directors in order to exchange views and develop a mutual understanding of the state of internal controls so that appropriate actions could be further determined.

- The Committee reviewed and approved the Annual Internal Audit Plan. In this regard, the Committee supported the internal auditor's initiatives on improving efficiency by adopting data analytics and agile auditing in response to changing risks and business circumstances. In addition, the Committee recommended the internal auditor increase the internal auditor's risk awareness, manage and retain talented personnel, and ensure sufficient resources, including headcount, team capability, training and development, and a qualified information technology auditor in accordance with the SEC's requirement. Furthermore, the Committee determined the independence of the internal audit function and reviewed the annual performance of the Head of the Internal Audit Office.
- The Committee reviewed the Group's risk management system and measures as reported by the risk management function. These included the key risk factors and the management response to address those risks in line with the Group's policies, strategies, and plans. In addition, the Committee had a meeting with the Risk Oversight Committee to consult and exchange views so as to assess whether

the risk management policies and strategies covered all existing and emerging risks and if the implementations of such policies and strategies were effective and efficient.

- The Committee reviewed related-party transactions or transactions that may lead to a conflict of interest, including the disclosure thereon, to ensure that they were in compliance with the laws and regulations imposed by the SET and were reasonable and for the highest benefit of the Group.
- On a quarterly basis, the Committee reviewed the internal audit's report to assess whether disclosure and appropriate surveillance and monitoring programs were in place. This was to ensure compliance with the laws and regulations relating to the Group's business, including those imposed by the Bank of Thailand, the SEC, the OIC, the AMLO, etc.
- The Committee reviewed the performance of the Bank's external auditors on their duties over the year. The Committee was of the opinion that the auditors of PricewaterhouseCoopers ABAS Ltd. were independent, possessed great skill and knowledge about international auditing standards, demonstrated a high level of proficiency in auditing banking and capital markets businesses, and had sufficient resources. As a result, the Committee considered and re-nominated PricewaterhouseCoopers ABAS Ltd. as the auditors of the Bank for the year 2023 and submitted its recommendation on the appointment and remuneration of the Bank's external auditors to the Board of Directors to be proposed to the shareholders' meeting for approval.
- The Committee considered the Group's policy on non-audit services provided by the Bank's external auditors and reviewed such services to ensure that non-audit engagement did not impair the independence of the Bank's external auditors.

- The Committee arranged meetings with other Audit Committees within the Group to exchange views and opinions regarding the role of the Audit Committee, in accordance with the good governance, risk and control (GRC) framework so as to allow all committee members to be able to assess the overall picture of the Group's internal control.

According to a self-assessment carried out in 2022, the results suggested that the Committee has satisfactorily discharged its duties in accordance with the requirements set out in the Committee's charter.

In summary, the Committee has performed its duties independently and has been open in expressing its opinions for the best benefit of the Bank. The Committee is of the opinion that the Bank has an

appropriate and efficient risk management and sound internal controls in place to undertake transactions with related parties and monitor compliance with the rules and policies as well as for other bank operations. The financial statements of the Bank are reliable and have been constructed with sufficient control systems and in accordance with Thai financial reporting standards.

The Committee has recommended to the Board of Directors that communication be continuously made to all staff that the Group emphasizes the importance of observing good business conduct and that fraudulent behavior is unacceptable (Zero Tolerance to Fraud Policy). In late 2022, the Bank engaged an outside independent party to assess the adequacy of the Bank's code of conduct, including the results of its conformance.

Meeting Attendance Record

| No. | Name | Position | Meeting Attendance | | |
|-----|--|-------------|------------------------|--------------------------------|--|
| | | | Total (13 Meetings) | In Person (No. of Meetings) | Via Electronic Channel (No. of Meetings) |
| 1. | Mrs. Dayana Bunnag | Chairperson | 13/13 | - | 13 |
| 2. | Mr. Chet Pattrakornkul ¹ | Member | 3/3 | - | 3 |
| | | Advisor | 9/9 | - | 9 |
| 3. | Mr. Veravat Chutichetpong ² | Member | 12/13 | - | 12 |
| 4. | Mr. Chalee Chantanayingyong ³ | Member | 10/10 | - | 10 |

Remarks : ¹ He retired as the Bank's director by rotation at the 2022 AGM held on April 21, 2022, was appointed as an advisor to the Audit Committee by resolution of the Board of Directors' Meeting No. 4/2565 held on April 21, 2022, and was approved by the Bank of Thailand on May 12, 2022.

² He resigned as the Bank's director, an Audit Committee member, and the Chairman of the Nomination and Remuneration Committee, effective December 1, 2022.

³ He was elected as the Bank's director, replacing Mr. Chet Pattrakornkul, and appointed as an Audit Committee member by resolution of the Board of Directors' Meeting No. 4/2565 held on April 21, 2022.

Performance Assessment

The Audit Committee performed its self-assessment by using the assessment form published by the Audit Committee's manual of the SEC. The assessment form consisted of two main parts, which were Part 1: the appropriateness of the structure and composition of the Committee and the general environment that could help the Committee effectively perform its task, and Part 2: the performance of the Committee during the year. The assessment form for the Committee had ninety-nine questions in total. It aimed

to improve the environment to facilitate the performance of the Committee as well as the charter of the Committee to make it more suitable. The result showed that all of the Committee members (100%) were of the opinion that the Bank provided the structure and composition of the Committee and the general environment that helped the Committee perform its duties effectively, and all of the Committee members (100%) felt that they had performed their tasks according to the scope of work, authorities, and responsibilities prescribed in the Committee's charter in the previous year.

8.3 Performance of the Nomination and Remuneration Committee in the Previous Year

In the year 2022, the Nomination and Remuneration Committee had six meetings to perform its duties in accordance with the scope of duties and authorities as assigned by the Board of Directors, of which key activities could be summarized here:

1. Selected and nominated candidates for the Bank's directors to replace those who retired by rotation or resigned from the director position, in order to propose such candidates to the Board of Directors and, later, to the annual general meeting of shareholders for election, as well as monitored and ensured that the composition and size of the Board of Directors are adequate in supporting the business direction and comply with corporate governance. The Committee utilized mechanisms or tools in the candidate selection and nomination process, such as the board skill matrix, to ensure that the proposed directors possess the knowledge, competency, and experiences beneficial to long-term operation and are suitable for the business direction and strategy of the Group.
2. Agreed to the nominated candidates for the Group companies' directors prior to proposing them to the Board of Directors and the shareholders' meeting of each company for consideration and appointment.
3. Assessed and nominated qualified candidates for appointment as the Bank's persons with management authority prior to proposing the said nominations to the Bank of Thailand for endorsement and subsequently to the Board of Directors for approval and appointment, as well as endorsed the appointment of the persons with management authority of the Group companies prior to proposing to the authorized persons for appointment. Consideration of the candidates' qualifications was given to ensure diversity and appropriateness in terms of knowledge, competence, and experiences in order to strengthen and support the Group's business direction.
4. Assured the annual performance assessment of the Board of Directors and CEO was properly carried out. The assessments were conducted by members of the Board of Directors and other related committees. The assessment results, including all feedback and comments to increase the overall performance of the Board of Directors and senior executives, were reported to the Board of Directors for consideration and acknowledgement.
5. Reviewed and ensured that the compensation of the Board of Directors and subcommittee members is appropriate given their assigned duties and responsibilities and is competitive with banking industry practices prior to proposing it to the Board of Directors for consideration and subsequently to the shareholder's meeting for approval.
6. Approved compensation of the CEO based on the scope of duties and responsibilities, relevant risks, assessment result and feedback, long- and short-term performance of the Bank and the Group companies and ability to increase long-term shareholders' values under the annual budget framework approved by the Board of Directors.
7. Acknowledged bonus and annual merit budget criteria and guidelines for the Bank's persons with management authority, which were determined based on several factors, such as the performance of the overall organization, function, or business unit; individual performance; and the total compensation concept as specified.
8. Acknowledged and monitored the progress of the succession planning for senior executive positions and talents of the Group, as well as ensuring the succession plan continuously and appropriately proceeds to guarantee sustainable human resources management.

The Committee has carried out its responsibilities under its bylaws with prudence and transparency, as well as in accordance with applicable laws and

regulations and the good corporate governance principles, for the benefit of the Bank and its shareholders.

Meeting Attendance Record

| No. | Name | Position | Meeting Attendance | | |
|-----|---|----------|-----------------------|--------------------------------|--|
| | | | Total (6 Meetings) | In Person (No. of Meetings) | Via Electronic Channel (No. of Meetings) |
| 1. | Mr. Veravat Chutichetpong ¹ | Chairman | 6/6 | 1 | 5 |
| 2. | Mr. Chet Pattrakornkul ² | Member | 4/4 | - | 4 |
| 3. | Mr. Suvit Mapaisansin | Member | 6/6 | - | 6 |
| 4. | Assoc. Prof. Dr. Chayodom Sabhasri ³ | Member | 2/2 | - | 2 |

Remarks : ¹ He resigned as the Bank's director, an Audit Committee member, and the Chairman of the Nomination and Remuneration Committee, effective December 1, 2022.

² He retired as the Bank's director by rotation at the 2022 AGM held on April 21, 2022.

³ He was appointed as a Nomination and Remuneration Committee member, replacing Mr. Chet Pattrakornkul, by resolution of the Board of Directors' Meeting No. 4/2565 held on April 21, 2022.

Performance Assessment

The Nomination and Remuneration Committee performed its self-assessment by using the assessment form, in which questions were divided into six topics. They were: 1) the structure and qualification of the Committee; 2) the roles, duties, and responsibilities of the Committee; 3) the Committee's meetings; 4) the performance of the Committee; 5) the relationship with management; and 6) the self-improvement of Committee members. The answer scale was 0-4, from

totally disagreeing to totally agreeing. The result of the self-assessment of the Nomination and Remuneration Committee was an average of 3.91, up from 3.77 in the year 2021 as the average score of five out of six topics increased.

The Nomination and Remuneration Committee has brought the results of the performance assessment, opinions, and suggestions to improve its performance in accordance with the assigned roles, duties, and responsibilities.

8.4 Performance of the Compliance and Governance Committee in the Previous Year

The Compliance and Governance Committee consists of one independent director and two non-executive directors. In the year 2022, the Committee had seven meetings to perform its duties in accordance with the scope of duties specified in its charter and the authorities assigned by the Board of Directors, which could be summarized here:

1. Considered and endorsed the revision of the policies, guidelines, and significant plans.

The Committee considered and endorsed the revision of the policies, guidelines, and significant plans prior to proposing them to the Board of Directors for approval as follows:

- The Market Conduct Policy and strategic plan
- The Anti-corruption Policy of the Group
- The review of the Bank's implementation of the Corporate Governance Code for Listed Companies 2017 for the year 2022
- The Corporate Governance Policy of the Bank for the year 2022 to be in line with current practices and relevant regulations
- The Connected Transaction and Strategic Shareholder Guidelines of the Group
- The Outside Interest Guidelines of the Group; and
- The hiring of a professional external auditor to evaluate the Bank's code of conduct

2. Considered and approved the Annual Compliance Report for 2021, as well as the Compliance Year Plan for 2022.

The Committee considered and endorsed the Annual Compliance Report for the year 2021 and approved the Compliance Year Plan of the Legal and Compliance Group for the year 2022 prior to submitting it to the Bank of Thailand and the SEC.

3. Acknowledged and monitored the Bank of Thailand's audit report of the Bank and the Group companies for 2022.

The Committee acknowledged the audit report of the Bank and the Group companies for the year 2022 prepared by the Bank of Thailand and monitored and followed up on the compliance with the suggestions required by the Bank of Thailand's examiners, as well as made clarifications on the Bank's practices in some areas.

4. Acknowledged and followed up on the compliance reports of the Bank and the Group companies

The Committee acknowledged and followed up on the compliance reports of the Bank and the Group companies, such as the credit review, the review of the process of the brokerage business and distribution of investment units (LBDU), the debt instrument transactions, the issuance and offering of structured notes, the review of the process of the investment consultant regarding investment advice on perpetual bonds, the report on a mystery shopping for the year 2021, the compliance report on PDPA, etc. The Committee also provided suggestions for improvement. In the case where any significant issues that might cause a compliance risk were found, the Committee requested the management or relevant units to urgently address such issues.

5. Performed the Committee self-assessment for 2022

The Committee annually performed its self-assessment by using the assessment form, in which questions were divided into six topics. These were: 1) the structure and qualification of the Committee; 2) the roles, duties, and responsibilities of the Committee; 3) the Committee's meetings; 4) the performance of the Committee; 5) the relationship with management; and 6) the self-improvement of Committee members. The answer scale was 0-4, from totally disagreeing to totally agreeing. The result of the self-assessment of the Compliance and Governance Committee was an average of 3.76.

The Committee has brought the results of the performance assessment, opinions, and suggestions to improve its performance in accordance with the assigned roles, duties, and responsibilities.

Meeting Attendance Record

| No. | Name | Position | Meeting Attendance | | |
|-----|--|----------|-----------------------|--------------------------------|--|
| | | | Total (7 Meetings) | In Person (No. of Meetings) | Via Electronic Channel (No. of Meetings) |
| 1. | Mr. Chet Pattrakornkul ¹ | Chairman | 2/2 | - | 2 |
| 2. | Mr. Chalee Chantanayingyong ² | Chairman | 5/5 | - | 5 |
| 3. | Mr. Suvit Mapaisansin | Member | 7/7 | - | 7 |
| 4. | Mrs. Patchanee Limapichat | Member | 7/7 | - | 7 |

Remarks : ¹ He retired as the Bank's director by rotation at the 2022 AGM held on April 21, 2022.

² He was elected as the Bank's director, replacing Mr. Chet Pattrakornkul, and appointed as the Chairman of the Compliance and Governance Committee by resolution of the Board of Directors' Meeting No. 4/2565 held on April 21, 2022.

8.5 Performance of the Executive Committee in the Previous Year

In the year 2022, the Executive Committee had fourteen meetings to perform its duties in accordance with the scope of duties and authorities as assigned by the Board of Directors, of which key activities could be summarized here:

1. Determined the Group's short and long-term business directions and strategic goals for both financial and non-financial aspects by analyzing the ecosystem and factors affecting the Group's purpose, and endorsed the review of the Group's vision and mission for the year 2022 prior to proposing it to the Board of Directors for approval.
2. Endorsed the revision of the mid-year 2022 business plan and budget and the business plan and annual budget for the years 2023-2025 of the Group by emphasizing adequate and efficient allocation of key resources, for instance, capital investment, personnel, technology, etc., prior to proposing them to the Board of Directors for approval.
3. Monitored the Group's business operation to ensure that it is in accordance with laws and specified policies and acknowledged important management reports, such as the Group's business performance report, the risk appetite report, etc.
4. Approved new policies, as well as reviewed and improved policies and guidelines currently being used to promote transparent and efficient business operations and follow changing regulations. Examples included the Delegation of Authority Policy for Retail Lending, the Delegation of Authority Policy for Commercial Lending and Counterparty Limit Setting, the IT and Data Policy, and the Connected Transaction and Strategic Shareholders Guideline.
5. Endorsed the Group's supervisory guideline for the year 2022 to ensure it is in line with the current Group's structure and business operation, as well as to enable the Group to have better practices in corporate management and policy governance prior to proposing it to the Board of Directors for approval.
6. Approved the unreviewed/unaudited financial statements to disclose to the SET, relevant supervisory agencies, and the public.
7. Endorsed the allocation of profit and dividend payment for the year 2021 prior to proposing it to the Board of Directors and the shareholders' meeting for approval, as well as the allocation of profit and interim

dividend payment from the operating result during January 1-June 30, 2022, prior to proposing it to the Board of Directors for approval.

8. Endorsed the review and revision of the Capital Management Plan and Policy and the Internal Capital Adequacy Assessment Process (ICAAP Report) for the year 2022 to ensure the capital is appropriate for the current business operation prior to proposing them to the Board of Directors for approval and approved the review and revision of the Liquidity Management Guideline for the year 2022.
9. Endorsed the improvement of the Bank's organizational structure at the group level (in the case of setting up a new business or dismissal of any business), such as the revision of the Corporate Lending Group's organization chart, prior to proposing to the Board of Directors for approval, and approved the establishment of the Financial Crime Risk Management Department.
10. Reviewed the roles, duties, and responsibilities of the Executive Committee for the year 2022 prior to proposing them to the Board of Directors for approval, approved the revision of the roles, duties, and responsibilities and the change of members for subcommittees under

supervision to ensure more appropriateness, and monitored the performance of the subcommittees under supervision.

11. Approved, reviewed, and revised the credit line and credit covenant for the Bank's counterparties in accordance with the authority of the Executive Committee, as well as acknowledged the review and revision of the credit line and credit covenant for the Bank's counterparties executed by the Main Credit and Foreclosed Property Committee.
12. Approved the market conduct annual statement for the sale of insurance products for the year 2021 prior to filing with the OIC.
13. Approved the guidelines for revising the life, accident, and health insurance plans for directors, executives, and employees of the Group to get better protection, reduce cost burdens, and be more equal.
14. Performed the self-assessment of the Executive Committee and approved the Executive Committee's report for the year 2022.
15. Acknowledge other significant matters, for instance, the issuance and offering of the debenture report for the year 2021 and the outstanding as of December 31, 2021, the report on the abnormal securities trading transaction through KKPS, etc.

Meeting Attendance Record

| No. | Name | Position | Meeting Attendance | | |
|-----|-----------------------------|----------|------------------------|--------------------------------|--|
| | | | Total (14 Meetings) | In Person (No. of Meetings) | Via Electronic Channel (No. of Meetings) |
| 1. | Mr. Supol Wattanavekin | Advisor | 14/14 | 3 | 11 |
| 2. | Mr. Banyong Pongpanich | Chairman | 13/14 | 6 | 7 |
| 3. | Mr. Aphinant Klewpatinond | Member | 14/14 | 7 | 7 |
| 4. | Ms. Thitinan Wattanavekin | Member | 14/14 | - | 14 |
| 5. | Mr. Pracha Chumnarnkitkosol | Member | 10/14 ¹ | - | 10 |
| 6. | Dr. Anuchit Anuchitanukul | Member | 14/14 | 1 | 13 |
| 7. | Mr. Philip Chen Chong Tan | Member | 14/14 | 5 | 9 |
| 8. | Mr. Trairak Tengtrirat | Member | 13/14 ² | 3 | 10 |

| No. | Name | Position | Meeting Attendance | | |
|-----|--------------------------|----------|------------------------|--------------------------------|--|
| | | | Total (14 Meetings) | In Person (No. of Meetings) | Via Electronic Channel (No. of Meetings) |
| 9. | Mrs. Kulnan Tsanthaiwo | Member | 13/14 | 1 | 12 |
| 10. | Mr. Supachoke Supabundit | Member | 12/14 ² | 2 | 10 |
| 11. | Mr. Kampol Jantavibool | Member | 14/14 | 6 | 8 |

Remarks : ¹ He was absent four times, one of which was due to the Group's business.

² They were absent due to the Group's business.

Performance Assessment

The Executive Committee performed its self-assessment by using the assessment form, in which questions were divided into four topics: 1) the performance according to duties, authorities, and responsibilities; 2) the Committee's meetings; 3) the performance of the chairperson; and 4) the minutes of the Committee's meetings. The answer scale was

1-5, with 1 being the lowest and 5 being the highest. The result of the self-assessment of the Executive Committee was an average of 4.57.

The Executive Committee has brought the results of the performance assessment, opinions, and suggestions to improve its performance in accordance with the assigned roles, duties, and responsibilities.

8.6 Performance of the Risk Oversight Committee in the Previous Year

In the year 2022, the Risk Oversight Committee had thirteen meetings to perform its duties in accordance with the scope of duties and authorities as assigned by the Board of Directors, of which key activities could be summarized here:

1. Developed strategies that were consistent with the Bank's Risk Management Policy. The strategies should enable the Risk Oversight Committee to assess, monitor, and control risks to acceptable levels.
2. Endorsed, reviewed, and updated overall policies on risk management for the Bank and the Group and proposed them to the Board of Directors for consideration and approval, such as Credit Risk Management Policy, Liquidity Risk Management Policy, Market Risk Management Policy, Operational Risk Management Policy, IT Risk Management Policy, Reputational Risk Management Policy, Loan Approval Policy, Investment and Trading Policy, and Delegation of Authority Policy for Retail Lending - Product Program.
3. Reviewed and improved the risk management system, as well as approved the criteria and regulations of the Bank and the Group companies, such as criteria relating to lending, commitments, and any transactions with loan-like characteristics; criteria on asset classification, including criteria for stress testing (in accordance with ICAAP and Supervisory scenarios) in order to assess capital adequacy for the year 2022; and a single lending limit plan and risk mitigation plan.
4. Approved the well-suited member changes and acknowledged the performance of subcommittee under supervision.
5. Acknowledged the Bank's and the Group companies' overall risk, credit risk analysis and management report, operational risk and loss report, and issues from the Risk Management Committees of the subsidiaries in the capital market business.
6. Reported credit risk management policies and loan approval criteria to the Executive Committee and the Board of Directors.

Meeting Attendance Record

| No. | Name | Position | Meeting Attendance | | |
|-----|---------------------------|----------|------------------------|--------------------------------|--|
| | | | Total (13 Meetings) | In Person (No. of Meetings) | Via Electronic Channel (No. of Meetings) |
| 1. | Mr. Banyong Pongpanich | Advisor | 0/13 | - | - |
| 2. | Mr. Supol Wattanavekin | Chairman | 13/13 | 9 | 4 |
| 3. | Prof. Dr. Anya Khanthavit | Member | 13/13 | - | 13 |
| 4. | Mr. Aphinant Klewpatinond | Member | 11/13 | 8 | 3 |
| 5. | Mr. Philip Chen Chong Tan | Member | 8/13 | 6 | 2 |

Performance Assessment

The Risk Oversight Committee performed its self-assessment by using the assessment form, in which questions were divided into four topics: 1) performance according to duties, authorities, and responsibilities; 2) the Committee's meetings; 3) the performance of the chairperson; and 4) the minutes of the Committee's meetings. The answer scale was 1-5, rating from

the lowest to the highest. The result of the self-assessment of the Risk Oversight Committee was an average of 4.28.

The Risk Oversight Committee has brought the results of the performance assessment, opinions, and suggestions to improve its performance in accordance with the assigned roles, duties, and responsibilities.

9. Internal Controls and Related Party Transactions

9.1 Internal Controls

9.1.1 Summary of Internal Controls and Risk Management

The Group pays attention to the importance of good governance and requires its executives and employees to abide by the following guidelines:

- Promote, support, and establish a greater understanding of internal controls as well as positive relationships and widespread acceptance among executives and employees for their particular duties and roles through effective corporate communications fostered by the senior executives.
- Promote and support the implementation of a self-regulation process in each division or business unit with adherence to the internal control frameworks and guidance of COSO Enterprise Risk Management ("COSO ERM").

It is the Group's policy to foster an effective and efficient self-regulatory process, internal controls, and risk management. The Audit Committee, the Compliance and Governance Committee, the Risk Oversight Committee, and the assigned executives regularly review the efficiency of these three processes, which govern financial controls, operations, and compliance. Accordingly, internal control elements are being assessed, particularly in eight aspects, namely internal environment, objective setting, event identification, risk assessment, risk response, control activities, information and communication, and monitoring. The Group also takes appropriate actions to assure consistent improvements on the three such processes.

To conform to the frameworks and guidance of good governance, internal controls, and risk management, as prescribed in the eight components of COSO ERM, the Group undertakes the following actions:

1. Internal Environment

The Group encourages its directors, executives, and all staff to recognize the necessity of an internal control system. The Board of Directors and board-appointed committees ensure that business objectives are clearly stated, assessable, and applicable as staff practice guidelines. The organizational structure is designed to enable the efficient management of business operations. The Group prescribes in writing its Guidelines for Business Conduct Policy and Conflict of Interest Policy, which prohibit executives and employees from acting in a manner that would create a conflict with the organization's interests as well as prescribing penalties for violations thereof. The Group has established the Internal Audit Office, the Legal and Compliance Group, and the Risk Management Group, which are the key supporting arms ensuring efficiency in good governance, internal controls, and risk management. The Group has also established policies and procedures that strictly govern financial transactions, procurement, general administration, and fraud protection measures. In addition, it has set strategies for human resources management and prescribes staff policies regarding selection, recruitment, orientation, and training and development. Other internal control mechanisms include supervision and team management, as well as appropriate checks and balances in each of the Group's business functions.

2. Objective Setting

Each of the Group's business units is required to set its own objectives that are linked to the Group's corporate vision, mission, and strategies with clearly defined key performance indicators. In brief, the "SMART" concept, which is an acronym for criteria for the setting of objectives that represent business imperatives, is applied. This concept includes the following:

Specific: targeted returns or outcomes are clearly defined and understandable to all employees.

Measurable: achievements can be quantified and measured.

Achievable: targets are possible to achieve given the availability of the Bank's current resources.

Relevant: conform to the Bank's operation strategies and targets.

Timeliness: the achievement timeframe is clearly specified.

All of these objective settings aim to create efficiency, appropriateness, and a common ground on a corporate direction for an acceptable risk level.

3. Event Identification

The Group identifies internal and external events that may have an impact on its business target achievement. Appropriate stress test assessments are carried out under specified stress scenarios to assess the severity of potential losses or adversity and to determine proper response planning for such outcomes. The Bank's Risk Management Group, under the supervision of the Risk Oversight Committee, generally performs regular reviews of stress test procedures and the environment in accordance with the risk management framework and policy prescribed by the Bank of Thailand.

4. Risk Assessment

The Bank consistently and continuously promotes its risk management policy and risk assessment process, evaluates both internal and external risk factors that may materially affect the Bank's business operations, establishes control measures to monitor circumstance changes in such factors, and implements mitigation measures. The Risk Management Group, under the supervision of the Risk Oversight Committee, regularly communicates with relevant functions of the Group to remain aware of and comply with such risk management measures. The Internal Audit Office shall review and monitor relevant implementations thereof to assure compliance with the prescribed risk management plans by each unit.

5. Risk Response

The Risk Management Group, together with related business units, determines risk response methods for mitigation of such risks to an acceptable threshold. Exploring appropriate risk response methods based on the probability or consequences of a risk event is undertaken via cost-benefit analysis. The Group continually and consistently monitors and reviews its risk response measures.

6. Control Activities

The Group specifies in writing its delegation of authority for all levels of authority in management and committees. The controls include the segregation of duties and responsibilities of various functional roles, such as approval and authorization, recording of information data, recognition of accounting entries, and fiduciary duty and property management. The actions create a check-and-balance mechanism. If the Group undertakes transactions with its major shareholders, directors, executives, or connected parties thereof, the Group also sets approval measures to govern such transactions, and in the event that the Group has investments in its subsidiaries or affiliates, the Group also monitors the business operations of such entities on a regular basis. The Group gives strategic guidance to an individual appointed to serve as director or management of such entities. The Legal and Compliance Group monitors the legal compliance of the Group to assure the mitigation of reputational risk. In the event of an error or a deficiency, a fact-finding panel comprised of an independent body shall be established to investigate facts and propose remedial and improvement methods to prevent such error or deficiency from recurring.

7. Information and Communication

The Group has arranged to have an information technology system that can adequately support information management. It has also established comprehensive intra-corporate communications that are high-quality, clear, timely, and have organization-wide coverage. The system, which has the beneficial features of completeness, simplicity, and an easy-to-use pattern, provides support for decision-making with data storage and data classification. The Bank has set up the IT Investment Sub-committee to consider the value of IT investment and supervise the management of the Bank's information. It also promotes knowledge management activities to make knowledge and proficiency accessible to all employees and encourages them to apply such knowledge and proficiency in their work duties. The Group also promotes business expertise and advisory skills among employees to enable them to better serve their clients, trade partners, and related parties, as well as render maximized corporate benefits as per the Group's targeted vision and mission.

8. Monitoring

The Group has processes, procedures, and tools to support its executives, Board members, and committees in monitoring business operations, improving efficiency, and making assessments according to key performance indicators. All these help in ensuring the performance and on-going efficiency of the internal control system and are regularly adjusted with changes in circumstances. It also assures that any errors or omissions are promptly identified for remediation. The Group prescribes the reporting of its operational results, performances, and comparative performance targets on a monthly and quarterly basis, according to their relative importance and impacts. It also monitors and reports incurred losses for assessment and review of the operation process and efficiency of applied risk management tools. The monitoring process includes reviews of minutes of meetings, loss reports, complaints, and random checks on self-assessment reports made in accordance with self-regulation and self-control concepts. The monitoring actions are made by the Legal and Compliance Group, the Risk Management Group, and the Internal Audit Office, together with investigations by external auditors. The Board of Directors also assesses the adequacy of the internal control system on an annual basis to assure that the Group has appropriate internal control systems, thus making it capable of achieving its targeted goals.

9.1.2 Summary of the Opinions of the Board of Directors on Internal Controls

The Board of Directors is of the opinion that the Bank and its subsidiaries have sufficient and appropriate internal control systems, which can protect the assets of the Bank and its subsidiaries from any misappropriation or unauthorized action by directors or executives. In the past year, the Bank and its subsidiaries had some deficiencies in their internal control systems, and management has given serious attention to these issues in order to correct and improve the performance of the system. The Audit Committee shared similar views to those of the Board of Directors. The external auditors did not make any remarks that could be deemed to have any significance for the Group's internal controls. The related party transactions between the Group

and persons who could present potential conflicts of interest that are necessary, undertaken in the ordinary course of business, and at market price are disclosed in the Related Transactions section and Notes to the Financial Statements.

The Group arranges to have internal control assessment surveys every year. In 2022, the Group's management was engaged in assessing the adequacy of internal controls using the SEC's checklist, which was developed under the COSO 2013 framework. The assessment results had been reviewed by the Audit Committee and the Board of Directors in order to exchange views and have a common understanding of the state of internal controls so that appropriate actions could be further determined.

9.1.3 Internal Audit Head

During the meeting of the Audit Committee No. 1/2555 dated January 11, 2012, the Committee approved the appointment of Dr. Narong Preedanana to hold the position of Executive Vice President and Head of the Internal Audit Office. The decision was submitted to the Board of Directors for further approval. Dr. Narong Preedanana has over thirty years of experience working in internal audit for major financial institutions. He has sufficiently attended various internal audit training courses and has a good understanding of the Group's businesses and operations, and thus is suitable to perform his assigned tasks. The decisions on appointment, transfer, and dismissal as well as the performance appraisal on the efficiency and effectiveness of the Internal Audit Head require approval from the Audit Committee. His qualifications are shown in Attachment 3.

9.1.4 Compliance Head

During the meeting of the Board of Directors No. 1/2557 dated January 31, 2014, the Board resolved the appointment of Mr. Aphichart Chongsanguanpradab to hold the position of Executive Vice President, Head of the Compliance Office, effective from February 1, 2014, and the Board of Directors' meeting No. 6/2562 dated June 27, 2019 resolved the appointment of Mr. Aphichart Chongsanguanpradab, Executive Vice President, as Head of the Legal and Compliance Group, effective from July 16, 2019, and reported to

the Bank of Thailand to acknowledge such appointment. Later, Mr. Aphichart Chongsanguanpradab was appointed as the First Executive Vice President, Head of Legal and Compliance Group, effective March 1, 2020.

Mr. Aphichart Chongsanguanpradab has more than twenty years of experience in compliance, supervisory policy for the securities business, and internal audit of financial institutions. He attended various training courses, Operational Supervision for Head of Compliance, for three courses organized by

the Thai Bankers' Association together with the Thai Institute of Banking and Finance Association (TIBFA), the Association of Investment Management Companies (AIMC), and the Association of Thai Securities Companies (ASCO), including the Compliance Officer Program organized by the Bank of Thailand together with the Faculty of Law, Chulalongkorn University, and the Thai Bankers' Association. His roles, responsibilities, and qualifications are shown in Attachment 3.

9.2 Related Party Transactions

In 2020, 2021, and 2022, the Bank performed related party transactions, which were transacted to support its normal course of business operations. The Bank also maintains the prescribed procedures governing related party transactions that are in accordance with the guidelines set forth by the SEC. These related party transactions do not lead to any conflict of interest.

9.2.1 Measures or Procedures Governing Approval of Related Party Transactions

The Bank pays attention to protections against any circumstances that threaten to give rise to a conflict of interest. When considering entering into any related party transactions with any party or person that may have any potential conflict of interest, such transaction shall be considered by the Bank on a similar basis as, and no less favorable than, any other transaction undertaken with any unrelated third-party. It also prescribes that its directors and executives who have a special interest in any particular transaction shall not be entitled to cast their vote on its approval. The Bank discloses information transparently in accordance with corporate governance principles.

9.2.2 Significant Related Party Transactions

1. Significant related party transactions with subsidiaries

| Name | Relationship | Description of Transaction | Transaction Amount (Baht Million) | | | Reasons and Necessities |
|--|--------------------------|---|-----------------------------------|-------|-------|---|
| | | | 2020 | 2021 | 2022 | |
| KKP Capital Public Company Limited/ KKP CAP | 99.98% owned by the Bank | • Loans and accrued interest receivables and undue interest receivables | 1,946 | (2) | (2) | The Bank calculated interest at the normal rate similar to regular clients. |
| | | • Deposit | 44 | 14 | 23 | |
| | | • Other assets | 4 | 13 | 4 | |
| | | • Debt issued and borrowings | - | 1,300 | 660 | |
| | | • Other liabilities | 172 | - | - | |
| | | • Interest income | 61 | 50 | 2 | |
| | | • Dividend income | 1,051 | 1,051 | 1,472 | |
| | | • Other incomes | 29 | 150 | 22 | |
| | | • Interest expense | - | 1 | 2 | |
| | | • Other expenses | 212 | (1) | - | |

| Name | Relationship | Description of Transaction | Transaction Amount (Baht Million) | | | Reasons and Necessities |
|--|--|---|-----------------------------------|-------|-------|---|
| | | | 2020 | 2021 | 2022 | |
| Kiatnakin Phatra Securities Public Company Limited/ KKPS | Indirectly holding via KKP CAP of 99.95% | <ul style="list-style-type: none"> Loans and accrued interest receivables and undue interest receivables Deposit Other assets Other liabilities Interest income Other incomes Interest expense Other expenses | - | 6,900 | 4,053 | The Bank calculated interest at the normal rate similar to regular clients. |
| Kiatnakin Phatra Asset Management Company Limited/ KKPAM | Indirectly holding via KKP CAP of 99.97% | <ul style="list-style-type: none"> Deposit Other assets Other incomes | 18 | 17 | 19 | The Bank calculated interest at the normal rate similar to regular clients. |
| KKP Dime Securities Company Limited/ KKP DIME | Indirectly holding via KKP CAP of 99.97% | <ul style="list-style-type: none"> Loans and accrued interest receivables and undue interest receivables Deposit Other assets Other incomes Other expenses | - | - | 15 | The Bank calculated interest at the normal rate similar to regular clients. |
| The Asia Recovery 1 Fund | 99.95% owned by the Bank | - | - | - | - | |
| The Asia Recovery 2 Fund | 99.59% owned by the Bank | Other incomes | 1 | 1 | 1 | |
| The Asia Recovery 3 Fund | 99.97% owned by the Bank | Other incomes | 2 | 2 | 2 | |
| Thai Restructuring Fund | 98.91% owned by the Bank | Other incomes | 5 | 5 | 5 | |
| Bangkok Capital Fund | 95.72% owned by the Bank | <ul style="list-style-type: none"> Deposit Other incomes | 60 | 117 | 121 | The Bank calculated interest at the normal rate similar to regular clients. |
| Gamma Capital Fund | 94.03% owned by the Bank | <ul style="list-style-type: none"> Deposit Other incomes | 331 | 215 | 286 | The Bank calculated interest at the normal rate similar to regular clients. |

| Name | Relationship | Description of Transaction | Transaction Amount (Baht Million) | | | Reasons and Necessities |
|--|---|--|-----------------------------------|-------|-------|---|
| | | | 2020 | 2021 | 2022 | |
| KKP Tower Company Limited | 91.34% owned by the Bank | <ul style="list-style-type: none"> Loans and accrued interest receivables and undue interest receivables Deposit Other assets Other liabilities Interest income Interest expense Other expenses | 2,337 | 2,371 | 2,325 | The Bank calculated interest at the normal rate similar to regular clients. |
| Phatra Asset Management (Cayman) Limited | On April 1, 2020, to completion of overseas subsidiaries' dissolution | - | - | - | - | |

2. Related transaction between the Bank and other business entities in which the directors, key executives, and related persons have significant influence

| Name | Relationship | Description of Transaction | Transaction Amount (Baht Million) | | | Reasons and Necessities |
|--|--|--|-----------------------------------|---------------------------|-----------------------------|---|
| | | | 2020 | 2021 | 2022 | |
| Business entities in which the directors, key executives, and related persons have significant influence | Business entities are related to the directors and executives. | <ul style="list-style-type: none"> Deposit Borrowings Other liabilities Interest expense Other expenses | 212 400 6 22 93 | 741 - 4 13 76 | 2,964 - 6 11 73 | The Bank calculated interest at the normal rate similar to regular clients. |

3. Related transaction between the Bank and directors, key executives, and related persons have significant influence

| Name | Relationship | Description of Transaction | Transaction Amount (Baht Million) | | | Reasons and Necessities |
|--|--|---|-----------------------------------|-----------------------------------|----------------------------------|--|
| | | | 2020 | 2021 | 2022 | |
| Directors/ key executives/ related persons | Directors/ key executives/ related persons | <ul style="list-style-type: none"> Loan and accrued interest receivables Deposit Borrowings Other liabilities Interest expense Brokerage income | 8 953 - - 13 11 | 11 1,358 5 - 10 12 | 41 1,922 4 2 13 9 | <p>The Bank calculated interest at the normal rate similar to regular clients.</p> <p>KKPS and KKPAM provide services and charge at the same commission rate as other regular clients.</p> |

9.2.3 Policy and Outlook for Future Related Party Transactions

It is not the policy of the Bank or its subsidiaries to encourage related party transactions with any party or persons that may have a potential conflict of interest, unless such transactions occur in the normal course of business. In that regard, such related party transactions shall maintain their pricing or terms, which are no different from those transacted between the Bank and any unrelated third-party. The Bank and its subsidiaries shall regularly review their related party transactions on a quarterly basis and duly report any irregularities to the Audit Committee.

9.2.4 Reasons for Holding More Than 10% of the Bank and its Subsidiaries' Shares by a Person with a Potential Conflict of Interest Rather Than Direct Holdings

It is not the Bank's policy to have a person who may have a potential conflict of interest hold shares in its subsidiaries on behalf of the Bank.

Part 3

Financial Statements

Independent Auditor's Report

To the shareholders and the Board of Directors of Kiatnakin Phatra Bank Public Company Limited

My opinion

In my opinion, the consolidated financial statements and the separate financial statements present fairly, in all material respects, the consolidated financial position of Kiatnakin Phatra Bank Public Company Limited (the Bank) and its subsidiaries (the Group) and the separate financial position of the Bank as at 31 December 2022, and its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRS) and the Bank of Thailand Notifications in relation to the preparation and presentation of financial reporting.

What I have audited

The consolidated financial statements and the separate financial statements comprise:

- the consolidated and separate statements of financial position as at 31 December 2022;
- the consolidated and separate statements of profit or loss and other comprehensive income for the year then ended;
- the consolidated and separate statements of changes in equity for the year then ended;
- the consolidated and separate statements of cash flows for the year then ended; and
- the notes to the consolidated and separate financial statements, which include significant accounting policies and other explanatory information.

Basis for opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated and separate financial statements section of my report. I am independent of the Group and the Bank in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (TFAC Code) that are relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the TFAC Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. I determine one key audit matter: Allowance for expected credit losses of loan to customers. The matter was addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on the matter.

| Key audit matter | How my audit addressed the key audit matter |
|--|--|
| <p>Allowance for expected credit losses of loan to customers</p> <p>As at 31 December 2022, total gross loans to customers balance reported in the consolidated financial statements and the separate financial statements was Baht 383,839 million and Baht 385,551 million respectively. The balance of allowance of expected credit losses of loan to customers was Baht 18,969 million and Baht 18,934 million, which represents 4.94% and 4.91% of loans to customers respectively. Relevant references the financial instatements for allowance of expected credit losses of loan to customers are as follows;</p> <ul style="list-style-type: none"> • Note 3.7: Accounting policies on financial instruments • Note 8.1: Estimates and assumptions on measurement allowance for expected credit losses • Note 17: Allowance for expected credit losses • Note 51: Expected credit losses <p>The Group and the bank calculate an expected credit loss ('ECL') impairment model with taking effect of forward-looking adjustment under TFRS 9 "Financial Instruments" by adopting complex models and assumptions</p> <p>I focused on this area because of the following reasons;</p> <p>1) The balance of expected credit losses balance is significant to the financial statements and management also exercised significant judgement and sensitive assumptions that relate to;</p> <ul style="list-style-type: none"> • Accounting interpretations • Forward looking and macro-economic information and weighting • Expected lifetime • Staging threshold and criteria • Expected future cash flows • Management overlay | <p>Individual assessment</p> <p>I performed individual credit assessment on a sample of loans. I assessed the reasonableness of the assumptions over the cash flows forecasts prepared by management. For cash flows forecasts based on realisation of collateral, I agreed the collateral valuation to the current valuation report prepared by independent valuers. I recalculated ECL for exposures assessed on an individual basis.</p> <p>Collective assessment</p> <p>I selected samples and performed testing for the following procedures:</p> <ul style="list-style-type: none"> • Assessed the methodologies inherent within the collective assessment ECL models applied against the requirement of TFRS 9; • Evaluated and tested the design and operating effectiveness of the controls relating to: <ul style="list-style-type: none"> - Governance and model development, including model build, model approval and model validation; - Completeness and accuracy of critical external and internal data input into the ECL calculations; - Data transfer from source systems to ECL calculation model and model output to the general ledger; - IT controls both general computer controls and application controls for loan data, aging systems and collateral systems; - Accuracy and timeliness of staging based on quantitative and qualitative triggers; - Accuracy and appropriateness of accounting treatment for customers under COVID-19 relief measures programs; and - Calculation of ECL |

| Key audit matter | How my audit addressed the key audit matter |
|--|---|
| 2) From the COVID-19 outbreak, the Bank has been assisting customers who have the impacts from COVID-19 outbreak followed the Bank of Thailand COVID-19 relief program such as loan and interest payment delay, term extensions or the sustainable debt restructuring such as principal hair cut or decrease in interest rate. As disclosed in Note 3, management has adopted the accounting treatment guidance on “the temporary relief measures for entities supporting their debtors who are effected from the situations that affected Thailand’s economy”. The adoption of this relief measures has the impact to accounting treatment for staging and consideration of expected credit losses. | <ul style="list-style-type: none"> Assessed, tested the significant model assumptions, considered reasonableness of forward-looking forecasts assumptions and the appropriateness of the weightings adopted and challenged management to provide supporting evidence of the related key assumptions. I also tested the model changes and refinement during the year. Tested the accuracy of staging including the customers under COVID-19 relief measures programs according to the Bank of Thailand notifications; Assessed and considered reasonableness of overlays applied by management for the consideration of economic trend, risky industries and the significant change in payment condition for customers under COVID-19 relief measures programs; Made specific inquiries and reviewed the outcomes from the Bank’s internal experts model validation results; Tested the calculation of ECL and agreed the results to the general ledger. Assessed the completeness and appropriateness of disclosures in note to financial statements according to the related financial reporting standards, <p>I involved IT specialist in areas such as reviewing data reliability and system calculation of the ECL models.</p> <p>Based on the above procedures, the results for my evaluation of allowance of expected credit losses of loans to customers are appropriate following the supporting evidences and I found no material exceptions in the tests.</p> |

Emphasis of matter

I draw attention to Note 3 to the consolidated and separate financial statements, which describes the accounting policies in relation to adopting the temporary exemptions announced by the Federation of Accounting Professions to relieve the impact from COVID-19 for the reporting periods ending between 1 January 2022 and 31 December 2023. My opinion is not modified in respect to this matter.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor’s report thereon. The annual report is expected to be made available to me after the date of this auditor’s report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to the audit committee.

Responsibilities of the directors for the consolidated and separate financial statements

The directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRS and the Bank of Thailand Notifications in relation to the preparation and presentation of financial reporting, and for such internal control as the directors determine is necessary to enable the preparation of the consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the directors are responsible for assessing the Group's and the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group and the Bank or to cease operations, or has no realistic alternative but to do so.

The audit committee assists the directors in discharging their responsibilities for overseeing the Group's and the Bank's financial reporting process.

Auditor's responsibilities for the audit of the consolidated and separate financial statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Group's and the Bank's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Bank's ability to continue as a going concern. If I conclude that

a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Bank to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the audit committee with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with the audit committee, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

PricewaterhouseCoopers ABAS Ltd.



(Sinsiri Thangsombat)

Certified Public Accountant (Thailand) No. 7352

Bangkok

23 February 2023

Kiatnakin Phatra Bank Public Company Limited and Subsidiaries

Statement of Financial Position

As at 31 December 2022

| | Notes | Consolidated | | Separate | |
|---|-------|--------------------------|--------------------------|--------------------------|--------------------------|
| | | 2022 Thousand Baht | 2021 Thousand Baht | 2022 Thousand Baht | 2021 Thousand Baht |
| Assets | | | | | |
| Cash | | 1,000,242 | 1,242,065 | 1,000,086 | 1,241,867 |
| Interbank and money market items, net | 9 | 45,732,349 | 55,238,234 | 48,186,721 | 60,737,760 |
| Financial assets measured at fair value through profit or loss | 11 | 18,702,990 | 22,364,824 | 3,359,880 | 7,369,286 |
| Derivatives assets | 10 | 10,538,015 | 7,481,509 | 10,538,995 | 7,433,220 |
| Investments, net | 12 | 31,847,691 | 16,840,213 | 30,613,322 | 15,116,585 |
| Investments in subsidiaries, net | 13 | - | - | 9,706,298 | 10,203,805 |
| Investments in properties, net | 14 | 20,221 | 21,502 | - | - |
| Loans to customers and accrued interest receivables, net | 15 | 364,870,521 | 299,147,566 | 366,616,498 | 300,966,592 |
| Properties foreclosed, net | 18 | 5,787,730 | 3,981,941 | 6,893,164 | 4,722,159 |
| Land, premises and equipment, net | 19 | 7,412,008 | 3,500,887 | 1,278,141 | 709,940 |
| Right-of-use assets | 20 | 282,138 | 321,019 | 1,126,819 | 932,842 |
| Other intangible assets, net | 21.1 | 1,388,321 | 1,211,574 | 1,263,614 | 1,125,139 |
| Goodwill | 21.2 | 3,066,035 | 3,066,035 | - | - |
| Deferred tax assets | 22 | 1,431,900 | 1,743,966 | 1,215,611 | 1,591,719 |
| Accounts receivable from clearing house and broker - dealers | | 1,275,894 | 979,499 | - | - |
| Securities and derivative business receivables | | 7,976,075 | 10,996,362 | - | - |
| Other assets, net | 23 | 6,304,888 | 7,986,005 | 5,446,609 | 6,754,453 |
| Total assets | | 507,637,018 | 436,123,201 | 487,245,758 | 418,905,367 |

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

Kiatnakin Phatra Bank Public Company Limited and Subsidiaries Statement of Financial Position (Cont'd)

As at 31 December 2022

| | Notes | Consolidated | | Separate | |
|---|-------|--------------------------|--------------------------|--------------------------|--------------------------|
| | | 2022 Thousand Baht | 2021 Thousand Baht | 2022 Thousand Baht | 2021 Thousand Baht |
| Liabilities and equity | | | | | |
| Liabilities | | | | | |
| Deposits | 24 | 331,464,000 | 288,381,946 | 331,909,248 | 288,903,970 |
| Interbank and money market items, net | 25 | 20,175,120 | 16,664,329 | 19,500,810 | 16,667,768 |
| Liabilities payable on demand | | 339,834 | 668,531 | 339,834 | 668,531 |
| Financial liabilities measured at fair value | | | | | |
| through profit or loss | 26 | 3,556,542 | 1,699,750 | - | - |
| Derivatives liabilities | 10 | 9,328,151 | 9,036,326 | 9,319,498 | 8,163,197 |
| Debt issued and borrowings | 27 | 61,354,232 | 43,804,907 | 59,719,929 | 43,750,833 |
| Lease liabilities | 20 | 210,623 | 240,002 | 1,059,019 | 848,579 |
| Provisions | 28 | 1,207,623 | 1,098,744 | 867,563 | 787,534 |
| Deferred tax liabilities | 22 | 529,924 | 10,111 | - | - |
| Accounts payable to clearing house and broker - dealers | | 164,038 | 1,661,003 | - | - |
| Securities and derivative business payables | | 8,179,754 | 8,898,093 | - | - |
| Accrued interest expenses | | 505,437 | 346,922 | 505,437 | 346,922 |
| Other accounts payable | 29 | 6,778,086 | 6,250,144 | 6,529,209 | 6,072,565 |
| Income tax payable and specific business tax payable | | 623,071 | 1,278,686 | 523,600 | 964,377 |
| Other liabilities | 30 | 5,109,137 | 4,921,552 | 4,030,098 | 3,776,085 |
| Total liabilities | | 449,525,572 | 384,961,046 | 434,304,245 | 370,950,361 |
| Equity | | | | | |
| Share capital | | | | | |
| Authorised share capital | | | | | |
| 846,751,109 ordinary shares of Baht 10 each | | 8,467,511 | 8,467,511 | 8,467,511 | 8,467,511 |
| Issued and paid-up share capital | | | | | |
| 846,751,109 ordinary shares of Baht 10 each | | 8,467,511 | 8,467,511 | 8,467,511 | 8,467,511 |
| Premium on share capital | | 9,356,233 | 9,356,233 | 9,356,233 | 9,356,233 |
| Other components of equity | 34 | 2,010,004 | (285,547) | 317,447 | 157,482 |
| Retained earnings | | | | | |
| Appropriated | | | | | |
| Legal reserve | 31 | 852,337 | 852,337 | 852,337 | 852,337 |
| Unappropriated | | 37,137,439 | 32,655,567 | 33,947,985 | 29,121,443 |
| Total equity of the Bank | | 57,823,524 | 51,046,101 | 52,941,513 | 47,955,006 |
| Non-controlling interests | | 287,922 | 116,054 | - | - |
| Total equity | | 58,111,446 | 51,162,155 | 52,941,513 | 47,955,006 |
| Total liabilities and equity | | 507,637,018 | 436,123,201 | 487,245,758 | 418,905,367 |



(Mr. Aphinant Klewpatinond)
Chief Executive Officer



(Mr. Philip Chen Chong Tan)
President

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

Kiatnakin Phatra Bank Public Company Limited and Subsidiaries

Statement of Profit or Loss and Other Comprehensive Income

For the year ended 31 December 2022

| | Notes | Consolidated | | Separate | |
|--|-------|--------------------------|--------------------------|--------------------------|--------------------------|
| | | 2022 Thousand Baht | 2021 Thousand Baht | 2022 Thousand Baht | 2021 Thousand Baht |
| Interest income | 44 | 23,670,516 | 19,489,069 | 23,608,071 | 19,300,236 |
| Interest expenses | 45 | 4,589,167 | 3,788,433 | 4,637,955 | 3,865,524 |
| Interest income, net | | 19,081,349 | 15,700,636 | 18,970,116 | 15,434,712 |
| Fees and services income | 46 | 7,183,322 | 6,973,605 | 2,984,433 | 2,526,519 |
| Fees and services expenses | 46 | 1,017,863 | 899,548 | 261,636 | 210,695 |
| Fees and services income, net | | 6,165,459 | 6,074,057 | 2,722,797 | 2,315,824 |
| Gain (loss) on financial instruments measured at fair value through profit or loss, net | 47 | 830,946 | (157,758) | 443,324 | (555,338) |
| Gain (loss) on investments, net | 48 | (3,707) | (9,640) | 27,527 | 76,507 |
| Dividend income | | 506,671 | 1,329,401 | 1,603,729 | 1,992,409 |
| Other operating income | 49 | 957,973 | 1,309,321 | 1,008,279 | 1,260,711 |
| Total operating income | | 27,538,691 | 24,246,017 | 24,775,772 | 20,524,825 |
| Other operating expenses | | | | | |
| Employee's expenses | | 6,954,170 | 6,428,423 | 4,885,984 | 4,480,788 |
| Directors' remuneration | | 46,358 | 36,298 | 35,929 | 30,784 |
| Premises and equipment expenses | | 1,113,326 | 1,003,044 | 978,786 | 894,224 |
| Taxes and duties | | 509,307 | 461,927 | 494,047 | 448,786 |
| Loss from revaluation of foreclosed assets | | 38,976 | 59,592 | 37,284 | 93,746 |
| Loss from sale of foreclosed assets | | 1,540,378 | 1,503,667 | 1,646,185 | 1,861,634 |
| Other expenses | 50 | 2,810,136 | 1,755,308 | 1,862,809 | 1,537,310 |
| Total other operating expenses | | 13,012,651 | 11,248,259 | 9,941,024 | 9,347,272 |
| Expected credit losses | 51 | 5,036,211 | 5,200,829 | 5,005,007 | 5,201,065 |
| Profit from operating before income tax expenses | | 9,489,829 | 7,796,929 | 9,829,741 | 5,976,488 |
| Income tax expenses | 52 | 1,873,389 | 1,441,616 | 1,660,333 | 976,902 |
| Net profit | | 7,616,440 | 6,355,313 | 8,169,408 | 4,999,586 |

Kiatnakin Phatra Bank Public Company Limited and Subsidiaries Statement of Profit or Loss and Other Comprehensive Income (Cont'd)

For the year ended 31 December 2022

| | | Consolidated | | Separate | |
|---|-------|--------------------------|--------------------------|--------------------------|--------------------------|
| | Notes | 2022 Thousand Baht | 2021 Thousand Baht | 2022 Thousand Baht | 2021 Thousand Baht |
| Other comprehensive income (expenses) | | | | | |
| Items that will be reclassified subsequently to profit or loss | | | | | |
| Loss on debt instruments classified at fair value through other comprehensive income | 12 | (154,974) | (302,505) | (154,974) | (302,505) |
| Income taxes relating to items that will be subsequently reclassified to profit or loss | 53 | 30,995 | 60,501 | 30,995 | 60,501 |
| Total items that will be reclassified subsequently to profit or loss | | (123,979) | (242,004) | (123,979) | (242,004) |
| Items that will not be reclassified subsequently to profit or loss | | | | | |
| Changes in revaluation surplus on assets | 19 | 3,419,400 | - | 354,517 | - |
| Gain on equity instruments designated at fair value through other comprehensive income | | 117,708 | 1,168,874 | 540 | 1,574 |
| Remeasurements of post-employment benefit | | 501 | 72,495 | - | 55,082 |
| Income taxes on items that will not be subsequently reclassified to profit or loss | 53 | (707,447) | (248,084) | (71,012) | (11,331) |
| Total items that will not be reclassified subsequently to profit or loss | | 2,830,162 | 993,285 | 284,045 | 45,325 |
| Total other comprehensive income (expenses) | | 2,706,183 | 751,281 | 160,066 | (196,679) |
| Total comprehensive income | | 10,322,623 | 7,106,594 | 8,329,474 | 4,802,907 |
| Net profit attributable to | | | | | |
| Equity holders of the Bank | | 7,602,096 | 6,318,052 | 8,169,408 | 4,999,586 |
| Non-controlling interests | | 14,344 | 37,261 | - | - |
| Total comprehensive income attributable to | | | | | |
| Equity holders of the Bank | | 10,120,390 | 7,069,132 | 8,329,474 | 4,802,907 |
| Non-controlling interests | | 202,233 | 37,462 | - | - |
| Earnings per share of Equity holders of the Bank | | | | | |
| Basic earnings per share (Baht) | 38 | 8.98 | 7.46 | 9.65 | 5.90 |



(Mr. Aphinant Klewpatinond)
Chief Executive Officer



(Mr. Philip Chen Chong Tan)
President

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

Kiatnakin Phatra Bank Public Company Limited and Subsidiaries

Statement of Changes in Equity

For the year ended 31 December 2022

| Consolidated | | | | | | | | | | | | | Unit: Thousand Baht |
|---|---------------------------------|--------------------------|-------------------------------|--|--|--|---|---------------|----------------------------------|--|---------------------------|--------------|---------------------|
| Attributable to owners of the parent | | | | | | | | | | | | | |
| Other components of equity | | | | | | | | | | | | | |
| | Issued and paid-up share capita | Premium on share capital | Revaluation surplus on assets | Revaluation surplus (deficit) on investments in debt instruments measured at fair value through other comprehensive income | Revaluation surplus (deficit) on investments in equity instruments designated at fair value through other comprehensive income | Deferred tax relating to components of other comprehensive income (expenses) | Surplus on change in ownership interest in subsidiary | Legal reserve | Unappropriated retained earnings | Total equity attributable to the Bank's shareholders | Non-controlling interests | Total equity | |
| Note | | | | | | | | | | | | | |
| Opening balance as at 1 January 2021 | 8,467,511 | 9,356,233 | - | 286,124 | (261,271) | (3,564) | (158,337) | 852,337 | 27,978,147 | 46,517,180 | 108,541 | 46,625,721 | |
| Dividend paid | - | - | - | - | - | - | - | - | (2,540,211) | (2,540,211) | - | (2,540,211) | |
| Total comprehensive income (expense) | - | - | - | (302,505) | 1,168,637 | (173,033) | - | - | 6,376,033 | 7,069,132 | 37,462 | 7,106,594 | |
| Transfer to retained earnings | - | - | - | - | (1,046,752) | 205,154 | - | - | 841,598 | - | - | - | |
| Decrease in non-controlling interests | - | - | - | - | - | - | - | - | - | - | (29,949) | (29,949) | |
| Closing balances as at 31 December 2021 | 8,467,511 | 9,356,233 | - | (16,381) | (139,386) | 28,557 | (158,337) | 852,337 | 32,655,567 | 51,046,101 | 116,054 | 51,162,155 | |
| Opening balance as at 1 January 2022 | 8,467,511 | 9,356,233 | - | (16,381) | (139,386) | 28,557 | (158,337) | 852,337 | 32,655,567 | 51,046,101 | 116,054 | 51,162,155 | |
| Dividend paid | - | - | - | - | - | - | - | - | (3,342,967) | (3,342,967) | - | (3,342,967) | |
| Total comprehensive income (expense) | - | - | 3,184,565 | (154,974) | 117,681 | (629,379) | - | - | 7,602,497 | 10,120,390 | 202,233 | 10,322,623 | |
| Transfer to retained earnings | - | - | - | - | (277,702) | 55,360 | - | - | 222,342 | - | - | - | |
| Decrease in non-controlling interests | - | - | - | - | - | - | - | - | - | - | (30,365) | (30,365) | |
| Closing balances as at 31 December 2022 | 8,467,511 | 9,356,233 | 3,184,565 | (171,355) | (299,407) | (545,462) | (158,337) | 852,337 | 37,137,439 | 57,823,524 | 287,922 | 58,111,446 | |

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

Kiatnakin Phatra Bank Public Company Limited and Subsidiaries

Statement of Changes in Equity (Cont'd)

For the year ended 31 December 2022

| Note | Separate | | | | | | Unit: Thousand Baht | |
|---|----------------------------------|--------------------------|-------------------------------|--|--|--|--------------------------------|--------------|
| | Other components of equity | | | | | | Appropriated retained earnings | Total equity |
| | Issued and paid-up share capital | Premium on share capital | Revaluation surplus on assets | Revaluation surplus (deficit) on investments in debt instruments measured at fair value through other comprehensive income | Revaluation surplus (deficit) on investments in equity instruments designated at fair value through other comprehensive income | Deferred tax relating to components of other comprehensive income (expenses) | | |
| Opening balance as at 1 January 2021 | 8,467,511 | 9,356,233 | - | 286,124 | 211,663 | (99,557) | 852,337 | 45,692,310 |
| Dividend paid | - | - | - | - | - | - | - | (2,540,211) |
| Transfer to retained earnings | - | - | - | - | (4) | 1 | - | 3 |
| Total comprehensive income (expense) | - | - | - | (302,505) | 1,574 | 60,186 | - | 5,043,652 |
| Closing balances as at 31 December 2021 | 8,467,511 | 9,356,233 | - | (16,381) | 213,233 | (39,370) | 852,337 | 47,955,006 |
| Opening balance as at 1 January 2022 | 8,467,511 | 9,356,233 | - | (16,381) | 213,233 | (39,370) | 852,337 | 47,955,006 |
| Dividend paid | - | - | - | - | - | - | - | (3,342,967) |
| Transfer to retained earnings | - | - | - | - | (126) | 25 | - | 101 |
| Total comprehensive income (expense) | - | - | 354,517 | (154,974) | 540 | (40,017) | - | 8,169,408 |
| Closing balances as at 31 December 2022 | 8,467,511 | 9,356,233 | 354,517 | (171,355) | 213,647 | (79,362) | 852,337 | 52,941,513 |

(Mr. Aphinant Kiewpatinond)
Chief Executive Officer

(Mr. Philip Chen Chong Tan)
President

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

Kiatnakin Phatra Bank Public Company Limited and Subsidiaries

Statement of Cash Flows

For the year ended 31 December 2022

| | Consolidated | | Separate | |
|---|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Cash flows from operating activities | | | | |
| Profit from operating before income tax expenses | 9,489,829 | 7,796,929 | 9,829,741 | 5,976,488 |
| Adjustments to reconcile profit from operating before income tax expenses to cash received (paid) from operating activities | | | | |
| Depreciation | 476,542 | 482,479 | 412,323 | 402,413 |
| Amortisation | 211,619 | 210,273 | 175,988 | 175,678 |
| Amortisation of premium on investments in securities | 63,727 | 104,239 | 64,637 | 104,825 |
| Expected credit loss | 2,401,000 | 3,392,502 | 2,369,796 | 3,392,739 |
| Unrealised (gain) loss on trading and foreign exchange transactions | (2,764,681) | 3,106,213 | (1,949,474) | 2,306,904 |
| (Gain) loss on financial instrument measured at fair value through profit and loss | 1,383,205 | (2,519,388) | 346,762 | (1,565,656) |
| Loss (reversal) on impairment on investments in subsidiaries | - | - | (10,587) | (78,235) |
| Gain on lease modifications | (1,065) | - | (1,065) | - |
| Loss on diminution in value of properties foreclosed | 26,050 | 59,592 | 37,284 | 93,746 |
| Loss (reversal) on impairment of other assets | 1,944 | (17,335) | 1,944 | (17,335) |
| Gain on disposal of investment in securities | (3,172,646) | (1,296,750) | - | - |
| Gain on disposal of equipment and intangible assets | (19,398) | (14,568) | (18,593) | (11,505) |
| Loss on write-off of equipment and intangible assets | 16,091 | 52,793 | 8,892 | 52,092 |
| Loss on write-off of investment properties | 2,690 | - | - | - |
| Net interest income | (19,145,076) | (15,804,875) | (19,034,753) | (15,539,537) |
| Dividend income | (506,671) | (1,329,401) | (1,603,729) | (1,992,409) |
| Proceeds from interest income | 22,598,317 | 18,720,250 | 22,545,038 | 18,538,669 |
| Interest paid | (4,360,909) | (3,886,542) | (4,409,696) | (3,963,633) |
| Dividend received | 507,666 | 1,329,604 | 131,881 | 941,089 |
| Cash paid for corporate income tax | (2,412,507) | (1,171,251) | (1,798,480) | (729,943) |
| Increase in provision expenses | 111,146 | 119,991 | 81,771 | 93,557 |
| Increase in specific business tax payable | 33,975 | 6,625 | 33,462 | 6,394 |
| Increase (decrease) in accrued expenses | 172 | 606,348 | 166,668 | 394,704 |
| Profit from operating before changes in operating assets and liabilities | 4,941,020 | 9,947,728 | 7,379,810 | 8,581,045 |
| (Increase) decrease in operating assets | | | | |
| Interbank and money market items | 9,561,389 | (22,457,164) | 12,606,270 | (29,872,254) |
| Financial assets measured at fair value through profit or loss | 5,471,225 | (7,240,579) | 3,673,716 | 966,215 |
| Loans and receivables | (75,067,885) | (50,067,680) | (74,983,294) | (47,989,989) |
| Properties foreclosed | 6,189,323 | 6,132,290 | 6,282,203 | 6,403,887 |
| Securities and derivative business receivables | 3,020,287 | (4,158,765) | - | - |
| Accounts receivable from clearing house and broker-dealers | (296,396) | 354,768 | - | - |
| Other assets | 1,685,182 | (2,730,953) | 1,358,415 | (2,527,808) |

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

Kiattakin Phatra Bank Public Company Limited and Subsidiaries

Statement of Cash Flows (Cont'd)

For the year ended 31 December 2022

| | Consolidated | | Separate | |
|---|------------------|------------------|------------------|------------------|
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand | Thousand | Thousand | Thousand |
| | Baht | Baht | Baht | Baht |
| Cash flows from operating activities (Cont'd) | | | | |
| Increase (decrease) in operating liabilities | | | | |
| Deposits | 43,082,054 | 36,856,072 | 43,005,278 | 36,837,408 |
| Interbank and money market items | 3,510,791 | 6,400,459 | 2,833,042 | 6,437,503 |
| Liabilities payable on demand | (328,697) | 275,819 | (328,697) | 275,819 |
| Accounts payable to clearing house and broker - dealers | (1,496,965) | 1,072,977 | - | - |
| Securities and derivative business payables | (718,339) | 3,358,702 | - | - |
| Other payables | 169,831 | 2,273,674 | 98,532 | 2,216,128 |
| Other liabilities | 89,004 | (160,035) | (11,065) | (175,508) |
| Net cash from operating activities | (188,176) | (20,142,687) | 1,914,210 | (18,847,554) |
| Cash flows from investing activities | | | | |
| Cash paid for investment in debt designated at fair value through other comprehensive income | (18,479,713) | (5,382,178) | (18,479,712) | (5,381,112) |
| Proceeds from investment in debt designated at fair value through other comprehensive income | 11,690,595 | 9,071,420 | 11,690,595 | 9,071,420 |
| Cash paid for investment in equity designated at fair value through other comprehensive income | (40,350) | (1,659,627) | - | - |
| Proceeds from investment in equity designated at fair value through other comprehensive income | 642,244 | 4,248,386 | 346 | 5 |
| Cash paid for investment in debt at amortise cost | (10,763,715) | (264,203) | (8,945,925) | - |
| Proceeds from investment in debt at amortise cost | 2,219,956 | 1,201,965 | 405,254 | 1,000,000 |
| Cash paid for investment properties | (1,707) | (6) | - | - |
| Proceeds from reduction of the capital in subsidiaries | - | - | - | 84,231 |
| Dividend received from subsidiaries | - | - | 1,471,848 | 1,051,320 |
| Cash paid for investment in subsidiaries | - | - | - | (4) |
| Cash paid for building improvement and equipment | (906,089) | (627,649) | (470,199) | (218,422) |
| Proceeds from sales of equipment | 21,647 | 63,902 | 18,952 | 12,534 |
| Purchases of intangible assets | (395,459) | (337,123) | (321,554) | (298,996) |
| Net cash from investing activities | (16,012,591) | 6,314,887 | (14,630,395) | 5,320,976 |
| Cash flows from financing activities | | | | |
| Proceeds from issuance of debentures | 55,339,570 | 51,023,270 | 50,132,174 | 49,399,151 |
| Cash paid for redemption of debentures | (37,761,578) | (35,565,898) | (33,494,411) | (34,710,236) |
| Proceeds from borrowings | - | - | - | 1,300,000 |
| Cash paid for redemption of borrowings | - | - | (640,000) | - |
| Cash paid for redemption of financial liabilities designated at fair value through profit or loss | (14,706,208) | (6,371,946) | - | - |
| Proceeds from issuance of financial liabilities designated at fair value through profit or loss | 16,563,000 | 7,174,790 | - | - |
| Cash paid for lease liabilities | (102,508) | (110,817) | (180,392) | (170,666) |
| Dividend paid | (3,342,967) | (2,540,211) | (3,342,967) | (2,540,211) |
| Dividend paid to non-controlling interest | (384) | (533) | - | - |
| Decrease in share capital of non-controlling interest in subsidiaries | (29,981) | (29,416) | - | - |
| Net cash from financing activities | 15,958,944 | 13,579,239 | 12,474,404 | 13,278,038 |
| Net decrease in cash and cash equivalents | (241,823) | (248,561) | (241,781) | (248,540) |
| Cash and cash equivalents as at 1 January | 1,242,065 | 1,490,626 | 1,241,867 | 1,490,407 |
| Cash and cash equivalents as at 31 December | 1,000,242 | 1,242,065 | 1,000,086 | 1,241,867 |

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



Kiatnakin Phatra Bank Public Company Limited and Subsidiaries

Statement of Cash Flows (Cont'd)

For the year ended 31 December 2022

Supplementary information for cash flows:

Non-cash transactions

Significant non-cash transactions for the years ended 31 December 2022 and 2021 are as follows:

| | Consolidated | | Separate | |
|---|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Account payables from land, premises and equipment purchased | 25,184 | 53,414 | 25,184 | 53,414 |
| Transfer of assets for loan settlement | 8,021,161 | 7,236,662 | 7,982,398 | 7,169,540 |
| Lease liabilities | 102,509 | 167,122 | 391,198 | 199,039 |
| Increase (decrease) in fair value of investment in debt designated at fair value through other comprehensive income | (154,974) | (302,505) | (154,974) | (302,505) |
| Increase (decrease) in fair value of investment in equity designated at fair value through other comprehensive income | (160,057) | 121,828 | 415 | 1,570 |
| Pay-in-kind properties foreclosed for reduction and distribution of the capital of the subsidiaries | - | - | 508,094 | 418,230 |
| Payables from trading securities | 604,657 | (232,609) | 604,657 | (232,609) |
| Receivables from trading securities | 629,127 | (108,907) | 413,245 | (103,683) |
| Transfer of land, premises and equipment to right-of-use assets | - | 41,233 | - | 41,233 |
| Revaluation surplus of land, premises and equipment | 3,419,400 | - | 354,517 | - |

(Mr. Aphinant Klewpatinond)
Chief Executive Officer

(Mr. Philip Chen Chong Tan)
President

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

1 General

Kiatnakin Phatra Bank Public Company Limited (“the Bank”) was incorporated in Thailand. Its head office is located at 209 KKP Tower, Sukhumvit 21 (Asoke) Road, Khlong Toey Nua, Wattana, Bangkok. The Bank provides banking business through its branches network in Thailand. As at 31 December 2022 and 2021, has 11 subsidiaries and funds (“subsidiaries”).

This consolidated and separate financial statements have been approved for issued by the Board of Directors on 23 February 2023.

2 Significant events during the current year

Throughout 2022, for customers impacted by the COVID-19 situation, the Bank continues to provide assistance focusing on measures as appropriate for each customer segment and taking into account long-term restructuring plan to match with the deterioration in the current financial status of customers impacted by COVID-19. The Bank will continue to assess the situation closely especially in terms of portfolio quality and will continue to prudently set up provisions to cushion against any possible deteriorations.

3 Accounting policies

The principal accounting policies applied in the preparation of these consolidated and separate financial statements are set out below.

3.1 Basis of preparation

The consolidated and separate financial statements (“the financial statements”) have been prepared in accordance with Thai Financial Reporting Standards (“TFRS”) and the financial reporting requirements issued under the Securities and Exchange Act. The primary financial statements (i.e. statements of financial position, profit or loss and other comprehensive income, changes in shareholders’ equity and cash flows) are prepared in the full format as required by the Notification of the Bank of Thailand (“BOT”), no. SorNorSor 21/2561. The preparation and Format of the Financial Statements of Commercial Bank and Holding Parent Company of Financial Group dated on 31 October 2018 and the circular letter of BOT no. TorPorTor ForNorSor 2 Wor 802/2564 directive dated on 3 September 2021, regarding to COVID-19 (Measures to enhance the existing debt restructuring facilities to be more sustainable) and Notification no. SorNorSor 4/2564 (2021) Re: Measure to promote the acceptance of the transfer of collateral property for Debt Repayment under the Emergency Decree on the Provision of Assistance and Rehabilitation of Business Operators impacted by the spread of the COVID-19 pandemic B.E. 2564

The consolidated and separate financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with the Thai financial reporting standards requires the use of certain critical accounting estimates. It also requires management to exercise judgement in the process of applying the Group’s accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated and separate financial statements, are disclosed in note 8 to the financial statements.

An English-language version of the financial statements has been prepared from the statutory financial statements that are in Thai-language version. In the event of a conflict or a difference in interpretation between the two languages, the Thai language financial statements shall prevail.

3.2 Basis for Preparation of the consolidated Financial Statements

The consolidated financial statements include the accounts of the head office and all branches of the Bank and its subsidiaries (collectively known as “the Group”) where the Bank has a controlling interest. Significant related party transactions and balances have been eliminated. The list of subsidiaries is as below:

| | Type of business | Ownership Interest (%) | |
|--|--|------------------------|----------------------|
| | | 31 December 2022 | 31 December 2021 |
| KKP Capital Public Company Limited | Holding Company | 99.98 | 99.98 |
| Kiatnakin Phatra Securities Public Company Limited | Securities | 99.95 ⁽¹⁾ | 99.95 ⁽¹⁾ |
| Kiatnakin Phatra Asset Management Co., Ltd. | Fund Management | 99.97 ⁽²⁾ | 99.97 ⁽²⁾ |
| KKP Dime Securities Co., Ltd. | Financial service and Digital Asset Business | 99.97 ⁽³⁾ | 99.97 ⁽³⁾ |
| Asia Recovery 1 Fund | Investments | 99.95 | 99.95 |
| Asia Recovery 2 Fund | Investments | 99.59 | 99.59 |
| Asia Recovery 3 Fund | Investments | 99.97 | 99.97 |
| Thai Restructuring Fund | Investments | 98.91 | 98.91 |
| Bangkok Capital Fund | Investments | 95.72 | 95.72 |
| Gamma Capital Fund | Investments | 94.03 | 94.03 |
| KKP Tower Co., Ltd. | Real estate | 91.34 | 91.34 |

⁽¹⁾ Indirectly holding via KKP Capital Public Company Limited of 99.97%

⁽²⁾ Indirectly holding via KKP Capital Public Company Limited of 99.99%

⁽³⁾ Indirectly holding via KKP Capital Public Company Limited of 99.99%

3.3 New and amended financial reporting standards

Amended financial reporting standards that are effective for accounting period beginning or after 1 January 2022 and have significant impacts to the Group and the Bank.

- A) Interest rate benchmark (IBOR) reform - phase 2, amendments to TFRS 9, TFRS 7, TFRS 16 and TFRS 4, and accounting guidance for insurance business provide relief measures addressing issues that might affect financial reporting during the reform, including the effects of changes to contractual cash flows or hedging relationship arising from the replacement of one benchmark with an alternative benchmark.

Key relief measures of the phase 2 amendments are as follows:

- When changing the basis for determining contractual cash flows for financial assets and financial liabilities (including lease liabilities), changes that are necessary as a direct result of the IBOR reform and which are considered economically equivalent, will not result in an immediate gain or loss in the income statement. TFRS 16 has also been amended to require lessees to use a similar practical expedient when accounting for lease modifications that change the basis for determining future lease payments as a result of the IBOR reform.

- Hedge accounting relief measures will allow most TFRS 9 hedge relationships that are directly affected by the IBOR reform to continue. However, additional ineffectiveness might need to be recorded.

TFRS 7 requires additional disclosure about:

- the nature and extent of risks arising from the IBOR reform to which the entity is exposed to
- how the entity manages those risks
- the entity's progress in transitioning from the IBOR to alternative benchmark rates and how the entity is managing this transition.

The management hasn't applied the accounting relief of Interest rate benchmark (IBOR) reform phase 2. The impact from IBOR reform discloses in Note 5.

- B) Accounting guidance on temporary relief measure for entities assisting debtors affected by the COVID-19 pandemic

The Group which assists debtors affected by the COVID-19 pandemic can apply the accounting guidance announced by TFAC based on BOT circular For. Nor. Sor 2. Wor. 802/2564 to help debtors between 1 January 2022 and 31 December 2023. The key relief measures involve, for example, the consideration for debt staging for ECL calculation where there is debt restructuring, revising EIR for the restructured debt and ECL calculation regarding unused credit line. This accounting relief has the similar content to this existing accounting guidance (BOT circular letter number TorPorTor ForNorSor (23) Wor 276/2563, regarding to "The relief programs for customers affected by Thai economic situations.") which the Bank currently applies.

Amended financial reporting standards that are effective for accounting period beginning or after 1 January 2023 relating to the Group and the Bank.

Certain amended TFRSs have been issued that are not mandatory for the current reporting period and have not been early adopted by the Group.

- A) Amendment to TAS 37 - Provisions, contingent liabilities and contingent assets clarified that, in considering whether a contract is onerous, the direct costs of fulfilling a contract include both the incremental costs of fulfilling the contract and an allocation of other costs directly related to fulfilling the contract. Before recognising a separate provision for an onerous contract, the entity must recognise any impairment losses that have occurred on the assets used in fulfilling the contract.
- B) Amendment to TFRS 9 - Financial Instruments clarified which fees should be included in the 10% test for the derecognition of financial liabilities. It should only include fees between the borrower and lender.

The above amendment financial reporting standards and accounting guidance do not have significant impact on the Group.

3.4 Group Accounting - Investments in subsidiaries and associates and interests in joint ventures

A) Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are consolidated from the date on which control is transferred to the Group until the date that control ceases.

In the separate financial statements, investments in subsidiaries are accounted for using cost method with consideration for impairment of asset (if any).

B) Transactions and non-controlling interests

The Group treats transactions with non-controlling interests as transactions with equity owners of the Group. For purchases from non-controlling interests, the difference between any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in owners' equity.

C) Disposal of subsidiaries

When the Group ceases to have control it shall ceased to consolidate its subsidiaries. Any retained interest in the entity is re-measured to its fair value, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities.

D) Business combination under common control

The Group accounts for business combination under common control by measuring acquired assets and liabilities of the acquire in the proportion of interests under common control at the carrying values of the acquiree presented in the highest level of the consolidation prior to the business combination under common control at the acquisition date. The Group retrospectively adjusted the business combination under common control transactions as if the combination occurred from the beginning of period of which the financial statements in the previous period are comparatively presented in accordance with the guidance of business combination under common control as issued by the Federation of Accounting Professions.

Costs of business combination under common control are the aggregated amount of fair value of assets transferred, liabilities incurred and equity instruments issued by the acquirer at the date of which the exchange in control occurs. Other costs directly attribute to business combination under common control, such as professional fees of legal advisors and other advisors, registration fees, and costs relating to preparation of information for shareholders, are capitalised as an investment in the separate financial statements while immediately recognised as expenses in the consolidated financial statements in the period of which the business combination occurs.

The differences between costs of business combination under common control and the acquirer's interests in the carrying value of the acquiree is presented as "Surplus arising from business combination under common control" in equity and is derecognised when the investment is disposed by transfer to retained earnings.

E) Intercompany transactions on consolidation

Intra-group transactions, balances and unrealised gains on transactions are eliminated. Unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in the associates and joint ventures. Unrealised losses are also eliminated in the same manner unless the transaction provides evidence of an impairment of the asset transferred.

F) Separate financial statement

In the separate financial statements, investments in subsidiaries and associates are accounted for at cost less impairment. Cost is adjusted to reflect changes in consideration arising from contingent consideration amendments. Cost also includes direct attributable costs of investment.

A list of the subsidiaries is set out in Note 3.2

3.5 Foreign currency translation

A) Functional and presentation currency

The financial statements are presented in Baht which is the Group's functional and the Group's presentation currency.

B) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit or loss.

When a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. Conversely, when a gain or loss on a non-monetary item is recognised in profit and loss, any exchange component of that gain or loss is recognised in profit and loss.

C) Group companies

The results and financial position of all the Group entities (none of which has the currency of a hyper-inflation economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows;

- Assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position,
- Income and expenses for each statement of profit or loss and other comprehensive income are translated at average exchange rates, and
- All resulting exchange differences are recognised in other comprehensive income.

3.6 Cash

Cash includes cash on hand according to the BOT's Notification.

3.7 Financial instruments

A) Classification of financial assets

The Group classifies its financial assets as follows:

- those to be measured subsequently at fair value either through profit or loss (FVPL) or through other comprehensive income (FVOCI)
- those to be measured at amortised cost

B) Recognition and derecognition

Regular way purchases, acquires and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

C) Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether the cash flows are solely payment of principal and interest.

D) Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories:

- Amortised cost

Financial assets that are held for collection of contractual cash flows that represent solely payments of principal and interest (SPPI) are measured at amortised cost. Interest income is included in finance income using the effective interest method. Any gain or loss on derecognition is presented in other gains/(losses), together with foreign exchange gains and losses. Impairment losses are presented as separate line item.

- Fair value through other comprehensive income (FVOCI)

Financial assets that are held for collection of contractual cash flows that represent SPPI and for selling the financial assets are measured at FVOCI. Movements in the carrying amount are taken through OCI, except impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified to profit. Interest revenue is included in finance income. Impairment losses are presented as separate line item.

- Fair value through profit or loss (FVPL)

Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on subsequent measurement is presented in other gains/(losses).

The Group reclassifies debt instruments only when its business model for managing those assets changes.

The Group classifies financial asset as purchased or originated financial asset (POCI) when the financial asset that are credit-impaired on initial recognition.

E) Equity instruments

The Group measures all equity investments at fair value. Where the Group has elected to present fair value gains and losses on equity instruments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as dividend income and profit sharing when the right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in gain or loss on financial instrument measured at fair value through profit or loss in the profit or loss in the statement of profit or loss and other comprehensive income.

The Group presents its investments in infrastructure fund units which the fund established and registered in Thailand as equity investments and measures them at FVPL following the TFAC's clarification, "Interpretation of investments in property fund unit trusts, Real Estate Investment Trust units, infrastructure fund units, and infrastructure trust units established and registered in Thailand" dated 25 June 2021. The fund is required to distribute benefits of not less than 90% of its adjusted net profit.

F) Derivatives

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently measured to their fair value at the end of each reporting period. The changes in the fair value is recognised to gain (loss) on financial instruments measured at fair value through profit or loss. The Group presents fair value of future contracts as the part of other assets.

G) Modification

The Group sometimes renegotiates or otherwise modifies the contractual cashflow. When this happens, the Group assesses whether the new terms are substantially different to the original terms or not. The Group does this by considering, among others, the following factors:

- If the borrower is in financial difficulty, whether the modification merely reduces the contractual cash flows to amounts the borrower is expected to be able to pay.
- Whether any substantial new terms are introduced, such as a profit share/equity-based return that substantially affects the risk profile of the loan.
- Significant extension of the loan term when the borrower is not financial difficulty.
- Significant change in the interest rate
- Change in the currency the loan is denominated in.
- Insertion of collateral, other security or credit enhancements that significantly affect the credit risk associated with the loan

If the terms are not substantially different, the renegotiation or modification does not result in derecognition, and the Group recalculates the gross carrying amount based on the revised cash flows of the financial assets and recognises a modification gain or loss in profit or loss. The new gross carrying amount is recalculated by discounting the modified cash flows at the original effective interest rate (or credit-adjusted effective interest rate for purchased or originated credit-impaired financial assets).

The Group will monitor debt restructuring without derecognition if the debtors can to repay in accordance with the debt restructuring contract for three consecutive months or three instalment payment periods, whichever period is longer. In which, it reflects that the status of debtors does not meet criteria for significant increase in credit risk. Eventually, the Group will consider reclassifying debtors' staging to 1 stage better. For example, the stage will be reclassified from Stage 2 to Stage 1.

However, regarding the debt restructuring for debtors in Stage 3; the monitoring repayment period will increase to be at least 9 months consecutively with no remaining principal and accrued interest due. After debtors have met the repayment criteria, it reflects the status of debtors does not meet criteria for significant increase in credit risk and can be reclassified as Stage 1 immediately.

The Group applies staging guideline to debtors, who make debt restructuring contract as a result from being affected by the situation impacting the Thai economy, from BOT circular letter number TorPorTor ForNorSor (23) Wor 276/2563, regarding to “The relief programs for customers affected by Thai economic situations.” with effective date from 1 January 2021 until 30 June 2022 as following detail:

- The Group will classify debt restructuring for debtors without non-performing loans (non-NPL) as Stage 1 immediately. If analysing the status and business of debtors and it's clear that the debtors can comply with debt restructuring agreements without waiting for the results of debt restructuring compliance conditions, it will be considered as pre-emptive debt restructuring and not troubled debt restructuring (TDR).
- The Group will classify debt restructuring for debtors with non-performing loans (NPL) as Stage 1 if the debtors can repay in accordance with the debt restructuring contract for three consecutive months or three instalment payment periods, whichever period is longer.
- In case that the debt restructuring causes the previously effective interest rate (EIR) no longer reflect the estimated cash flow received from the loan. The Bank can use new calculated EIR as an interest rate for the new debt restructuring under the guidelines of the Bank of Thailand circular.

On 22 December 2021, TFAC has announced the accounting guidance on temporary relief measures for the entities assisting debtors affected by the COVID-19 pandemic. The Bank which assists debtors affected by the COVID-19 pandemic can apply the accounting guidance announced by TFAC based on BOT circular ForNorSor 2 Wor 802/2564 to help debtors between 1 January 2022 and 31 December 2023 which has the similar content to this existing accounting guidance (BOT circular letter number TorPorTor ForNorSor (23) Wor 276/2563, regarding to “the relief programs for customers affected by Thai economic situations.” which the Bank has already applied. However, this relief programs focuses on the debt restructuring program to be more sustainable.

If the terms are substantially different, the Group derecognises the original financial assets and recognises a new asset at fair value and recalculates a new effective interest rate for the asset. The date of renegotiation is consequently considered to be the date of initial recognition for impairment calculation purposes, including for the purpose of determining whether a significant increase in credit risk has occurred. However, the Group also assesses whether the new financial asset recognised is deemed to be credit-impaired at initial recognition, especially in circumstances where the renegotiation was driven by the debtor being unable to make the originally agreed payments. Difference in the carrying amount are also recognised in profit or loss as gain or loss on derecognition.

Derecognition other than on a modification

Financial assets, or a portion thereof, are derecognised when the contractual rights to receive the cash flows from the assets have expired, or when they have been transferred and either

- The Group transfers substantially all the risks and rewards of ownership, or
- The Group neither transfers nor retains substantially all the risks and rewards of ownership and the Group has not retained control.

The Group enters into transactions where it retains the contractual rights to receive cash flow from assets but assumes a contractual obligation to pay those cash flows to other entities and transfers substantially all of the risks and rewards. These transactions are accounted for as ‘pass through’ transfers that result in derecognition if the Group:

- Has no obligation to make payments unless it collects equivalent amounts from assets;
- Is prohibited from selling or pledging the assets; or
- Has an obligation to remit any cash it collections from the assets without material delay.

H) Impairment

The Group measures expected credit losses using the following approaches:

A. Simplified approach

The Group applies simplified approach to measure expected credit losses which uses a lifetime expected credit loss for other assets apart from loans to customers.

B. General approach

At each reporting date, the Group applies general approach to measure expected credit losses on debt instruments measured at amortised cost, debt instruments measured at fair value through other comprehensive income, loan commitments, and financial guarantee contracts except for those that are under simplified approach. The Group always accounts for expected credit losses which involves a three-stage expected credit loss impairment model. The stage dictates how the entity measures impairment losses and applies the effective interest rate method. In which, the three-stage expected credit loss impairment will be as the following stages:

- Stage 1 - from initial recognition of a financial assets to the date on which the credit risk of the asset has not increased significantly relative to its initial recognition, a loss allowance is recognised equal to the credit losses expected to result from defaults occurring over the next 12 months.
- Stage 2 - following a significant increase in credit risk relative to the initial recognition of the financial assets, a loss allowance is recognised equal to the credit losses expected over the remaining life of the asset.
- Stage 3 - When a financial asset is considered to be credit-impaired, a loss allowance equal to full lifetime expected credit losses is to be recognised.

Under the three-stage expected credit loss impairment model except for significant exposures in loans to customer, the impairment will be assessed by using collective approach model with forward looking information adjustment. The impairment of some significant exposures in loans to customer will be assessed by using individual assessment approach.

Significant increase in credit risk

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. To make that assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and consider reasonable and supportable information, that is available increases in credit risk since initial recognition.

TFRS 9 contains a rebuttable presumption that the risk of financial assets is deemed to have increased significantly when more than 30 days past due. The Group uses this 30-day backstop for all its products. In addition, the Group considers a range of qualitative and quantitative events to assess whether a significant increase in credit risk since initial recognition has occurred. These events include for example, changes in credit risk ratings, payment delinquency, past payment patterns, behavioral scores, and watch-lists. Exposures with significant increase in credit risk are transferred from Stage 1 to Stage 2. Exposures will move back to Stage 1 once they no longer meet the criteria.

Definition of default and credit-impaired financial assets

The Group defines a financial instrument as default or credit-impaired which is considered to have occurred when there is evidence that the customer is experiencing financial difficulty which is likely to significantly affect the ability to repay. Exposures are credit-impaired if they are past due for 90 days or more or possesses signs indicating weaknesses which are likely to impact ability to meet future financial obligations. The default definition is consistent with that used for risk management purposes. Exposures that are credit-impaired are classified as Stage 3 and could be upgraded to Stage 2 if the customer no longer meet credit impaired definition, and exposures are classified as Stage 1 if significant increase in credit risk since initial recognition is no longer significant.

Surplus reserve

The Group measures the surplus reserve on the date of adoption for new financial reporting standards related to financial instruments by comparing the difference between allowance for expected credit losses according to requirement under new financial reporting standards related to financial instruments and total reserves that the Group had on 31 December 2019. In which, the Group will amortised the surplus reverse using straight-line method by 5 years consecutively in accordance with notification to utilise surplus reserve from Bank of Thailand dated on 6 November 2019.

For purchased or originated credit-impaired financial asset, the Group recognised the financial assets by discounted expected cash flows by considering all contractual terms of the financial asset, expected credit loss, all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts with presumption that the cash flows and the expected life of a group of similar financial instruments can be estimated reliably using credit-adjusted effective interest rate determined at initial recognition.

l) Classification and measurement of financial liabilities and equity

Financial instruments issued by the Group must be classified as financial liabilities or equity securities by considering contractual obligations.

- Where the Group has an unconditional contractual obligation to deliver cash or another financial asset to another entity, it is considered a financial liability unless there is a predetermined or possible settlement for a fixed amount of cash in exchange of a fixed number of the Group's own equity instruments.
- Where the Group has no contractual obligation or has an unconditional right to avoid delivering cash or another financial asset in settlement of the obligation, it is considered an equity instrument.

At initial recognition, the Group measures financial liabilities at fair value. The Group reclassifies all financial liabilities as subsequently measured at amortised cost, except for:

- Financial guarantee contracts and loan commitments
- Financial liabilities at fair value through profit or loss

This classification is applied to derivatives, financial liabilities held for trading and other financial liabilities designated as such at initial recognition. Financial liabilities designated at fair value through profit or loss when and only the Group demonstrates that it falls within one (or more) of following three criteria;

- a) When such designation eliminates or significantly reduces a measurement or recognition inconsistency ("accounting mismatch") that would otherwise arise,

- b) When a group of financial liabilities or both is managed and its performance is evaluated on fair value basis, in accordance with a documented risk management or investment strategy, and
- c) When an instrument contains an embedded derivative that meets particular conditions.

Gain or losses on financial liabilities designated at fair value through profit or loss are presented gain or losses on financial instruments measured at fair value through profit or loss.

Derecognition of financial liabilities

Financial liabilities are derecognised when they are extinguished or when the obligation specified in the contract is discharged, cancelled, or expired.

The exchange between the Group and its original lenders of debt instruments with substantially different terms, as well as substantial modifications of terms of existing financial liabilities, are accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. The terms are substantially different if the discounted present value of the cash flows under the new term including any fees paid net of any fees received and discounted using the original effective interest rate, is at least 10% different from the discounted present value of the remaining cash flows of the original financial liability.

If an exchange of debt instruments or modification of terms is accounted for as an extinguishment, any cost or fees incurred are recognised as part of gain or loss on the extinguishment. If the exchange or modification is not accounted for as an extinguishment, any costs or fees incurred adjusted the carrying amount of the liability and are amortised over remaining term of modified liability.

J) Financial guarantee contract and loan commitment

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value and subsequently at the higher of a) the amount of expected credit loss determined; and b) the amount initially recognised less the cumulative amount of income recognised.

Loan commitments provided by the Group are measured at the amount of loss allowance. The Group has not provided any commitment to provide loan at a below-market interest rate, or that can be settled net in cash or by delivering or issuing another financial instrument.

For the loan commitments and financial guarantee contract, the loss allowance is recognised as a provision. However, for contracts that include both a loan and an undrawn commitment and the Group cannot separately identify the expected credit losses on the undrawn commitment component from those on the loan component, the expected credit losses on the undrawn commitment are recognised together with the loss allowance for the loan. To extent that the combined expected credit losses exceed the gross carrying amount of the loan, the expected credit loss are recognised as a provision.

The Group applies expected credit losses provisioning for unused credit lines of debtors, who are affected by the situation impacting the Thai economy, from BOT circular letter number TorPorTor ForNorSor (23) Wor 276/2563, regarding to "The relief programs for customers affected by Thai economic situations." with effective date from 1 January 2020 until 31 December 2021 and following BOT circular ForNorSor 2 Wor 802/2564 regarding to Covid-19 (Measures to enhance the existing

debt restructuring facilities to be more sustainable) with effective date from 1 January 2022 until 31 December 2023 by provisioning the expected credit losses only from outstanding loans which have been drawn down.

K) Interest income and interest expense recognition

Interest income is calculated by applying the effective interest rate to the gross carrying is applied to the amortised cost of the financial asset, except for:

- Purchased or originated credit-impaired financial asset (POCI), for which the original credit-adjusted effective interest rate is applied to the amortised cost of financial asset.
- Financial assets that are not (POCI) but have subsequently becomes credit-impaired (a stage 3), for which interest revenue is calculated by applying the effective interest rate to their amortised cost (net of the expected credit loss provision).

L) Offset

Financial assets and liabilities are offset, and the net amount reported in the statement of financial position when there is a legally enforceable right of set-off and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. Cash collateral on exchange traded derivative transactions is presented gross unless the collateral cash flows are always settled net with the derivative cash flows. In certain situations, even though master netting agreements exist, the lack of management intention to settle on a net basis results in the financial assets and liabilities being reported gross on the statement of financial position.

3.8 Valuation of investments in property

Investment property is measured initially at its cost, including related transaction costs and borrowing costs. After initial recognition, investment is carried at cost less any accumulated depreciation and any accumulated impairment losses.

Land is not depreciated. Depreciation on other investment properties is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives which are around 40 - 60 years.

The Group recognises the difference between the net disposal proceeds and carrying amount as income or expenses to profit or loss when there is disposal of an investment property.

3.9 Loans

Overdrafts are stated at the principal amounts including interest. Other loans are stated at the principal amount. Unearned discounts received in advance are presented as deduction from the loans.

Hire-purchase and finance lease receivables are stated at the contract value of the hire-purchase and finance lease receivables net of unearned income.

3.10 Properties foreclosed

Properties foreclosed include land and/or construction, leasehold, condominium and repossessed vehicles.

The Group states land and/or construction, leasehold and condominium at the lower of the outstanding loan principal including accrued interest or fair value.

Repossessed vehicles are stated at the lower of cost or fair value at the transferred date. Fair value is calculated by using market value (Red book).

Gains (losses) on disposal of properties foreclosed are recorded as income or expenses in profit or loss when the disposal is made. Impairment loss (if any) is recognised as expense in profit or loss.

3.11 Land, premises and equipment

Before 31 December 2022, the Group states land at historical cost, while premises and equipment are stated at historical cost less accumulated depreciation.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

Depreciation is calculated on a straight-line basis to write off the cost of each asset, except for land, to its residual value over its estimated useful life as follows;

| | |
|-----------------------------------|--------------|
| Premises and building improvement | 5 - 60 years |
| Equipment | 3 - 5 years |
| Furniture and fixtures | 3 - 5 years |
| Vehicles | 5 years |

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

The asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains or losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'Other (losses)/gains - net' in profit or loss.

Since 31 December 2022, land and buildings comprise mainly office buildings and are shown at fair value based on every 3 - 5 years valuations by external independent valuers, less subsequent depreciation for buildings. All other equipment is stated at cost less accumulated depreciation.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

Increases in the carrying amount arising on revaluation of land and building are credited to comprehensive income and shown as gain on asset revaluation in shareholders' equity. Decreases that offset previous increases of the same asset are charged in other comprehensive income and debited against gain on asset revaluation directly in equity; all other decreases are charged to profit or loss. Each period, the difference between depreciation based on the revalued carrying amount of the asset and depreciation based on the asset's original cost is transferred from 'gain on asset revaluation' to retained earnings.

Land is not depreciated. Depreciation on other assets is calculated using the straight line method to allocate their cost (and the revalued amount) to their residual values over their estimated useful lives, as follows:

| | |
|-----------------------------------|--------------|
| Premises and building improvement | 5 - 60 years |
| Equipment | 3 - 5 years |
| Furniture and fixtures | 3 - 5 years |
| Vehicles | 5 years |

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

The asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains or losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'Other (losses)/gains - net' in profit or loss.

When revalued assets are sold, the amounts included in gain on asset revaluation are transferred to retained earnings.

3.12 Goodwill in a business combination

Goodwill represents the excess of the consideration transferred over the fair value of the Group's share of the net identifiable assets, liabilities and contingent liability of the acquired subsidiary and the fair value of the non-controlling interest in the acquired subsidiary undertaking at the date of acquisition. Goodwill on acquisitions of subsidiaries is separately reported in the consolidated statement of financial position.

Goodwill is tested annually for impairment and carried at cost less accumulated impairment losses. Impairment losses on goodwill are not reversed. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose, identified according to operating segment.

For excess of net fair value of the identifiable net assets over purchase cost as at the date of acquisition, the Group recognises that excess as revenue recorded in profit or loss.

3.13 Intangible assets

3.13.1 Computer software

Acquired computer software licenses are capitalised when the Group uses the specific software. These costs are amortised over their estimated useful lives of not exceeding 10 years.

3.13.2 Deferred license fee

The subsidiaries amortise deferred license fee on a systematic basis over the useful economic useful life of 5 years.

3.14 Impairment of assets

Assets that have an indefinite useful life, are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest level for which there are separately identifiable cash flows. Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

An impairment loss is recognised in the profit or loss.

3.15 Receivables from Clearing House and Broker-dealers

Receivables from Clearing House and Broker-dealers comprise of net receivable of the followings;

- (1) Net receivables from Thailand Clearing House (TCH) for settlement of equity securities trading made through the Stock Exchange of Thailand, included cash collateral pledged with TCH for equity trading,
- (2) Net receivables from TCH from derivatives trading made through TCH, included cash collateral pledged with TCH for derivatives trading,
- (3) Net receivables from foreign equity securities or derivatives trading settled overseas through foreign securities companies, included cash collateral pledged with foreign securities companies for equity or derivatives trading, and
- (4) Net receivables from local equity securities or derivatives trading settled domestically through local securities companies, included cash collateral pledged with local securities companies for equity or derivatives trading.

3.16 Securities and derivatives business receivables

Securities and derivatives business receivables comprise the net securities business receivables and derivatives business receivables, after deducting allowance for expected credit losses and adding related accrued interest receivables.

In addition, securities business receivables comprise the net receivable balances of cash accounts, securities borrowing receivables and other receivables such as overdue cash customers' accounts and receivables which are subject to legal proceedings, are undergoing restructuring or are settling in installments.

Derivatives business receivables include other receivables which are derivatives business receivable subjected to legal proceeding, are undergoing restructuring or are being settled in installments.

3.17 Payables to Clearing House and Broker-dealers

Payables to Clearing House and Broker-dealers comprise net payables of the followings;

- (1) Net payables to Thailand Clearing House (TCH) for settlement of equity securities trading made through the Stock Exchange of Thailand,
- (2) Net payables to TCH from derivatives trading made through TCH,
- (3) Net payables from foreign equity securities or derivatives trading settled overseas through foreign securities companies, and
- (4) Net payables from local equity securities or derivatives trading settled domestically through local securities companies.

3.18 Securities and derivatives business payables

Securities and derivatives business payables are the obligation of the Group in respect to securities and derivatives business with outside parties, such as the net payables of cash accounts, obligation to deliver securities as a result of short sales or securities borrowing and obligation to return assets held by the Group as customers' collateral for securities lending, etc.

3.19 Structured notes

The Group's structured notes are offered to customers or business associates of the Group, which are institutional investors or high net worth investors, through private placements. The notes are issued under conditions approved by the Office of the Securities and Exchange Commission, and the underlying assets are securities listed on the Stock Exchange of Thailand.

Structured notes comprise of 2 parts which are a note and a put or a call option. If the economic characteristics and risks of an embedded derivative are not closely related to the economic characteristic and risk of host contract, the Group will separately account the embedded derivative from the host contract and measure the embedded derivative under "derivatives assets/liabilities" in the statement of financial position. The host contract will be accounted for under the related accounting standards. On the other hand, if the economic characteristics and risks of an embedded derivative are closely related to the economic characteristics and risks of the host contract, the Group will not separately account the embedded derivative from the host contract and classify the host contract under the related accounting standards. The Group is able to designate the structured notes to measure at fair value through profit or loss if those structured notes are met the criteria as disclosed in Note 3.7

The initial recognition of structured notes comprises of notes and options. The cost of notes is recorded at amortised cost. The discount is amortised by the effective interest rate method. For an option-based note, it is calculated from selling prices of structured notes less the cost of notes. The balances of structured notes are subsequently measured at fair value. Changes in fair value are reflected in profit or loss. The value of the option part is calculated from the general accepted valuation model or technique such as Black-Scholes model and Monte Carlo Simulation. The input variables used in this model are derived from observable market variables and conditions that include market prices of the underlying asset, volatility of the underlying asset, time to maturity of option, risk free rate, strike price, dividends and correlations between the underlying assets.

3.20 Employment benefit

Provident fund

The Group operates a provident fund that is a defined contribution plan, the assets of which are held separately from the Group and managed by an external authorised fund manager in accordance with the provident fund Act. B.E. 2530. The provident fund is funded by payments from employees and by the Group. The Group has no further payment obligations once the contributions have been paid. Contributions to the provident fund are recognised as employee benefit expense when they are due.

The Group is required to make contributions at the same rates as follows;

| Service periods | Contribution rate (%) |
|------------------------|----------------------------------|
| Less than 5 years | 5 |
| Over 5 years | 8 - 10 |

Post-employment benefit obligation

Legal severance payment plan

All employees will receive severance payment upon retirement in accordance with the Labor Protection Act.

The obligation of this plan is considered as an unfunded defined benefit obligation under TAS 19 Employee benefits and is separately measured by an actuary using the projected unit credit method to determine the present value of employee benefit cash flows to be paid in the future. Under this method, the obligation is based on an actuarial calculation including the employee's expected salary, employees' turnover rate, salary increase rate, mortality rate, discount rate, years of service and other factors.

Remeasurements of post-employment benefit obligations arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise and are included in retained earnings in the statements of changes in equity.

Past-service costs are recognised immediately in profit or loss.

The Group recognises the post-employment benefit obligation as a provision in the statement of financial position and personnel expenses.

Benefit from carried forward leave

The Group recognises the benefit from employees' cumulative carried forward leave as a provision in the statement of financial position and personnel expenses.

3.21 Provisions

Provisions for legal claims are recognised when: The Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

3.22 Current and deferred income taxes

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of reporting period in the countries where the company's subsidiaries and associates operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is recognised, using the liability method, on temporary differences arising from differences between the tax base of assets and liabilities and their carrying amounts in the financial statements. However, the deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

3.23 Recognition and amortisation customers' deposits

Cash collateral received from customers for trading in securities of cash balance accounts and placed as margin for derivatives trading is recorded as assets and liabilities of the subsidiary for internal control purposes. As at the end of reporting period, the subsidiary excludes these amounts from both the assets and liabilities and presents only the assets which belong to the subsidiary.

3.24 Securities borrowing and lending

The Group is engaged in securities borrowing and lending, whereby the Group acts as a principal of the borrowers and lenders of securities.

The Group records its obligations to return borrowed securities which it has been sold as short selling or lent as "Securities borrowing and lending payables" recognised as Securities and derivatives business payables, net in the statements of financial position, and securities lent to customers as "Securities borrowing and lending receivables" recognised as Securities and derivatives business receivables in the statement of financial position. The balance of securities borrowing and lending receivables and payables are subsequently measured at fair value. The fair value is based on last offer price quoted on the Stock Exchange of Thailand of the last business day on the statement of financial position date. Unrealised gains or losses resulting from securities borrowing and lending receivables and payables are included in gain (loss) on financial instruments measured at fair value through profit or loss, net. Moreover, the Group

records cash paid as collateral for securities borrowing as “Collateral receivables” and cash received as collateral for securities lending as “Collateral payables”. Fees from borrowing are charged to expenses, and fees from lending are recognised as revenue. They are recognised on an accrual basis over the term of the borrowing and lending.

3.25 Accounting for lease

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the group. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset’s useful life and the lease term on a straight-line basis.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate
- amounts expected to be payable by the lessee under residual value guarantees
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

Lease payment to be made under reasonably certain extension options are also included in the measurement of the liabilities.

The lease payments are discounted using the lessee’s incremental borrowing rate, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise office equipment.

3.26 Fees and services income

The Group recognises fees and services income when diverse range of services have been rendered to its customers.

Fee and commission income is generally recognised on the completion of a transaction. Such fees include brokerage fees, insurance commission fee, underwriting fee, financial advisory fees, unit trust trading fee, and other fees related to the completion of corporate finance transactions.

For a service that is provided over a period of time, fee and commission income is recognised over the period during which the related service is provided or credit risk is undertaken. Such fees include the income from issuance of acceptance, avals and guarantees, tailing fees, securities lending fee, fund management and registrar fee, investment advisory fees, and bancassurance service fees from insurance company.

3.27 Recognition of expenses

The Group recognises expenses on an accrual basis.

3.28 Earnings per share

The Group computes basic earnings per share by dividing the net profit for the year by the weighted-average number of issued and paid-up ordinary shares during the year. The diluted earnings per share are computed by dividing the net profit for the period adjusted by expense (after tax effect) saved from the conversion of dilutive potential ordinary shares, by the weighted-average number of ordinary shares (included potentially dilutive shares).

3.29 Dividend distribution

Dividend distribution to the Group's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividends are approved by the Group's shareholders.

3.30 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Board of Directors that makes strategic decisions.

4 Changes in accounting policy

The Group applied the change in accounting policy regarding measurement subsequent to initial recognition from cost model to revaluation model. The change of this policy is to reflect the land's appropriate value.

In addition, the Group would like to approve the capital surplus from revaluation of land, buildings and apartment units, including in Common Equity Tier 1 (CET1) of the Bank and the Group.

The Bank of Thailand (BOT) has considered and approved the Bank and the Group to include the capital surplus from revaluation of land, buildings and apartment units. into Common Equity Tier 1 which has been effective since 19 December 2022.

Regarding the change in the accounting policy, the Group has complied the accounting policy for a revaluation in accordance with TAS 16 "Property, Plant and Equipment". The Group has applied the change prospectively and recognised the impacts of the change in the current period.

This change affects to the statement of financial position and statement of profit or loss and other comprehensive income as at 31 December 2022 as follows;

| | Consolidated Thousand Baht | Separate Thousand Baht |
|---|---------------------------------------|-----------------------------------|
| Statement of financial position | | |
| Assets | | |
| Property, plant and equipment, net increased | 3,419,400 | 354,517 |
| Deferred tax assets decreased | (683,880) | (70,904) |
| | <u>2,735,520</u> | <u>283,613</u> |
| Equity | | |
| Other component of equity | | |
| Revaluation surplus of asset increased | 3,184,565 | 354,517 |
| Income tax relating to components of other comprehensive income | (636,913) | (70,904) |
| Non-controlling interests increased | 187,868 | - |
| | <u>2,735,520</u> | <u>283,613</u> |
| Statement of profit or loss and other comprehensive income | | |
| Other comprehensive income (expenses) | | |
| Items that will not be reclassified subsequently to profit or loss | | |
| Changes in revaluation surplus on assets | 3,419,400 | 354,517 |
| Income taxes on items that will not be subsequently reclassified to profit or loss | (683,880) | (70,904) |
| | <u>2,735,520</u> | <u>283,613</u> |

5 IBOR reform

Impact from IBOR reform

In 2022, the Group established an IBOR transition plan to amend existing contracts and agreements that reference with maturity after 30 June 2023 to other reference rates, or include fallback provisions. The Group plans to complete the transition before the cessation date.

The following table contains details of all the financial instruments the Group holds as at 31 December 2022 which reference and haven't transitioned to an alternative interest rate benchmark yet:

| | Consolidated and Separate | |
|--|------------------------------------|---------------------------------|
| | USD LIBOR Thousand Baht | THBFIX Thousand Baht |
| Non-derivative assets and liabilities Measured at amortised cost | | |
| Long-term loans | 1,036,872 | - |
| Derivatives | | |
| Interest rate swap | 798,600 | 22,255,132 |
| Cross currency interest rate swap | 10,820,449 | 10,820,449 |

6 Capital risk management

The Group's objectives when managing capital are to safeguard the ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders, and to maintain an optimal

capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt obligations.

Moreover, the Bank is required to manage its capital funds in accordance with the Act on Undertaking of Banking Business B.E. 2551. The Bank's capital fund is presented in Note 32 to the financial statements.

7 Risk management

The risk management policy of the Group is emphasised on managing overall risks as a Group wide in order to ensure the appropriateness and effectiveness of the enterprise wide risk management. While each related business and department unit is required to sufficiently understand and effectively manage its risks incurred under the centralised framework and risk management policy of the Group, risk management department also plays important roles to control and review each business line and unit to ensure the sufficient risk management and control system.

Risks relating to significant financial instruments held by the Group are summarised below:

7.1 Credit risk

Credit risk refers to risk arising from the failure of either debtors to repay principal and interest as agreed, or of counterparties to comply with conditions or contracts. Credit risk covers all types of financial products: transactions on-financial reporting such as loans, overdrafts, bills of exchange, and other types of debts; and those off-financial reporting such as derivatives trading and letters of guarantee.

The Group has constantly improved its process of credit risk management to appropriately reflect its managed credit risk. Details of such improvement measures are as follows;

7.1.1 Credit Policy Adjustment

The Bank focuses on adjusting its main credit policy, business loan policy, personal loan policy, and Watch List mechanism as an integral part of Debt Restructuring, Asset Classification, Provision and Write-off Policy to provide adequate level of conservativeness and suitability to current environment. Counterparty credit policy and country credit policy have also been added to accommodate the Bank's extended reach to financial institution and corporation counterparties.

7.1.2 Development of Credit Approval Aid

The Bank aims to consistently develop and improve its tools for assisting the credit approval process. Set up Product Program for Retail Banking, which covers 2 dimensions, customer profile and collateral class. In addition, Behavior-Score usage, which applied for acquired existing customer with different credit granted from risk level. For new customer, the Bank started implementing internal score by using the NCB data which will ensure to a better risk assessment and select a customer group in accordance with the Bank's goals and strategy. In addition to that, Bank introduced the alternative score base for Thin customer profile who just newly to credit to help Bank to precise underwriting process for business target expansion which is the major segment for Hire Purchase business.

7.1.3 Loan portfolio Management

The Bank focuses on giving credit to businesses which the Bank has expertise. The Bank will manage its loan portfolio to maximise profit with an acceptable level of Risk Appetite of each portfolio as well as early warning indicator for monitoring of loan portfolio position with a systematic information reporting, in-depth analysis for the identification of risks and solution planning. A concentration risk limit is also utilised to lessen the volatility in the Group's performance. Examples of concentration limits include the Single Lending Limit and the Large Borrower Concentration Limit.

The Bank has introduced Risk Mitigation function which will be responsible for Retail Collection Strategies. The customer will be graded as High, Medium and Low upon each Individual payment behavior and collection treatment will be differentiated according to their grade. In addition, the Bank implemented has done in-depth cost-benefit analysis for each collection activity, especially when comparing to debt outstanding balance to ensure each collection activities must be cost-effectiveness. During the Covid-19 situation, Bank has introduced the risk segmentation for phone collection dunning (Before NPL) by Chi-square Automatic Interaction Detector (CHAID) for forbearance and normal account. This is to give the right offer help program to customer during crisis. In addition, Bank performed portfolio scrub or credit review to manage the risk of existing customer and to offer the right re-structuring program if we found significant shift in behavior of customer performance.

In the case of recognised financial assets, the carrying amount of the assets recorded in the statement of financial position, net of a portion of allowance for expected credit losses, represents the maximum exposure to credit risk.

The Group 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 financial instruments will not adhere to the terms of the contract when settlement becomes due.

The Group is exposed to credit risk in case where the counterparty fails to comply with terms in accordance with off-statement of financial position financial instruments such as commitments to extend credit, standby letters of credit, and financial guarantees. Risk of aforementioned instruments equals the contractual notional amount of applicable instruments. The Group use the same credit policy in making commitments and conditional obligations as they do for on-statement of financial position financial instruments. For interest rate swap and forward foreign exchange contracts, the contract or notional amount does not represent the Group exposure to potential credit loss. The Group controls credit risk on financial instruments through prudent credit approvals, limits, and strict monitoring procedures.

The Group has policies in place to ensure that loans are made to customers with an appropriate credit history. Derivative counterparties and cash transactions are limited to high credit quality financial institutions. The Group has policies that limit the credit line of loan transaction to any client or financial institution.

As at 31 December 2022 and 2021, concentrations of credit risk relative to the loans and receivables summarised by type of industry are as follows;

| | Consolidated | | Separate | |
|-------------------------------|---|---|---|---|
| | 31 December 2022 Thousand Baht | 31 December 2021 Thousand Baht | 31 December 2022 Thousand Baht | 31 December 2021 Thousand Baht |
| Agriculture and mining | 468,216 | 484,337 | 468,216 | 484,337 |
| Manufacturing and commerce | 36,445,064 | 34,423,380 | 36,445,064 | 34,423,380 |
| Real estate and constructions | 34,174,808 | 31,454,056 | 36,500,382 | 33,825,591 |
| Public utilities and services | 30,926,925 | 24,108,269 | 30,926,925 | 24,108,269 |
| Housing loans | 46,164,004 | 33,098,198 | 46,164,004 | 33,098,198 |
| Hire-purchase loans | 184,692,793 | 156,061,626 | 184,692,793 | 156,061,626 |
| Finance lease loans | 422,925 | 462,925 | 422,925 | 462,925 |
| Others | 40,141,390 | 26,816,959 | 39,724,603 | 26,386,810 |
| Total loans and receivables | 373,436,125 | 306,909,750 | 375,344,912 | 308,851,136 |

7.1.4 Expected credit loss measurement

Further explanation is also provided of how the Group determines appropriate grouping when expected credit loss is measured on a collective basis.

The expected credit loss (ECL) is measured on either a 12-month (12M) or lifetime basis depending on whether a significant increase in credit risk has occurred since initial recognition or whether an asset is considered to be credit-impaired. Expected credit loss is the discounted product of the probability of default (PD), exposure at default (EAD), and loss given default (LGD), defined as follows:

- Probability of default (PD) represents the likelihood of a borrower defaulting on its financial obligation (as per definition of default and credit-impaired), either over the next 12 months (12-month PD) or over the remaining lifetime (lifetime PD) of the obligation.
- Exposure at default (EAD) is based on the amounts that the Group expects to be owed at the time of default, over the next 12 months (12-month EAD) or over the remaining lifetime (lifetime EAD)
- Loss given default (LGD) represents the Group's expectation of the extent of the loss on a defaulted exposure. LGD varies by type of counterparty, type and seniority of claim and availability of collateral or other credit support. LGD is expressed as a percentage loss per unit of exposure at the time of default (EAD). LGD is calculated on a 12-month or lifetime basis, where 12-month LGD is the percentage of loss expected to be made if the default occurs over the remaining expected lifetime of the loan.

The expected credit loss is determined by projecting the PD, LGD, and EAD for each future month and for each individual exposure or collective segment. These three components are multiplied together. This effectively calculates an ECL for each future month, which is then discounted back to the reporting date and summed. The discount rate used in the ECL calculation is the original effective interest rate or an approximation thereof. The 12-month and lifetime EADs are determined based on the expected payment profile, which varies by product type.

- For amortizing products and bullet repayment loans, this is based on the contractual repayments owed by the borrower over a 12-month or lifetime basis.
- For revolving products, the exposure at default is predicted by taking current drawn balance and adding a credit conversion factor which allows for the expected drawdown of the remaining limit by the time of default. These assumptions vary by the product type and current limit utilization band, based on analysis of the Group's recent default data.

Forward-looking economic information is also included in determining the 12-month and lifetime.

Forward-looking information incorporated in the ECL models

The Group has performed historical analysis and identified the key economic variables impacting credit risk and expected credit losses for each portfolio.

Economic variable assumptions

The percentage change of most significant period-end assumptions used for the ECL estimate as at 31 December 2022 are set out below. The scenarios "base", "upside" and "downside" were used for all portfolios.

| | | 2022 | 2023 | 2024 |
|--|----------|-------|-------|-------|
| GDP at current market prices (%YoY) | Base | 7.4% | 5.8% | 5.0% |
| | Upside | 7.4% | 5.9% | 5.0% |
| | Downside | 8.8% | 6.0% | 6.7% |
| Unemployment Rate | Base | 1.5% | 1.4% | 1.3% |
| | Upside | 1.4% | 1.3% | 1.2% |
| | Downside | 2.0% | 1.7% | 1.4% |
| Inflation | Base | 1.8% | 1.0% | 1.0% |
| | Upside | 1.5% | 0.8% | 0.8% |
| | Downside | 3.0% | 2.0% | 1.5% |
| Automotive sales (%YoY) | Base | 5.8% | 12.2% | 9.6% |
| | Upside | 13.3% | 13.4% | 9.6% |
| | Downside | 3.8% | 4.2% | 13.4% |

The weightings assigned to each economic scenario at 31 December 2022 were as follows:

| | Base | Upside | Downside |
|------------|------|--------|----------|
| Retail | 60% | 15% | 25% |
| Non-retail | 60% | 15% | 25% |

Other forward-looking considerations not otherwise incorporated within the above scenarios, such as the impact of any regulatory, legislative or political changes, have also been considered, but are not deemed to have a material impact and therefore no adjustment has been made to the ECL for such factors. This is reviewed and monitored for appropriateness on a semi-annually basis.

For the year ended 31 December 2022, the management considered to provision the additional expected credit losses as management overlay due to the Bank cautionary measure after assessing the various conditions and economic uncertainties arising from the COVID-19 situation which could result in asset quality deterioration in the coming periods.

Grouping of instruments for losses measured on a collective basis

For expected credit loss provisions modelled on a collective basis, a grouping of exposures is performed on the basis of shared risk characteristics, such that risk exposures within a group are homogeneous.

In performing this grouping, there must be sufficient information for the group to be statistically credible. Where sufficient information is not available internally, the Group has considered benchmarking internal/external supplementary data to use for modelling purposes.

7.1.5 Credit risk exposure

7.1.5.1 Maximum exposure to credit risk

The maximum credit risk exposure of the Group in the event of other parties failing to perform their obligation is detailed below. No account taken of any collateral held and the maximum exposure to loss is considered to be the statement of financial position carrying amount or, for non-derivative off-statement of financial position transaction and financial guarantee, their contractual nominal amounts. The exposure to credit risk of the Group equals their carrying amount in the statement of financial position as at reporting date, except for the followings:

| | | Consolidated | |
|--|--|-----------------------------------|-----------------------------------|
| | | 31 December 2022 | 31 December 2021 |
| | | Maximum exposure Thousand Baht | Maximum exposure Thousand Baht |
| Credit risk exposures of | | | |
| on-statement of financial position assets: | | | |
| Financial assets measured at fair value | | | |
| through profit or loss | | 1,139,836 | 3,580,389 |
| Investments, net | | 30,914,504 | 14,834,250 |
| | | 32,054,340 | 18,414,639 |
| Credit risk exposures of | | | |
| off-statement of financial position items: | | | |
| Financial guarantees | | 2,411,547 | 2,439,578 |
| Loan commitments | | 49,562,545 | 41,739,870 |
| | | 51,974,092 | 44,179,448 |
| | | Separate | |
| | | 31 December 2022 | 31 December 2021 |
| | | Maximum exposure Thousand Bah | Maximum exposure Thousand Baht |
| Credit risk exposures of | | | |
| on-statement of financial position assets: | | | |
| Financial assets measured at fair value | | | |
| through profit or loss | | 1,139,836 | 3,514,536 |
| Investments, net | | 30,686,000 | 14,609,700 |
| | | 31,825,836 | 18,124,236 |
| Credit risk exposure of | | | |
| off-statement of financial position items: | | | |
| Financial guarantees | | 2,411,547 | 2,439,578 |
| Loan commitments | | 50,436,574 | 42,446,086 |
| | | 52,848,121 | 44,885,664 |

7.1.5.2 Collateral

The Group employs a range of policies and practices to mitigate credit risk. The most common of these is accepting collateral for funds advanced. The Group has internal policies on the acceptability of specific classes of collateral or credit risk mitigation.

The Group prepares a valuation of the collateral obtained as part of the loan origination process. This assessment is reviewed periodically. The main collateral type accepted and given value by the Group are:

- Mortgage over residential;
- Charges over commercial real estate or movable assets financed
- Charges over business assets such as properties, equipment, fixed deposit, debentures, personal guarantees and corporate guarantees; and
- Charges over financial instruments such as marketable securities
- Others

Term loan financing and lending to corporate entities are generally secured; revolving individual credit facilities are generally unsecured.

The Group's policies regarding obtaining collateral have not significantly changed during the reporting period and there has been no significant change in the overall quality of the collateral held by the Group since the prior period.

The Group closely monitors collateral held for financial assets considered to be credit-impaired, as it becomes more likely that the Group will take possession of collateral to mitigate potential credit losses. Financial assets that are credit-impaired and related collateral held in order to mitigate potential losses are shown below:

| Consolidated | | | | |
|-------------------------------------|-----------------------|------------------------|---------------------|-------------------------------|
| 31 December 2022 | | | | |
| | Gross carrying amount | Expected credit losses | Net carrying amount | Fair value of collateral held |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Retail lending | | | | |
| Auto hire purchase loan | 5,243,205 | 2,587,446 | 2,655,759 | - |
| Personal loan | 85,828 | 65,569 | 20,259 | 200 |
| Micro SME loan | 1,607,754 | 1,031,615 | 576,139 | 1,330,375 |
| Housing loan | 613,829 | 213,890 | 399,939 | 546,515 |
| Commercial lending | | | | |
| Real estate development loan | 3,320,129 | 1,156,822 | 2,163,307 | 4,563,567 |
| SME loan | 2,419,929 | 606,803 | 1,813,126 | 2,293,872 |
| Corporate lending | 132,579 | 59,660 | 72,919 | 5,565 |
| Special Asset Management Loan | 1,442,229 | 292,485 | 1,149,744 | 2,741,504 |
| Total credit-impaired assets | 14,865,482 | 6,014,290 | 8,851,192 | 11,481,598 |



| Consolidated | | | | |
|-------------------------------------|--|---|--------------------------------------|--|
| 31 December 2021 | | | | |
| | Gross carrying amount Thousand Baht | Expected credit losses Thousand Baht | Net carrying amount Thousand Baht | Fair value of collateral held Thousand Baht |
| Retail lending | | | | |
| Auto hire purchase loan | 3,158,799 | 1,588,825 | 1,569,974 | - |
| Personal loan | 93,764 | 70,907 | 22,857 | - |
| Micro SME loan | 1,341,070 | 808,998 | 532,072 | 1,132,164 |
| Housing loan | 490,608 | 171,396 | 319,212 | 448,667 |
| Commercial lending | | | | |
| Real estate development loan | 3,202,068 | 1,127,266 | 2,074,802 | 4,479,393 |
| SME loan | 1,849,026 | 442,249 | 1,406,777 | 2,031,870 |
| Special Asset Management Loan | 1,357,763 | 152,921 | 1,204,841 | 2,817,609 |
| Total credit-impaired assets | 11,493,098 | 4,362,562 | 7,130,535 | 10,909,703 |
| Separate | | | | |
| 31 December 2022 | | | | |
| | Gross carrying amount Thousand Baht | Expected credit losses Thousand Baht | Net carrying amount Thousand Baht | Fair value of collateral held Thousand Baht |
| Retail lending | | | | |
| Auto hire purchase loan | 5,243,205 | 2,587,446 | 2,655,759 | - |
| Personal loan | 85,828 | 65,569 | 20,259 | 200 |
| Micro SME loan | 1,607,754 | 1,031,615 | 576,139 | 1,330,375 |
| Housing loan | 613,829 | 213,890 | 399,939 | 546,515 |
| Real estate development loan | 3,320,129 | 1,156,822 | 2,163,307 | 4,563,567 |
| SME loan | 2,419,929 | 606,803 | 1,813,126 | 2,293,872 |
| Corporate lending | 132,579 | 59,660 | 72,919 | 5,565 |
| Special Asset Management Loan | 831,621 | 256,868 | 574,753 | 910,753 |
| Total credit-impaired assets | 14,254,874 | 5,978,673 | 8,276,201 | 9,650,847 |
| Separate | | | | |
| 31 December 2021 | | | | |
| | Gross carrying amount Thousand Baht | Expected credit losses Thousand Baht | Net carrying amount Thousand Baht | Fair value of collateral held Thousand Baht |
| Retail lending | | | | |
| Auto hire purchase loan | 3,158,799 | 1,588,825 | 1,569,974 | - |
| Personal loan | 93,764 | 70,907 | 22,857 | - |
| Micro SME loan | 1,341,070 | 808,998 | 532,072 | 1,132,164 |
| Housing loan | 490,608 | 171,396 | 319,212 | 448,667 |
| Commercial lending | | | | |
| Real estate development loan | 3,202,068 | 1,127,266 | 2,074,802 | 4,479,393 |
| SME loan | 1,849,026 | 442,249 | 1,406,777 | 2,031,870 |
| Special Asset Management Loan | 804,930 | 146,629 | 658,301 | 952,746 |
| Total credit-impaired assets | 10,940,265 | 4,356,270 | 6,583,995 | 9,044,840 |

Collateral for financial assets at fair value through profit or loss

| | Consolidated | | Separate | |
|-------------|---|---|---|---|
| | 31 December 2022 Thousand Baht | 31 December 2021 Thousand Baht | 31 December 2022 Thousand Baht | 31 December 2021 Thousand Baht |
| Derivatives | 3,081,143 | 1,047,699 | 3,081,143 | 1,047,699 |

The Group mitigates the credit risk of derivatives by entering into master netting agreements and holding collateral in the form of cash.

Credit related commitments

Commitment to extend credit represents unutilised portion of approved credit in the form of loans financing, guarantees or letters of credit. In terms of credit risk, the Group is potentially exposed to loss in an amount equal to the total unutilised commitments. However, the potential amount of loss is less than the total unutilised commitments, as most commitments to extend credit are contingent upon customers maintaining specific minimum credit standards. The Group monitors the term to maturity of credit commitments because longer-term commitments generally have a greater degree of credit risk than short-term commitments.

Total loans to customers - credit quality

All loans to customers are categorised into 'neither past due nor impaired', 'past due but not impaired' and 'impaired'.

Past due loans financing refers to loans, advances and financing that are overdue by one day or more. Loans to customers are classified impaired when they fulfil any of the following criteria:

- the principal or interest both is past due more than 90 days or 3 months from the first day of default;
- where the account is in arrears for less than 90 days or 3 months, there is evidence of impairment to indicate that the borrower customer is 'unlikely to repay' its credit obligations; or
- the loans to customers are classified as rescheduled and restructured

Distribution of loans, advances and financing by credit quality

| | Consolidated | | | |
|-------------------------------|------------------|---|---------------------------------|---|
| | 31 December 2022 | | | |
| | 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit-impaired | Purchased or originated credit-impaired financial assets |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Neither past due nor impaired | 325,487,973 | 3,087,294 | - | - |
| Past due but not impaired | 20,728,719 | 19,669,980 | - | - |
| Impaired | - | - | 13,946,532 | 918,950 |
| Gross carrying amount | 346,216,692 | 22,757,274 | 13,946,532 | 918,950 |
| Less: Expected credit losses | (8,392,256) | (3,807,580) | (5,958,190) | (56,101) |
| Net carrying amount | 337,824,436 | 18,949,694 | 7,988,342 | 862,849 |



| | Consolidated | | | | |
|-------------------------------|------------------|---|---------------------------------|--|------------------|
| | 31 December 2021 | | | | |
| | 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit-impaired | Purchased or originated credit-impaired financial assets | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Neither past due nor impaired | 271,708,256 | 4,019,531 | - | - | 275,727,787 |
| Past due but not impaired | 15,432,764 | 12,999,257 | - | - | 28,432,021 |
| Impaired | - | - | 10,637,842 | 855,256 | 11,493,098 |
| Gross carrying amount | 287,141,020 | 17,018,788 | 10,637,842 | 855,256 | 315,652,906 |
| Less: Expected credit losses | (8,153,465) | (2,857,114) | (4,336,418) | (26,143) | (15,373,140) |
| Net carrying amount | 278,987,555 | 14,161,674 | 6,301,424 | 829,113 | 300,279,766 |
| | | | | | |
| | Separate | | | | |
| | 31 December 2022 | | | | |
| | 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit-impaired | Purchased or originated credit-impaired financial assets | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Neither past due nor impaired | 327,810,098 | 3,087,294 | - | - | 330,897,392 |
| Past due but not impaired | 20,728,719 | 19,669,980 | - | - | 40,398,699 |
| Impaired | - | - | 13,946,532 | 308,342 | 14,254,874 |
| Gross carrying amount | 348,538,817 | 22,757,274 | 13,946,532 | 308,342 | 385,550,965 |
| Less: Expected credit losses | (8,393,414) | (3,807,580) | (5,958,190) | (20,483) | (18,179,667) |
| Net carrying amount | 340,145,403 | 18,949,694 | 7,988,342 | 287,859 | 367,371,298 |
| | | | | | |
| | Separate | | | | |
| | 31 December 2021 | | | | |
| | 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit-impaired | Purchased or originated credit-impaired financial assets | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Neither past due nor impaired | 274,076,240 | 4,019,531 | - | - | 278,095,771 |
| Past due but not impaired | 15,432,764 | 12,999,257 | - | - | 28,432,021 |
| Impaired | - | - | 10,637,842 | 302,423 | 10,940,265 |
| Gross carrying amount | 289,509,004 | 17,018,788 | 10,637,842 | 302,423 | 317,468,057 |
| Less: Expected credit losses | (8,155,882) | (2,857,114) | (4,336,418) | (19,851) | (15,369,265) |
| Net carrying amount | 281,353,122 | 14,161,674 | 6,301,424 | 282,572 | 302,098,792 |

The table below presents credit quality of Interbank asset items, financial assets measured at fair value through profit or loss, investments, and derivatives that neither past due nor impaired, past due but not impaired and impaired, analysed by rating:

| | Consolidated | | | |
|---|------------------|---|---------------------------------|---------------|
| | 31 December 2022 | | | |
| | 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit-impaired | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Interbank asset items | | | | |
| Sovereigns | 14,056,193 | - | - | 14,056,193 |
| AAA | 11,226,091 | - | - | 11,226,091 |
| AA- to AA+ | 2,181,689 | - | - | 2,181,689 |
| A- to A+ | 1,125,194 | - | - | 1,125,194 |
| Lower than A- | 16,636,844 | - | - | 16,636,844 |
| Unrated | 515,173 | - | - | 515,173 |
| Less: Expected credit losses | (8,835) | - | - | (8,835) |
| | 45,732,349 | - | - | 45,732,349 |
| Financial assets measured at fair value through profit or loss | | | | |
| Sovereigns | 993,585 | - | - | 993,585 |
| AAA | 22,446 | - | - | 22,446 |
| AA- to AA+ | 1,642 | - | - | 1,642 |
| A- to A+ | 77,121 | - | - | 77,121 |
| Lower than A- | 20,006 | - | - | 20,006 |
| Unrated | 1,200,540 | - | - | 1,200,540 |
| | 2,315,340 | - | - | 2,315,340 |
| Investment | | | | |
| Sovereigns | 28,585,949 | - | - | 28,585,949 |
| AAA | 1,568,174 | - | - | 1,568,174 |
| AA- to AA+ | - | - | - | - |
| A- to A+ | 144,931 | - | - | 144,931 |
| Lower than A- | 297,462 | - | - | 297,462 |
| Unrated | - | - | - | - |
| | 30,596,516 | - | - | 30,596,516 |
| Derivative assets | | | | |
| Sovereigns | 1,245,450 | - | - | 1,245,450 |
| AAA | 2,917,430 | - | - | 2,917,430 |
| AA- to AA+ | 3,071,601 | - | - | 3,071,601 |
| A- to A+ | 1,343,950 | - | - | 1,343,950 |
| Lower than A- | 1,640,810 | - | - | 1,640,810 |
| Unrated | 301,507 | - | - | 301,507 |
| | 10,520,748 | - | - | 10,520,748 |

| | Consolidated | | | |
|---|------------------|---|---------------------------------|---------------|
| | 31 December 2021 | | | |
| | 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit-impaired | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Interbank asset items | | | | |
| Sovereigns | 11,209,224 | - | - | 11,209,224 |
| AAA | 18,573,204 | - | - | 18,573,204 |
| AA- to AA+ | 10,183,155 | - | - | 10,183,155 |
| A- to A+ | 3,834,556 | - | - | 3,834,556 |
| Lower than A- | 10,471,300 | - | - | 10,471,300 |
| Unrated | 979,186 | - | - | 979,186 |
| Less: Expected credit losses | (12,391) | - | - | (12,391) |
| | 55,238,234 | - | - | 55,238,234 |
| Financial assets measured at fair value through profit or loss | | | | |
| Sovereigns | 831,575 | - | - | 831,575 |
| AAA | - | - | - | - |
| AA- to AA+ | 2,017,361 | - | - | 2,017,361 |
| A- to A+ | 653,534 | - | - | 653,534 |
| Lower than A- | 23,226 | - | - | 23,226 |
| Unrated | 65,853 | - | - | 65,853 |
| | 3,591,549 | - | - | 3,591,549 |
| Investment | | | | |
| Sovereigns | 13,623,993 | - | - | 13,623,993 |
| AAA | 19,714 | - | - | 19,714 |
| AA- to AA+ | 35,103 | - | - | 35,103 |
| A- to A+ | 140,544 | - | - | 140,544 |
| Lower than A- | 1,250,906 | - | - | 1,250,906 |
| Unrated | 25,714 | - | - | 25,714 |
| | 15,095,974 | - | - | 15,095,974 |
| Derivative assets | | | | |
| Sovereigns | 153,377 | - | - | 153,377 |
| AAA | 2,440,399 | - | - | 2,440,399 |
| AA- to AA+ | 902,895 | - | - | 902,895 |
| A- to A+ | 444,229 | - | - | 444,229 |
| Lower than A- | 1,258,049 | - | - | 1,258,049 |
| Unrated | 2,225,470 | - | - | 2,225,470 |
| | 7,424,419 | - | - | 7,424,419 |

| | Separate | | | |
|---|------------------|---|---------------------------------|---------------|
| | 31 December 2022 | | | |
| | 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit-impaired | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Interbank asset items | | | | |
| Sovereigns | 14,056,193 | - | - | 14,056,193 |
| AAA | 11,212,524 | - | - | 11,212,524 |
| AA- to AA+ | 2,159,931 | - | - | 2,159,931 |
| A- to A+ | 5,173,488 | - | - | 5,173,488 |
| Lower than A- | 15,079,444 | - | - | 15,079,444 |
| Unrated | 515,173 | - | - | 515,173 |
| Less: Expected credit losses | (10,032) | - | - | (10,032) |
| | 48,186,721 | - | - | 48,186,721 |
| Financial assets measured at fair value through profit or loss | | | | |
| Sovereigns | 993,585 | - | - | 993,585 |
| AAA | 22,446 | - | - | 22,446 |
| AA- to AA+ | 1,642 | - | - | 1,642 |
| A- to A+ | 77,121 | - | - | 77,121 |
| Lower than A- | 20,006 | - | - | 20,006 |
| Unrated | - | - | - | - |
| | 1,114,800 | - | - | 1,114,800 |
| Investment | | | | |
| Sovereigns | 28,357,386 | - | - | 28,357,386 |
| AAA | 1,568,174 | - | - | 1,568,174 |
| AA- to AA+ | - | - | - | - |
| A- to A+ | 144,931 | - | - | 144,931 |
| Lower than A- | 297,462 | - | - | 297,462 |
| Unrated | - | - | - | - |
| | 30,367,953 | - | - | 30,367,953 |
| Derivative assets | | | | |
| Sovereigns | 1,245,450 | - | - | 1,245,450 |
| AAA | 2,917,430 | - | - | 2,917,430 |
| AA- to AA+ | 3,071,601 | - | - | 3,071,601 |
| A- to A+ | 1,362,197 | - | - | 1,362,197 |
| Lower than A- | 1,640,810 | - | - | 1,640,810 |
| Unrated | 301,507 | - | - | 301,507 |
| | 10,538,995 | - | - | 10,538,995 |

| | Separate | | | |
|---|------------------|---|---------------------------------|---------------|
| | 31 December 2021 | | | |
| | 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit-impaired | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Interbank asset items | | | | |
| Sovereigns | 11,209,224 | - | - | 11,209,224 |
| AAA | 18,557,923 | - | - | 18,557,923 |
| AA- to AA+ | 10,154,504 | - | - | 10,154,504 |
| A- to A+ | 10,722,383 | - | - | 10,722,383 |
| Lower than A- | 9,129,763 | - | - | 9,129,763 |
| Unrated | 979,186 | - | - | 979,186 |
| Less: Expected credit losses | (15,223) | - | - | (15,223) |
| | 60,737,760 | - | - | 60,737,760 |
| Financial assets measured at fair value through profit or loss | | | | |
| Sovereigns | 831,575 | - | - | 831,575 |
| AAA | - | - | - | - |
| AA- to AA+ | 2,017,361 | - | - | 2,017,361 |
| A- to A+ | 653,534 | - | - | 653,534 |
| Lower than A- | 23,226 | - | - | 23,226 |
| Unrated | - | - | - | - |
| | 3,525,696 | - | - | 3,525,696 |
| Investment | | | | |
| Sovereigns | 13,399,428 | - | - | 13,399,428 |
| AAA | 19,714 | - | - | 19,714 |
| AA- to AA+ | 35,103 | - | - | 35,103 |
| A- to A+ | 140,544 | - | - | 140,544 |
| Lower than A- | 1,250,906 | - | - | 1,250,906 |
| Unrated | 25,714 | - | - | 25,714 |
| | 14,871,409 | - | - | 14,871,409 |
| Derivative assets | | | | |
| Sovereigns | 153,377 | - | - | 153,377 |
| AAA | 2,440,399 | - | - | 2,440,399 |
| AA- to AA+ | 902,895 | - | - | 902,895 |
| A- to A+ | 453,030 | - | - | 453,030 |
| Lower than A- | 1,258,049 | - | - | 1,258,049 |
| Unrated | 2,225,470 | - | - | 2,225,470 |
| | 7,433,220 | - | - | 7,433,220 |

Other financial assets - credit quality

Other financial assets of the Group are neither past due nor impaired, past due but not impaired and impaired are summarised as below:

| Consolidated | | | | |
|---|---|-------------------------------------|------------------|------------|
| 31 December 2022 | | | | |
| 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit- impaired | Total | |
| Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | |
| Accounts receivable from clearing house and broker - dealers | 1,275,894 | - | - | 1,275,894 |
| Securities and derivative business receivables | 7,976,075 | - | 708,525 | 8,684,600 |
| Other assets | 1,763,667 | 61,106 | 69,204 | 1,893,977 |
| <u>Less:</u> Expected credit losses | (1,641) | (8,274) | (762,456) | (772,371) |
| | 11,013,995 | 52,832 | 15,273 | 11,082,100 |
| Consolidated | | | | |
| 31 December 2021 | | | | |
| 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit- impaired | Total | |
| Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | |
| Accounts receivable from clearing house and broker - dealers | 979,499 | - | - | 979,499 |
| Securities and derivative business receivables | 10,996,362 | - | - | 10,996,362 |
| Other assets | 2,520,526 | 41,716 | 55,672 | 2,617,914 |
| <u>Less:</u> Expected credit losses | (1,554) | (5,390) | (44,131) | (51,075) |
| | 14,494,833 | 36,326 | 11,541 | 14,542,700 |
| Separate | | | | |
| 31 December 2022 | | | | |
| 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit- impaired | Total | |
| Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | |
| Other assets | 1,976,740 | 61,106 | 69,204 | 2,107,050 |
| <u>Less:</u> Expected credit losses | (1,641) | (8,274) | (53,931) | (63,846) |
| | 1,975,099 | 52,832 | 15,273 | 2,043,204 |



| | Separate | | | |
|------------------------------|------------------|---|-------------------------------------|------------------|
| | 31 December 2021 | | | |
| | 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit- impaired | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Other assets | 2,577,456 | 41,716 | 55,672 | 2,674,844 |
| Less: Expected credit losses | (1,554) | (5,390) | (44,131) | (51,075) |
| | 2,575,902 | 36,326 | 11,541 | 2,623,769 |

Loan commitments and financial guarantees below represent the ECL being recognised.

| | Consolidated | | | |
|---|------------------|---|---------------------------------|------------------|
| | 31 December 2022 | | | |
| | 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit-impaired | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Loans financing commitments and financial guarantees | 111,984 | 709 | - | 112,693 |

| | Consolidated | | | |
|---|------------------|---|---------------------------------|------------------|
| | 31 December 2021 | | | |
| | 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit-impaired | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Loans financing commitments and financial guarantees | 113,417 | 1,042 | - | 114,459 |

| | Separate | | | |
|---|------------------|---|---------------------------------|------------------|
| | 31 December 2022 | | | |
| | 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit-impaired | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Loans financing commitments and financial guarantees | 112,494 | 709 | - | 113,203 |

| | Separate | | | |
|---|------------------|---|-------------------------------------|------------------|
| | 31 December 2021 | | | |
| | 12-month ECL | Lifetime ECL not credit- impaired | Lifetime ECL credit- impaired | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Loans financing commitments and financial guarantees | 113,905 | 1,042 | - | 114,947 |

7.2 Market risk

Presently, the Bank performs many transactions in financial market products for both trading and banking books. Five major transaction types are 1) fixed income trading and fixed income derivatives, 2) foreign exchange trading and foreign exchange derivatives, 3) interest rate derivatives, 4) common equity, property fund, infrastructure fund, and Real Estate Investment Trust (REIT) which registered in the Stock Exchange of Thailand (SET) and equity derivatives, and 5) option contract which refers equity price, ETF price or mutual fund performance as underlying asset. Furthermore, the capital market business invests in common equity traded in the SET and foreign stock markets as well as futures contract in Thailand Futures Exchange (TFEX) and equity derivatives.

The trading book market risk management focuses on transactions with interest rate risk and foreign exchange risk. In highly volatile market, these risks arise from internal and external uncontrollable factors and adversely affect trading book. Therefore, the Bank determines acceptable risk limit on interest rate risk and foreign exchange risk for trading book transactions and allows equity transaction to expose zero market risk in equity price.

The banking book market risk management emphasizes on transactions with interest rate risk. The Bank determines acceptable interest rate risk limit and fully hedges foreign exchange risk or hedge to insignificant level. However, the Bank may invest in common equity, property fund, infrastructure fund, and REIT which registered in the SET. This will be a long-term investment which required the related committee approval, on a case-by-case basis.

The Bank has consistently developed comprehensive and systematic market risk management procedures, ranging from identifying, measuring, monitoring and controlling risks resulted from trading and banking book transactions. These processes cover related and significant market risk factors. Meanwhile, the financial market group and treasury department are major units to manage market risk in trading and banking books respectively. The Market Risk Management together with the Liquidity Risk Management and ALM departments identify risk indicator and propose risk limit for an approval from Risk Oversight Committee to assess and monitor market risk. The internationally accepted risk indicator tools such as Value at Risk (VaR), Present Value of a Basis Point (PV01), Net Open Position in Foreign Currency (NOP), and Economic Value of Equity (EVE) are utilized to cover changes in the market. In case of any irregularity or beyond acceptable market risk limit, the Market Risk Management and Liquidity Risk Management and ALM departments will report to relevant units.

The capital market risk management department focuses on the investment in common equity, in the SET and foreign stock markets, private equity, futures contract in TFEX, and equity derivatives. The key market risk factors consist of equity prices, liquidity, foreign exchange rate and equity volatility. The capital market business short-term investment strategy gives rise to minimal risks resulted from risk hedging. On the other hand, the long-term investment in common equity in the country or in the foreign countries by the Direct Investment Department of KKPS is not hedged and directional, hence highly volatile market risk still exists. In the event that the price of invested securities drops, or the exchange rate changes, such events will adversely impact the Group's performance and profitability. Nevertheless, the Group is aware of the risks arising from these investment strategies. The Group has limited investment risk under acceptable level. The Risk Management department of the Capital Market Business is responsible for setting risk limits, for example, maximum loss at a determined confident

level and maximum position held which determined by daily volume. In case of any irregularity or beyond acceptable trading book risk limit, the Risk Management department of the Capital Market Business will report to relevant units.

7.2.1 Interest rate risk

The Bank manages interest rate risk in trading book by limiting portfolio's sensitivity to interest rate change, including relevant foreign interest rates, to be in line with the risk appetite.

Interest rate risk management in banking book is to reduce negative impact arising from interest rate volatility. The Bank manages risk of the gap between asset and liability structures, which sensitive to interest rate change, both on statement of financial position, and off-statement of financial position. The Bank specifies to regularly evaluate the impacts on net interest income (Earning perspective), and economic value of equity (Economic value perspective), under supervision of the Assets and Liabilities Management Committee (ALCO). The treasury department is mainly responsible for managing the structure of assets and liabilities to be at an appropriate level, while the risk management group monitors and controls the risk, and reports to the Risk Oversight Committee and the Bank's Board of Directors on a regular basis.

As at 31 December 2022 and 2021, the loan information classified by fixed and floating rates is summarised as follows;

| | Consolidated | | Separate | |
|--|---------------------|---------------------|---------------------|---------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Loans and receivables with fixed interest rate | 283,612,244 | 241,062,764 | 283,612,244 | 241,062,764 |
| Loans and receivables with floating interest rate | 89,823,881 | 65,846,986 | 91,732,668 | 67,788,372 |
| Total loans and receivables | 373,436,125 | 306,909,750 | 375,344,912 | 308,851,136 |

The Group has summarised financial assets and liabilities classified on maturity of interest re-pricing years as at 31 December 2022 and 2021 as follows;

| | Consolidated | | | | | | |
|--------------------------------------|------------------|--------------------|------------------|---------------|----------------------|----------------------|---------------|
| | 31 December 2022 | | | | | | |
| | 0 - 3 months | Over 3 - 12 months | Over 1 - 5 years | Over 5 years | Non-performing loans | Non-interest bearing | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Financial assets | | | | | | | |
| Interbank and money market items | 30,334,287 | 7,116,924 | - | - | - | 8,225,985 | 45,677,196 |
| Financial assets measured | | | | | | | |
| at fair value through profit or loss | - | 1,644 | 87,820 | 1,025,335 | - | 17,588,191 | 18,702,990 |
| Derivatives assets | 801,015 | 774,306 | - | - | - | 8,962,694 | 10,538,015 |
| Investments in securities, net | 8,889,383 | 2,786,579 | 6,919,143 | 12,001,411 | - | 1,251,175 | 31,847,691 |
| Loans | 178,304,270 | 42,482,989 | 124,443,377 | 13,445,468 | 2,537,632 | 12,222,389 | 373,436,125 |
| Account receivables from clearing | | | | | | | |
| house and broker - dealers | - | - | - | - | - | 1,275,894 | 1,275,894 |
| Securities and derivative business | | | | | | | |
| receivables | - | - | - | - | - | 7,976,075 | 7,976,075 |
| Financial liabilities | | | | | | | |
| Deposits | 229,929,597 | 67,905,308 | 32,668,500 | - | - | 960,595 | 331,464,000 |
| Interbank and money market items | 13,083,928 | 2,126,710 | 4,266,220 | - | - | 698,262 | 20,175,120 |
| Liabilities payables on demand | - | - | - | - | - | 339,834 | 339,834 |
| Financial liabilities designated | | | | | | | |
| at fair value through profit or loss | - | 3,556,542 | - | - | - | - | 3,556,542 |
| Derivatives liabilities | 1,173,887 | 432,256 | - | - | - | 7,722,008 | 9,328,151 |
| Debt issued and borrowings | 22,955,774 | 22,880,241 | 7,126,217 | 8,392,000 | - | - | 61,354,232 |
| Lease liabilities | - | 8,644 | 127,613 | 74,366 | - | - | 210,623 |
| Payable to clearing house | | | | | | | |
| house and broker - dealers | - | - | - | - | - | 164,038 | 164,038 |
| Securities and derivative business | | | | | | | |
| payables | - | - | - | - | - | 8,179,754 | 8,179,754 |

| | Consolidated | | | | | | |
|--------------------------------------|------------------|--------------------|------------------|---------------|----------------------|----------------------|-------------|
| | 31 December 2021 | | | | | | Total |
| | 0 - 3 months | Over 3 - 12 months | Over 1 - 5 years | Over 5 years | Non-performing loans | Non-interest bearing | |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | |
| Financial assets | | | | | | | |
| Interbank and money market items | 40,887,913 | 10,002,621 | - | - | - | 4,348,051 | 55,238,585 |
| Financial assets measured | | | | | | | |
| at fair value through profit or loss | 1,499,705 | - | 1,176,738 | 915,106 | - | 18,773,275 | 22,364,824 |
| Derivatives assets | 1,085,354 | 616,311 | - | - | - | 5,779,844 | 7,481,509 |
| Investments in securities, net | 107,162 | 2,182,996 | 9,517,634 | 3,288,182 | - | 1,744,239 | 16,840,213 |
| Loans | 104,030,123 | 48,815,052 | 129,833,761 | 12,193,110 | 2,605,209 | 9,432,495 | 306,909,750 |
| Account receivables from clearing | | | | | | | |
| house and broker - dealers | - | - | - | - | - | 979,499 | 979,499 |
| Securities and derivative business | | | | | | | |
| receivables | - | - | - | - | - | 10,996,362 | 10,996,362 |
| Financial liabilities | | | | | | | |
| Deposits | 198,773,779 | 73,136,150 | 15,747,951 | - | - | 724,066 | 288,381,946 |
| Interbank and money market items | 11,157,467 | 1,953,684 | 2,764,108 | - | - | 789,070 | 16,664,329 |
| Liabilities payables on demand | - | - | - | - | - | 668,531 | 668,531 |
| Financial liabilities designated | | | | | | | |
| at fair value through profit or loss | - | 1,699,750 | - | - | - | - | 1,699,750 |
| Derivatives liabilities | 2,502,970 | 549,834 | - | - | - | 5,983,522 | 9,036,326 |
| Debt issued and borrowings | 16,095,817 | 14,317,090 | 5,000,000 | 8,392,000 | - | - | 43,804,907 |
| Lease liabilities | 1,568 | 10,254 | 152,283 | 75,897 | - | - | 240,002 |
| Payable to clearing house | | | | | | | |
| house and broker - dealers | - | - | - | - | - | 1,661,003 | 1,661,003 |
| Securities and derivative business | | | | | | | |
| payables | - | - | - | - | - | 8,898,093 | 8,898,093 |

Separate

31 December 2022

| | 0 - 3 months | Over 3 - 12 months | Over 1 - 5 years | Over 5 years | Non- performing loans | Non- interest bearing | Total |
|--------------------------------------|------------------|--------------------------|---------------------|------------------|-----------------------------|-----------------------------|------------------|
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Financial assets | | | | | | | |
| Interbank and money market items | 33,682,653 | 7,116,924 | - | - | - | 7,335,127 | 48,134,704 |
| Financial assets measured | | | | | | | |
| at fair value through profit or loss | - | 1,644 | 87,820 | 1,025,335 | - | 2,245,081 | 3,359,880 |
| Derivatives assets | 801,015 | 774,306 | - | - | - | 8,963,674 | 10,538,995 |
| Investments in securities, net | 8,799,416 | 2,647,983 | 6,919,143 | 12,001,411 | - | 245,369 | 30,613,322 |
| Loans | 178,304,270 | 44,808,563 | 124,443,377 | 13,445,468 | 2,120,845 | 12,222,389 | 375,344,912 |
| Financial liabilities | | | | | | | |
| Deposits | 230,374,845 | 67,905,308 | 32,668,500 | - | - | 960,595 | 331,909,248 |
| Interbank and money market items | 13,409,618 | 1,126,710 | 4,266,220 | - | - | 698,262 | 19,500,810 |
| Liabilities payables on demand | - | - | - | - | - | 339,834 | 339,834 |
| Derivatives liabilities | 1,173,887 | 432,256 | - | - | - | 7,713,355 | 9,319,498 |
| Debt issued and borrowings | 23,615,774 | 20,585,938 | 7,126,217 | 8,392,000 | - | - | 59,719,929 |
| Lease liabilities | - | 8,559 | 127,613 | 922,847 | - | - | 1,059,019 |

Separate

31 December 2021

| | 0 - 3 months | Over 3 - 12 months | Over 1 - 5 years | Over 5 years | Non- performing loans | Non- interest bearing | Total |
|--------------------------------------|------------------|--------------------------|---------------------|------------------|-----------------------------|-----------------------------|------------------|
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Financial assets | | | | | | | |
| Interbank and money market items | 47,075,371 | 10,002,621 | - | - | - | 3,662,982 | 60,740,974 |
| Financial assets measured | | | | | | | |
| at fair value through profit or loss | 1,499,705 | - | 1,110,885 | 915,106 | - | 3,843,590 | 7,369,286 |
| Derivatives assets | 1,085,354 | 616,311 | - | - | - | 5,731,555 | 7,433,220 |
| Investments in securities, net | 57,179 | 2,008,414 | 9,517,634 | 3,288,182 | - | 245,176 | 15,116,585 |
| Loans | 104,030,123 | 51,186,587 | 129,833,761 | 12,193,110 | 2,175,060 | 9,432,495 | 308,851,136 |
| Financial liabilities | | | | | | | |
| Deposits | 199,295,803 | 73,136,150 | 15,747,951 | - | - | 724,066 | 288,903,970 |
| Interbank and money market items | 11,260,906 | 1,853,684 | 2,764,108 | - | - | 789,070 | 16,667,768 |
| Liabilities payables on demand | - | - | - | - | - | 668,531 | 668,531 |
| Derivatives liabilities | 1,663,936 | 549,834 | - | - | - | 5,949,427 | 8,163,197 |
| Debt issued and borrowings | 17,395,817 | 12,963,016 | 5,000,000 | 8,392,000 | - | - | 43,750,833 |
| Lease liabilities | 1,568 | 10,040 | 152,052 | 684,919 | - | - | 848,579 |

The average balances of significant performing financial assets and financial liabilities, including the average interest are summarised as follows;

| Consolidated | | | |
|--|---|--------------------------|---------------------------|
| For the year ended 31 December 2022 | | | |
| | Average outstanding balances | Interest | Average rate % |
| | Thousand Baht | Thousand Baht | |
| Significant performing financial assets | | | |
| Interbank and money market items, net | 55,108,803 | 603,776 | 1.10 |
| Investments in securities | 51,581,612 | 456,184 | 0.88 |
| Loans | 342,612,511 | 22,572,384 | 6.59 |
| | 449,302,926 | 23,632,344 | 5.26 |
| Significant financial liabilities | | | |
| Deposits | 318,530,681 | 2,878,280 | 0.90 |
| Interbank and money market items, net | 19,437,692 | 190,212 | 0.98 |
| Debt issued and borrowings | 54,897,804 | 616,095 | 1.12 |
| | 392,866,177 | 3,684,587 | 0.94 |

| Consolidated | | | |
|--|---|--------------------------|---------------------------|
| For the year ended 31 December 2021 | | | |
| | Average outstanding balances | Interest | Average rate % |
| | Thousand Baht | Thousand Baht | |
| Significant performing financial assets | | | |
| Interbank and money market items, net | 39,848,174 | 289,379 | 0.73 |
| Investments in securities | 39,960,347 | 374,356 | 0.94 |
| Loans | 282,810,375 | 18,816,961 | 6.65 |
| | 362,618,896 | 19,480,696 | 5.37 |
| Significant financial liabilities | | | |
| Deposits | 259,749,551 | 2,476,702 | 0.95 |
| Interbank and money market items, net | 17,345,891 | 103,078 | 0.59 |
| Debt issued and borrowings | 37,720,560 | 508,044 | 1.35 |
| | 314,816,002 | 3,087,824 | 0.98 |

Significant performing financial assets

| |
|---------------------------------------|
| Interbank and money market items, net |
| Investments in securities |
| Loans |

| Separate | | |
|--|----------------------------------|-------------------|
| For the year ended 31 December 2022 | | |
| Average outstanding balances Thousand Baht | Interest Thousand Baht | Average rate % |
| 56,565,763 | 638,842 | 1.13 |
| 33,155,787 | 411,818 | 1.24 |
| 344,776,235 | 22,524,506 | 6.53 |
| 434,497,785 | 23,575,166 | 5.43 |

Significant financial liabilities

| |
|---------------------------------------|
| Deposits |
| Interbank and money market items, net |
| Debt issued and borrowings |

| Separate | | |
|--|----------------------------------|-------------------|
| For the year ended 31 December 2021 | | |
| Average outstanding balances Thousand Baht | Interest Thousand Baht | Average rate % |
| 319,063,122 | 2,878,539 | 0.90 |
| 19,246,588 | 183,505 | 0.95 |
| 49,324,580 | 569,385 | 1.15 |
| 387,634,290 | 3,631,429 | 0.94 |

Significant performing financial assets

| |
|---------------------------------------|
| Interbank and money market items, net |
| Investments in securities |
| Loans |

| Separate | | |
|--|----------------------------------|-------------------|
| For the year ended 31 December 2021 | | |
| Average outstanding balances Thousand Baht | Interest Thousand Baht | Average rate % |
| 41,116,215 | 305,247 | 0.74 |
| 26,328,883 | 345,252 | 1.31 |
| 285,657,748 | 18,645,765 | 6.53 |
| 353,102,846 | 19,296,264 | 5.46 |

Significant financial liabilities

| |
|---------------------------------------|
| Deposits |
| Interbank and money market items, net |
| Debt issued and borrowings |

| | | |
|-------------|-----------|------|
| 260,335,247 | 2,476,940 | 0.95 |
| 17,168,277 | 99,499 | 0.58 |
| 36,539,980 | 502,458 | 1.38 |
| 314,043,504 | 3,078,897 | 0.98 |

Interest/profit rate sensitivity

The table below shows the interest/profit sensitivity for the financial assets and financial liabilities held as at reporting date.

| | Consolidated | | | |
|---------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| | 31 December 2022 | | 31 December 2021 | |
| | + 1 basis point Thousand Baht | - 1 basis point Thousand Baht | + 1 basis point Thousand Baht | - 1 basis point Thousand Baht |
| Impact on profit after taxation | 27,093 | (27,093) | 25,070 | (25,070) |
| Impact on equity | 22,444 | (22,444) | 20,000 | (20,000) |

| | Separate | | | |
|---------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| | 31 December 2022 | | 31 December 2021 | |
| | + 1 basis point Thousand Baht | - 1 basis point Thousand Baht | + 1 basis point Thousand Baht | - 1 basis point Thousand Baht |
| Impact on profit after taxation | 27,093 | (27,093) | 25,070 | (25,070) |
| Impact on equity | 22,444 | (22,444) | 20,000 | (20,000) |

7.2.2 Foreign exchange rate risk

Foreign exchange rate risk refers to the loss of average income and/or equity from exchange rate fluctuations that affect foreign currency transactions and foreign currency assets and liabilities.

The Bank sets and controls the risk of trading intent transactions that exposed to foreign exchange rate risk to be within an acceptable level. The transactions include foreign currency bonds, FX spot, FX derivatives, and cross currency swap. For other assets and liabilities, the Bank regularly hedges against the foreign exchange rate risk by using forward and swap contracts. Therefore, the Bank's overall foreign exchange rate risk is relatively low.

The subsidiaries have strategies, which invest abroad and do not intent to expose to foreign exchange rate risk. As such, the subsidiaries also use forward and swap contracts to hedge the risk. However, the foreign exchange rate risk may remain for some investment strategies, since the amount of these investment strategies is considered as very small or the investments are exposed to foreign exchange rate risk in low liquidity currencies. In some cases, the subsidiaries will hedge the risk by taking an opposite position in another currency which is positively correlated with the target currency (i.e., cross hedging).

The balances of financial assets and liabilities denominated in foreign currencies other than the functional currency as at 31 December 2022 and 2021 are summarised as follows;

| | Consolidated | | | | | | |
|---|-------------------|------------------|------------------|---------------|-----------------|----------------|-------------------|
| | 31 December 2022 | | | | | | |
| | US Dollar | Euro | Yen | Yuan | Vietnamese Dong | Others | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Financial assets | | | | | | | |
| Interbank and money market items, net | 6,189,844 | 47,470 | 83,751 | 899 | 9 | 186,199 | 6,508,442 |
| Investments in securities, net | - | - | - | - | - | 346,735 | 346,735 |
| Loans to customers and accrued interest receivables | 8,224,068 | - | - | - | - | 351,791 | 8,575,859 |
| Account receivables from clearing house and broker - dealers | 222,068 | - | - | 27 | - | 9,681 | 231,776 |
| Securities and derivative business Receivables | 132,509 | - | - | - | - | 881 | 133,390 |
| Total financial assets | 14,768,489 | 47,740 | 83,751 | 926 | 9 | 895,287 | 15,796,202 |
| Financial liabilities | | | | | | | |
| Deposits | 1,363,057 | 17,118 | 34,847 | - | - | 156,270 | 1,571,292 |
| Interbank and money market items, net | 3,801,898 | - | - | - | - | - | 3,801,898 |
| Debt issued and borrowings | - | 7,095,326 | 7,384,885 | - | - | - | 14,480,211 |
| Lease liabilities | - | - | - | - | - | - | - |
| Account payable to clearing house and broker - dealers | 128,596 | - | - | - | - | 68 | 128,664 |
| Securities and derivative business Payables | 100,816 | - | - | - | - | 1,102 | 101,918 |
| Total financial liabilities | 5,394,367 | 7,112,444 | 7,419,732 | - | - | 157,440 | 20,083,983 |
| Foreign currency position of items recognised on the statements of financial position, net | 9,374,122 | (7,064,704) | (7,335,981) | 926 | 9 | 737,847 | (4,287,781) |
| Foreign currency position of items in the statements of financial position, net (Forward exchange contracts and cross currency swaps) | (8,457,863) | 6,994,576 | 7,342,788 | 3,610 | - | (365,684) | 5,517,427 |

| | Consolidated | | | | | | |
|---|------------------|---------------|---------------|---------------|-----------------|---------------|---------------|
| | 31 December 2021 | | | | | | |
| | US Dollar | Euro | Yen | Yuan | Vietnamese Dong | Others | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Financial assets | | | | | | | |
| Interbank and money market items, net | 3,878,431 | 71,616 | 25,134 | 13,352 | 6 | 117,181 | 4,105,720 |
| Financial assets measured at fair value | | | | | | | |
| through profit or loss | 5,922 | - | - | - | 143,501 | - | 149,423 |
| Investments in securities, net | - | - | - | - | 356,282 | 341,083 | 697,365 |
| Loans to customers and accrued interest receivables | 9,314,554 | - | - | - | - | - | 9,314,554 |
| Account receivables from clearing house | | | | | | | |
| and broker - dealers | 185,470 | - | - | 34 | - | 8,776 | 194,280 |
| Securities and derivative business | | | | | | | |
| Receivables | 523,596 | - | - | - | - | 1,736 | 525,332 |
| Total financial assets | 13,907,973 | 71,616 | 25,134 | 13,386 | 499,789 | 468,776 | 14,986,674 |
| Financial liabilities | | | | | | | |
| Deposits | 683,573 | - | - | - | - | 5,025 | 688,598 |
| Interbank and money market items, net | 3,676,525 | - | - | - | - | - | 3,676,525 |
| Financial liabilities measured at fair value | | | | | | | |
| through profit or loss | 6,009 | - | - | - | - | - | 6,009 |
| Debt issued and borrowings | - | 15,006,341 | - | - | - | - | 15,006,341 |
| Account payable to clearing house | | | | | | | |
| and broker - dealers | 508,742 | - | - | - | - | 1,271 | 510,013 |
| Securities and derivative business | | | | | | | |
| Payables | 452,399 | - | - | - | - | 465 | 452,864 |
| Total financial liabilities | 5,327,248 | 15,006,341 | - | - | - | 6,761 | 20,340,350 |
| Foreign currency position of items recognised on the statements of financial position, net | 8,580,725 | (14,934,725) | 25,134 | 13,386 | 499,789 | 462,015 | (5,353,676) |
| Foreign currency position of items in the statements of financial position, net (Forward exchange contracts and cross currency swaps) | (10,130,305) | 14,998,763 | (26,068) | (12,363) | - | (75,567) | 4,754,460 |

| Separate | | | | | | |
|---|-------------------------------|--------------------------|-------------------------|--------------------------|----------------------------|---------------------------|
| 31 December 2022 | | | | | | |
| | US Dollar Thousand Baht | Euro Thousand Baht | Yen Thousand Baht | Yuan Thousand Baht | Others Thousand Baht | Total Thousand Baht |
| Financial assets | | | | | | |
| Interbank and money market items, net | 6,169,868 | 46,019 | 83,751 | 899 | 186,066 | 6,486,603 |
| Loans to customers and accrued interest receivables | 8,224,068 | - | - | - | 351,791 | 8,575,859 |
| Total financial assets | 14,393,936 | 46,019 | 83,751 | 899 | 537,857 | 15,062,462 |
| Financial liabilities | | | | | | |
| Deposits | 1,363,057 | 17,118 | 34,847 | - | 156,270 | 1,571,292 |
| Interbank and money market items, net | 3,801,898 | - | - | - | - | 3,801,898 |
| Debt issued and borrowings | - | 7,095,326 | 7,384,885 | - | - | 14,480,211 |
| Total financial liabilities | 5,164,955 | 7,112,444 | 7,419,732 | - | 156,270 | 19,853,401 |
| Foreign currency position of items recognised on the statements of financial position, net | 9,228,981 | (7,066,425) | (7,335,981) | 899 | 381,587 | (4,790,939) |
| Foreign currency position of items in the statements of financial position, net (Forward exchange contracts and cross currency swaps) | (8,457,863) | 6,994,576 | 7,342,788 | 3,610 | (365,684) | 5,517,427 |

| Separate | | | | | | |
|---|-------------------------------|--------------------------|-------------------------|--------------------------|----------------------------|---------------------------|
| 31 December 2021 | | | | | | |
| | US Dollar Thousand Baht | Euro Thousand Baht | Yen Thousand Baht | Yuan Thousand Baht | Others Thousand Baht | Total Thousand Baht |
| Financial assets | | | | | | |
| Interbank and money market items, net | 3,850,349 | 70,578 | 25,134 | 13,352 | 117,181 | 4,076,594 |
| Loans to customers and accrued interest receivables | 9,314,554 | - | - | - | - | 9,314,554 |
| Total financial assets | 13,164,903 | 70,578 | 25,134 | 13,352 | 117,181 | 13,391,148 |
| Financial liabilities | | | | | | |
| Deposits | 683,573 | - | - | - | 5,025 | 688,598 |
| Interbank and money market items, net | 3,676,525 | - | - | - | - | 3,676,525 |
| Lease liabilities | - | 15,006,341 | - | - | - | 15,006,341 |
| Total financial liabilities | 4,360,098 | 15,006,341 | - | - | 5,025 | 19,371,464 |
| Foreign currency position of items recognised on the statements of financial position, net | 8,804,805 | (14,935,763) | 25,134 | 13,352 | 112,156 | (5,980,316) |
| Foreign currency position of items in the statements of financial position, net (Forward exchange contracts and cross currency swaps) | (10,130,305) | 14,998,763 | (26,068) | (12,363) | (75,567) | 4,754,460 |

Foreign exchange risk sensitivity analysis

The following table sets out the analysis of the exposure to assess the impact of a 1% change in exchange rate to the profit after taxation and share's holder equity.

| | Consolidated | |
|-----------|-----------------------------------|-----------------------------------|
| | 31 December 2022 Thousand Baht | 31 December 2021 Thousand Baht |
| + 1% | (735) | (42,896) |
| US Dollar | 69,976 | 151,666 |
| Euro | 73,359 | (255) |
| Yen | 36 | (88) |
| Yuan | - | 4,998 |
| Dong | (94) | 2,991 |
| Others | 142,542 | 116,416 |
| - 1% | | |
| US Dollar | 735 | 42,896 |
| Euro | (69,976) | (151,666) |
| Yen | (73,359) | 255 |
| Yuan | (36) | 88 |
| Dong | - | (4,998) |
| Others | 94 | (2,991) |
| | (142,542) | (116,416) |
| | Separate | |
| | 31 December 2022 Thousand Baht | 31 December 2021 Thousand Baht |
| + 1% | | |
| US Dollar | (2,186) | (36,732) |
| Euro | 69,959 | 151,656 |
| Yen | 73,359 | (255) |
| Yuan | 36 | (88) |
| Others | (3,657) | (508) |
| | 137,511 | 114,073 |
| - 1% | | |
| US Dollar | 2,186 | 36,732 |
| Euro | (69,959) | (151,656) |
| Yen | (73,359) | 255 |
| Yuan | (36) | 88 |
| Others | 3,657 | 508 |
| | (137,511) | (114,073) |

7.2.3 Equity price risk

Equity price risk refers to the loss affecting income and/or 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 investments. For trading book, the bank can invest

in equity securities and/or equity derivative. In managing equity position risk, which is held, according to initial intention, as long-term, the Bank monitors and regularly reports the equity price risk.

The majority of Bank's equity position is in the subsidiaries, and unit trusts, which manage the Bank's assets. The remaining portion consists of equities listed in The Stock Exchange of Thailand, and those obtained from debt restructuring.

The equity position in the banking book of the capital market business is managed by the direct investment department of KKPS, which focuses on a long-term investment based on the business intrinsic value by employing value-based investment approach. In a search for investment opportunities, the direct investment department performs in-depth analysis, and covers essential aspects related to sustainable growth of the business opportunity, such as, attractiveness, industry's trend, business model, sustainable competitiveness, talent and transparency of executives, including the structure that encourages good governance. However, every transaction of the direct investment department must be approved from the Investment Committee (IC) before investing and be controlled and monitored transactions under the framework which approved by the risk management department.

Equity price risk sensitivity analysis

The table below summarizes the impact of increases/decreases of these equity indices on the group's equity and post-tax profit for the period. The analysis is based on the assumption that the equity prices had increased by 1% respectively or decreased by 1% with all other variables held constant.

| | Consolidated | | | |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|----------------------------------|
| | 31 December 2022 | | 31 December 2021 | |
| | equity prices increase by 1% | equity prices increase by 1% | equity prices increase by 1% | equity prices decreased by 1% |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Impact on profit after taxation | 10,256 | (8,648) | 3,257 | (199) |
| Impact on equity | 25,486 | (23,878) | 9,391 | (6,333) |

7.3 Liquidity risk

Liquidity risk is the risk of the Bank not being able to fulfill its obligation of repayment as it is unable to promptly convert its assets into cash, unable to raise sufficient funds in time or able to at a high cost which may affect the Bank's income and capital.

The Bank has established the Money Desk Sub-Committee to analyze and track cash inflows and outflows as well as closely monitor the Bank's liquidity to comply with the Bank's risk limits. The committee will regularly convene at least once every two weeks under the supervision of the Asset and Liability Management Committee (ALCO). The treasury department plays a key role in the implementation of the Bank's liquidity management to maintain an appropriate level of liquidity. Additionally, the risk management department monitors and controls the position of liquidity risk and regularly reports to the Risk Oversight Committee (ROC) and the Board of Directors.



The Bank also sets liquidity risk management policy and procedure in accordance with the Bank's strategy and the BOT's financial institution liquidity management framework. The main policies are as follows;

- Maintenance of liquidity ratio under both Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) regulated by BOT and at an appropriate level
- Control of liabilities and assets maturity mismatch at an acceptable level
- Diversification of liability types
- Expansion of deposit base while considering customer concentration in each type of deposit and maturity
- Provision of contingent liquidity reserves

Significant assets and liabilities of the Group analyzed by relevant maturity groupings are as follows;

| | Consolidated | | | | | Total Thousand Baht |
|--|----------------------------------|--------------------------------------|---|-------------------------------------|------------------------------------|---------------------------|
| | 31 December 2022 | | | | | |
| | On demand Thousand Baht | Within 1 year Thousand Baht | Over 1 - 5 years Thousand Baht | Over 5 years Thousand Baht | No maturity Thousand Baht | |
| | | | | | | |
| Financial assets | | | | | | |
| Cash | - | - | - | - | 1,000,242 | 1,000,242 |
| Interbank and money market items | 8,493,740 | - | 37,256,900 | - | 5,834 | 45,756,474 |
| Financial assets measured at fair value through profit or loss | - | 18,702,990 | - | - | - | 18,702,990 |
| Derivatives assets | - | 9,227,181 | 1,013,984 | 296,850 | - | 10,538,015 |
| Investments in securities, net | - | 11,675,962 | 6,919,143 | 12,001,411 | 1,251,175 | 31,847,691 |
| Hire-purchase receivables | 26,589 | 2,360,956 | 87,895,492 | 94,409,756 | - | 184,692,793 |
| Finance lease receivables | 62,658 | 10,625 | 349,642 | - | - | 422,925 |
| Loans and receivables | 11,873,596 | 28,785,000 | 62,062,968 | 85,598,843 | - | 188,320,407 |
| Accounts receivable from clearing house and broker - dealers | - | 1,275,894 | - | - | - | 1,275,894 |
| Securities and derivative business receivables | - | 7,976,075 | - | - | - | 7,976,075 |
| Total financial assets | 20,456,583 | 80,014,683 | 195,498,129 | 192,306,860 | 2,257,251 | 490,533,506 |
| Financial liabilities | | | | | | |
| Deposits | 196,056,124 | 102,386,337 | 33,021,539 | - | - | 331,464,000 |
| Interbank and money market items | 1,793,533 | 12,813,259 | 3,790,255 | 1,778,073 | - | 20,175,120 |
| Liabilities payable on demand | 339,834 | - | - | - | - | 339,834 |
| Financial liabilities designated at fair value through profit or loss | - | 3,556,542 | - | - | - | 3,556,542 |
| Derivatives liabilities | - | 8,009,199 | 1,024,168 | 294,784 | - | 9,328,151 |
| Debt issued and borrowings | - | 45,841,186 | 7,121,046 | 8,392,000 | - | 61,354,232 |
| Lease liabilities | - | 8,644 | 127,613 | 74,366 | - | 210,623 |
| Accounts payable to clearing house and broker - dealers | - | 164,038 | - | - | - | 164,038 |
| Securities and derivative business payables | - | 8,179,754 | - | - | - | 8,179,754 |
| Total financial liabilities | 198,189,491 | 180,958,959 | 45,084,621 | 10,539,223 | - | 434,772,294 |

| | Consolidated | | | | | |
|--|----------------------------------|--------------------------------------|---|-------------------------------------|------------------------------------|---------------------------|
| | 31 December 2021 | | | | | |
| | On demand Thousand Baht | Within 1 year Thousand Baht | Over 1 - 5 years Thousand Baht | Over 5 years Thousand Baht | No maturity Thousand Baht | Total Thousand Baht |
| Financial assets | | | | | | |
| Cash | - | - | - | - | 1,242,065 | 1,242,065 |
| Interbank and money market items | 7,094,789 | - | 48,168,563 | - | 5,835 | 55,269,187 |
| Financial assets measured at fair | | | | | | |
| value through profit or loss | - | 22,298,971 | 65,853 | - | - | 22,364,824 |
| Derivatives assets | - | 6,416,657 | 625,812 | 439,040 | - | 7,481,509 |
| Investments in securities, net | - | 2,290,158 | 9,517,634 | 3,288,183 | 1,744,238 | 16,840,213 |
| Hire-purchase receivables | 24,166 | 2,449,855 | 79,717,742 | 73,869,863 | - | 156,061,626 |
| Finance lease receivables | 67,167 | 65,921 | 329,837 | - | - | 462,925 |
| Loans and receivables | 11,830,268 | 21,564,309 | 49,450,845 | 67,109,628 | 430,149 | 150,385,199 |
| Accounts receivable from clearing house | | | | | | |
| and broker - dealers | - | 979,499 | - | - | - | 979,499 |
| Securities and derivative business receivables | - | 10,996,362 | - | - | - | 10,996,362 |
| Total financial assets | 19,016,390 | 67,061,732 | 187,876,286 | 144,706,714 | 3,422,287 | 422,083,409 |
| Financial liabilities | | | | | | |
| Deposits | 170,317,727 | 102,316,268 | 15,747,951 | - | - | 288,381,946 |
| Interbank and money market items | 2,691,907 | 7,980,020 | 3,283,134 | 2,709,268 | - | 16,664,329 |
| Liabilities payable on demand | 668,531 | - | - | - | - | 668,531 |
| Financial liabilities designated at fair value | | | | | | |
| through profit or loss | - | 1,699,750 | - | - | - | 1,699,750 |
| Derivatives liabilities | - | 8,008,539 | 631,498 | 396,289 | - | 9,036,326 |
| Debt issued and borrowings | - | 30,412,907 | 5,000,000 | 8,392,000 | - | 43,804,907 |
| Lease liabilities | - | 11,822 | 152,283 | 75,897 | - | 240,002 |
| Accounts payable to clearing house | | | | | | |
| and broker - dealers | - | 1,661,003 | - | - | - | 1,661,003 |
| Securities and derivative business payables | - | 8,898,093 | - | - | - | 8,898,093 |
| Total financial liabilities | 173,678,165 | 160,988,402 | 24,814,866 | 11,573,454 | - | 371,054,887 |

| Separate | | | | | | |
|--|-------------------------------|--------------------------------------|---|-------------------------------------|---------------------------------|---------------------------|
| 31 December 2022 | | | | | | |
| | On demand Thousand Baht | Within 1 year Thousand Baht | Over 1 - 5 years Thousand Baht | Over 5 years Thousand Baht | No maturity Thousand Baht | Total Thousand Baht |
| Financial assets | | | | | | |
| Cash | - | - | - | - | 1,000,086 | 1,000,086 |
| Interbank and money market items | 10,955,142 | - | 37,256,900 | - | - | 48,212,042 |
| Financial assets measured at fair value through profit or loss | - | 3,359,880 | - | - | - | 3,359,880 |
| Derivatives assets | - | 9,228,161 | 1,013,984 | 296,850 | - | 10,538,995 |
| Investments in securities, net | - | 11,447,399 | 6,919,143 | 12,001,411 | 245,369 | 30,613,322 |
| Hire-purchase receivables | 26,589 | 2,360,956 | 87,895,492 | 94,409,756 | - | 184,692,793 |
| Finance lease receivables | 62,658 | 10,625 | 349,642 | - | - | 422,925 |
| Loans and receivables | 11,873,596 | 31,110,574 | 62,062,968 | 85,182,056 | - | 190,229,194 |
| Total financial assets | 22,917,985 | 57,517,595 | 195,498,129 | 191,890,073 | 1,245,455 | 469,069,237 |
| Financial liabilities | | | | | | |
| Deposits | 196,501,372 | 102,386,337 | 33,021,539 | - | - | 331,909,248 |
| Interbank and money market items | 2,057,359 | 11,875,123 | 3,790,255 | 1,778,073 | - | 19,500,810 |
| Liabilities payable on demand | 339,834 | - | - | - | - | 339,834 |
| Derivatives liabilities | - | 8,000,546 | 1,024,168 | 294,784 | - | 9,319,498 |
| Debt issued and borrowings | - | 44,206,883 | 7,121,046 | 8,392,000 | - | 59,719,929 |
| Lease liabilities | - | 8,559 | 127,613 | 922,847 | - | 1,059,019 |
| Total financial liabilities | 198,898,565 | 166,477,448 | 45,084,621 | 11,387,704 | - | 421,848,338 |
| Separate | | | | | | |
| 31 December 2021 | | | | | | |
| | On demand Thousand Baht | Within 1 year Thousand Baht | Over 1 - 5 years Thousand Baht | Over 5 years Thousand Baht | No maturity Thousand Baht | Total Thousand Baht |
| Financial assets | | | | | | |
| Cash | - | - | - | - | 1,241,867 | 1,241,867 |
| Interbank and money market items | 12,602,983 | - | 48,168,563 | - | - | 60,771,546 |
| Financial assets measured at fair value through profit or loss | - | 7,369,286 | - | - | - | 7,369,286 |
| Derivatives assets | - | 6,368,368 | 625,812 | 439,040 | - | 7,433,220 |
| Investments in securities, net | - | 2,065,593 | 9,517,634 | 3,288,183 | 245,175 | 15,116,585 |
| Hire-purchase receivables | 24,166 | 2,449,855 | 79,717,742 | 73,869,863 | - | 156,061,626 |
| Finance lease receivables | 67,167 | 65,921 | 329,837 | - | - | 462,925 |
| Loans and receivables | 11,830,268 | 23,935,844 | 49,450,845 | 67,109,628 | - | 152,326,585 |
| Total financial assets | 24,524,584 | 42,254,867 | 187,810,433 | 144,706,714 | 1,487,042 | 400,783,640 |
| Financial liabilities | | | | | | |
| Deposits | 170,839,751 | 102,316,268 | 15,747,951 | - | - | 288,903,970 |
| Interbank and money market items | 2,733,481 | 7,941,885 | 3,283,134 | 2,709,268 | - | 16,667,768 |
| Liabilities payable on demand | 668,531 | - | - | - | - | 668,531 |
| Derivatives liabilities | - | 7,135,410 | 631,498 | 396,289 | - | 8,163,197 |
| Debt issued and borrowings | - | 30,358,833 | 5,000,000 | 8,392,000 | - | 43,750,833 |
| Lease liabilities | - | 11,609 | 152,052 | 684,918 | - | 848,579 |
| Total financial liabilities | 174,241,763 | 147,764,005 | 24,814,635 | 12,182,475 | - | 359,002,878 |

7.4 Fair value

The methodology of fair value measurement is depended on the characteristics of the financial instrument. For those financial instruments which are regarded as being traded in an active market, fair value is determined by reference to the market price of the financial instrument. If, however the appropriate quoted market price cannot be determined, the fair value is determined by using an appropriate valuation technique and complied with related authorities' regulations.

The Group holds derivatives for trading intent, and servicing customers, including for a purpose of managing the Bank and subsidiaries' assets and liabilities. This includes interest rate swaps, cross currency swaps, FX derivatives, and equity derivatives.

Additionally, the Group does not control only the market risk of the derivatives to be within an acceptable level, but also the counterparty credit risks by setting-up and controlling transaction limits based on the normal lending procedures.

8 Estimates and assumptions

Preparation of the financial statements in conformity with the Thai Financial Reporting Standards requires management to make estimates and assumptions in certain circumstances, affecting reported amounts of revenue, expenses, assets and liabilities, the disclosure of contingent assets and liabilities. Actual results could differ from these estimates. The significant areas requiring management to make judgments and estimates that affect reported amounts and disclosures are as follows;

8.1 Measurement allowance of expected credit loss

Expected credit losses are a probability-weighted estimate of credit losses over the expected life of the financial instrument. A cash shortfall is the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive discounted at the original effective interest rate for the financial assets that are not purchased or originated credit-impaired financial assets or credit-adjusted effective interest rate for purchased or originated credit-impaired financial assets. The Group estimates cash flows by considering all contractual terms of the financial assets through the expected life of that financial assets.

The cash flows that are considered shall include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms. There is a presumption that the expected life of a financial assets can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the expected life of a financial assets, the Group uses the remaining contractual term of the financial assets.

For loan commitments, a credit loss is the present value of the difference between the contractual cash flows that are due to the entity if the holder of the loan commitment draws down the loan and the cash flows that the entity expects to receive if the loan is drawn down. The Group's estimate of expected credit losses on loan commitments shall be consistent with its expectations of drawdowns on that loan commitment and the expected portion of the loan commitment that will be drawn down over the expected life of the loan commitment when estimating lifetime expected credit losses.

For a financial guarantee contract, the entity is required to make payments only in the event of a default by the debtor in accordance with the terms of the instrument that is guaranteed. Accordingly, cash shortfalls are the expected payments to reimburse the holder for a credit loss that it incurs less any amounts that the

entity expects to receive from the holder, the debtor or any other party. If the asset is fully guaranteed, the estimation of cash shortfalls for a financial guarantee contract would be consistent with the estimations of cash shortfalls for the asset subject to the guarantee.

The Group measures expected credit losses of a financial instrument in a way that reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of money; and
- reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions

8.2 Valuation of investments in properties

Fair value of investments in properties is calculated from the appraisal value, appraised by an internal appraiser. The fair value of investment properties is based on Market Approach by surveying the comparative market data in the vicinity to perform a comparative analysis by means of data modification (Grid-Adjustment).

8.3 Valuation of properties foreclosed

Fair value of properties foreclosed-immovable assets is calculated from the appraisal value, appraised by an external independent valuer or internal valuer of the Bank every year, less estimated selling expenses, and the appraisal value is discounted according to the holding period.

The Bank calculates allowance for impairment of repossessed vehicles and movable foreclosed assets in accordance with the BOT's Notification.

8.4 Goodwill

Goodwill is tested for impairment using a fair value method of present value of dividend discount model on an annual basis.

8.5 Fair value of financial derivative instruments

In determining the fair value of financial derivative instruments, the management has made judgement by using a variant of acceptable valuation techniques. The input parameter to the models used is taken from observable market, and includes consideration of maturity, interest rate, correlation and volatility, etc. The counterparty risk from derivative transactions is taken into account when reporting the fair value of derivative positions.

8.6 Provision for post-retirement benefits and pension fund

The present value of the retirement benefit obligations depends on a number of assumptions. The Key assumptions used and impacts from possible changes in key assumptions are disclosed in note 28.

8.7 Lease contracts

Determination of lease terms

Critical judgement in determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

For leases of properties, the most relevant factors are historical lease durations, the costs and conditions of leased assets.

Most extension options on offices have not been included in the lease liability, because the Group considers i) the underlying asset condition and/or ii) insignificant cost to replace the leased assets.

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstance affecting this assessment occur, and that it is within the control of the Group.

Determination of discount rate applied to leases

The Group determines the incremental borrowing rate as follows:

- Where possible, use recent third-party financing received by the individual lessee as a starting point, adjusting to reflect changes in its financing conditions.
- Make adjustments specific to the lease, e.g. term etc.

8.8 Premises and equipment and depreciation

In determining depreciation of premises and equipment, the management is required to make estimates of the useful lives and residual values of premises and equipment and to review estimate useful lives and residual values when circumstance changes.

The Group measures land and buildings at revalued amounts. Fair value from revaluation is determined by independent appraisers using market approach for land and depreciated replacement cost approach, market approach, and income approach for buildings. The valuation involves certain assumptions and estimates as described in Note 19 to the financial statements.

In addition, the management is required to consider premises and equipment for impairment at the end of reporting period and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

9 Interbank and money market items, net (assets)

| | Consolidated | | Separate | |
|---|---------------------|---------------------|---------------------|---------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Domestic | | | | |
| The Bank of Thailand and FIDF | 14,028,124 | 12,957,619 | 14,028,124 | 12,957,619 |
| Commercial Banks | 16,867,591 | 24,108,305 | 15,292,494 | 22,739,485 |
| Special purpose financial institutions | 9,501,254 | 11,951,254 | 9,501,254 | 11,951,254 |
| Other financial institutions | 585,170 | 2,140,000 | 4,635,171 | 9,040,000 |
| Total | 40,982,139 | 51,157,178 | 43,457,043 | 56,688,358 |
| <u>Add</u> Accrued interest receivables and undue interest receivable | 34,335 | 19,978 | 32,396 | 19,947 |
| <u>Less</u> Expected credit losses | (666) | (2,849) | (1,863) | (5,681) |
| Total domestic items | 41,015,808 | 51,174,307 | 43,487,576 | 56,702,624 |
| Foreign | | | | |
| US Dollar | 4,377,504 | 3,867,471 | 4,361,825 | 3,839,725 |
| Euro | 47,727 | 71,616 | 46,019 | 70,577 |
| Other currencies | 269,826 | 142,320 | 269,817 | 142,314 |
| Total | 4,695,057 | 4,081,407 | 4,677,661 | 4,052,616 |
| <u>Add</u> Accrued interest receivables and undue interest receivable | 29,653 | (7,938) | 29,653 | (7,938) |
| <u>Less</u> Expected credit losses | (8,169) | (9,542) | (8,169) | (9,542) |
| Total foreign items | 4,716,541 | 4,063,927 | 4,699,145 | 4,035,136 |
| Total | 45,732,349 | 55,238,234 | 48,186,721 | 60,737,760 |

10 Derivatives

10.1 Derivatives for trading

Derivatives for trading as at 31 December 2022 and 2021 are as follows;

| Type of risk | Consolidated | | | | | |
|-----------------|------------------|---------------|-----------------|------------------|---------------|-----------------|
| | 31 December 2022 | | | 31 December 2021 | | |
| | Fair value | | National amount | Fair value | | National amount |
| | Assets | Liabilities | | Assets | Liabilities | |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Exchange rate | 9,499,415 | 8,234,996 | 494,015,757 | 6,532,680 | 6,789,828 | 528,318,831 |
| Interest rate | 1,013,565 | 706,859 | 206,125,057 | 872,560 | 813,925 | 185,662,052 |
| Equity price | 25,035 | 386,296 | 3,062,586 | 76,269 | 1,432,573 | 9,931,632 |
| Debt securities | - | - | 451,952 | - | - | 503,166 |
| Total | 10,538,015 | 9,328,151 | 703,655,352 | 7,481,509 | 9,036,326 | 724,415,681 |

| Type of risk | Separate | | | | | |
|-----------------|------------------|---------------|-----------------|------------------|---------------|-----------------|
| | 31 December 2022 | | | 31 December 2021 | | |
| | Fair value | | National amount | Fair value | | National amount |
| | Assets | Liabilities | | Assets | Liabilities | |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Exchange rate | 9,499,544 | 8,234,996 | 494,061,360 | 6,541,482 | 6,789,828 | 528,711,147 |
| Interest rate | 1,013,565 | 706,859 | 206,125,057 | 872,560 | 813,925 | 185,662,052 |
| Equity price | 25,886 | 377,643 | 2,591,326 | 19,178 | 559,444 | 3,318,750 |
| Debt securities | - | - | 451,952 | - | - | 503,166 |
| Total | 10,538,995 | 9,319,498 | 703,229,695 | 7,433,220 | 8,163,197 | 718,195,115 |

As at 31 December 2022 and 2021, the proportion, determined based on the notional amount, of derivatives for trading transactions divided by type of counterparty are as follows;

| | Consolidated | |
|------------------------|-------------------------|-------------------------|
| | 31 December 2022 | 31 December 2021 |
| | % | % |
| Financial institutions | 81.90 | 72.72 |
| Third parties | 18.10 | 27.28 |
| Total | 100.00 | 100.00 |

| | Separate | |
|------------------------|-------------------------|-------------------------|
| | 31 December 2022 | 31 December 2021 |
| | % | % |
| Financial institutions | 81.91 | 73.34 |
| Third parties | 18.06 | 26.54 |
| Subsidiaries | 0.03 | 0.12 |
| Total | 100.00 | 100.00 |

11 Financial assets measured at fair value through profit or loss

| | Consolidated | |
|--|-------------------------|-------------------------|
| | Fair value | Fair value |
| | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht |
| Government and state enterprise securities | 993,585 | 831,575 |
| Private sector's debt securities | 1,321,755 | 2,759,974 |
| Foreign debt securities | - | 143,501 |
| Domestic marketable equity securities | 16,387,650 | 18,623,852 |
| Foreign marketable equity securities | - | 5,922 |
| Total | 18,702,990 | 22,364,824 |

| | Separate | |
|--|-------------------------|-------------------------|
| | Fair value | Fair value |
| | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht |
| Government and state enterprise securities | 993,585 | 831,575 |
| Private sector's debt securities | 121,215 | 2,694,121 |
| Domestic marketable equity securities | 2,245,080 | 3,843,590 |
| Total | 3,359,880 | 7,369,286 |

12 Investments, net

12.1 Classification of investments

| | Consolidated | |
|--|------------------|------------------|
| | Amortised cost | Amortised cost |
| | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht |
| Investments in debt instruments measured at amortised cost | | |
| Government and state enterprise securities | 8,761,806 | 224,566 |
| Total | 8,761,806 | 224,566 |
| Less Allowance for expected credit losses | - | - |
| Total | 8,761,806 | 224,566 |

| | Consolidated | |
|--|------------------|------------------|
| | Fair value | Fair value |
| | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht |

| | | |
|---|------------|------------|
| Investments in debt instruments measured at fair value through other comprehensive income | | |
| Government and state enterprise securities | 21,392,318 | 14,399,949 |
| Private sector's debt securities | 442,392 | 471,460 |
| Total | 21,834,710 | 14,871,409 |
| Allowance for expected credit losses | (1,811) | (1,187) |

| | Consolidated | | | |
|--|------------------|-----------------|------------------|-----------------|
| | 31 December 2022 | | 31 December 2021 | |
| | Fair value | Dividend Income | Fair value | Dividend Income |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |

| | | | | |
|---|------------|--------|------------|--------|
| Investments in equity instruments designated at fair value through other comprehensive income | | | | |
| Domestic marketable equity securities | 200,016 | 10,098 | 346,555 | 10,393 |
| Foreign marketable equity securities | 72,212 | 11,582 | 431,456 | 33,150 |
| Domestic non-marketable equity security | 704,424 | - | 700,318 | - |
| Foreign non-marketable equity security | 274,523 | - | 265,909 | - |
| Total | 1,251,175 | 21,680 | 1,744,238 | 43,543 |
| Total investment, net | 31,847,691 | 21,680 | 16,840,213 | 43,543 |

Investments in debt instruments measured at amortised cost

Government and state enterprise securities

Total

Less Allowance for expected credit losses

Total

| Separate | |
|------------------|------------------|
| Amortised cost | Amortised cost |
| 31 December 2022 | 31 December 2021 |
| Thousand Baht | Thousand Baht |
| 8,533,243 | - |
| 8,533,243 | - |
| - | - |
| 8,533,243 | - |

Investments in debt instruments measured

at fair value through other comprehensive income

Government and state enterprise securities

Private sector's debt securities

Total

Allowance for expected credit losses

| Separate | |
|------------------|------------------|
| Fair value | Fair value |
| 31 December 2022 | 31 December 2021 |
| Thousand Baht | Thousand Baht |
| 21,392,318 | 14,399,949 |
| 442,392 | 471,460 |
| 21,834,710 | 14,871,409 |
| (1,811) | (1,187) |

Investments in equity instruments designated

at fair value through other comprehensive income

Domestic marketable equity securities

Domestic non-marketable equity security

Total

Total investment, net

| Separate | | | |
|------------------|-----------------|------------------|-----------------|
| 31 December 2022 | | 31 December 2021 | |
| Fair value | Dividend Income | Fair value | Dividend Income |
| Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| 10,188 | - | 14,101 | - |
| 235,181 | - | 231,075 | - |
| 245,369 | - | 245,176 | - |
| 30,613,322 | - | 15,116,585 | - |

During the years ended 31 December 2022 and 2021, the Group has derecognised investments in equity instruments designated at fair value through other comprehensive income as following detail:

| Consolidated | | | |
|---|--|-----------------------|--|
| 31 December 2022 | | | |
| | Fair value at the date of the derecognition | Dividends received | Retained earnings or losses due to the derecognition |
| | Thousand Baht | Thousand Baht | Thousand Baht |
| | | | Explanation for the derecognition |
| Investments that are derecognised | | | |
| Domestic marketable equity securities | 171,253 | 97 | 91,605 |
| Foreign marketable equity securities | 439,122 | 9,371 | 195,032 |
| Domestic non-marketable equity security | 26 | - | 5 |
| Total | 610,401 | 9,468 | 286,642 |

| Consolidated | | | |
|---|--|-----------------------|--|
| 31 December 2021 | | | |
| | Fair value at the date of the derecognition | Dividends received | Retained earnings or losses due to the derecognition |
| | Thousand Baht | Thousand Baht | Thousand Baht |
| | | | Explanation for the derecognition |
| Investments that are derecognised | | | |
| Domestic marketable equity securities | 353,522 | 4,264 | 86,181 |
| Foreign marketable equity securities | 2,842,666 | 21,967 | 959,667 |
| Domestic non-marketable equity security | 182 | - | 1,436 |
| Total | 3,196,370 | 26,231 | 1,047,284 |

| Separate | | | |
|--|-----------------------|--|---|
| 31 December 2022 | | | |
| Fair value at the date of the derecognition | Dividends received | Retained earnings or losses due to the derecognition | Explanation for the derecognition |
| Thousand Baht | Thousand Baht | Thousand Baht | |
| Investments that are derecognised | | | |
| Domestic marketable equity securities | 325 | - | 120 Sell according to the investment policy of the investment committee |
| Domestic non-marketable equity securities | 26 | - | 5 Sell according to the investment policy of the investment committee |
| Total | 351 | - | 125 |

| Separate | | | |
|--|-----------------------|--|---|
| 31 December 2021 | | | |
| Fair value at the date of the derecognition | Dividends received | Retained earnings or losses due to the derecognition | Explanation for the derecognition |
| Thousand Baht | Thousand Baht | Thousand Baht | |
| Investments that are derecognised | | | |
| Domestic marketable equity securities | 5 | - | 4 Sell according to the investment policy of the investment committee |
| Total | 5 | - | 4 |

12.2 Investments in securities with holdings of 10% upwards

Investments in securities in which the Group hold 10% upwards of the paid-up capital in each entity, classified by industry are as follows:

| Business type | Consolidated | | | |
|------------------------|--------------------------------------|-----------|--------------------------------------|-----------|
| | 31 December 2022 | | 31 December 2021 | |
| | Investment amount at fair value Baht | Holding % | Investment amount at fair value Baht | Holding % |
| Digital Asset Business | - | - | 265,909,104 | 10.26 |
| Holding Business | 457,642,033 | 18.48 | 457,642,033 | 18.48 |
| Leasing | 63,814,054 | 10.00 | 58,997,494 | 10.00 |

| Business type | Separate | | | |
|---------------|--------------------------------------|-----------|--------------------------------------|-----------|
| | 31 December 2022 | | 31 December 2021 | |
| | Investment amount at fair value Baht | Holding % | Investment amount at fair value Baht | Holding % |
| Leasing | 63,814,054 | 10.00 | 58,997,494 | 10.00 |

12.3 Recognition of transaction in profit or loss and other comprehensive income for debt instruments measured at fair value through other comprehensive income

Recognition of transaction in profit or loss and other comprehensive income for debt instruments measured at fair value through other comprehensive income for the years ended 31 December 2022 and 2021 are as follow:

| | Consolidated | | Separate | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| | 2022 Thousand Baht | 2021 Thousand Baht | 2022 Thousand Baht | 2021 Thousand Baht |
| Loss from changes in value of investments in debt instruments measured at FVOCI | (158,681) | (312,145) | (158,681) | (312,145) |
| Gain realised from sale of investments in debt instruments measured at FVOCI | 3,707 | 9,640 | 3,707 | 9,640 |
| | (154,974) | (302,505) | (154,974) | (302,505) |

13 Investments in subsidiaries, net

As at 31 December 2022 and 2021, the Bank has investments in subsidiaries as follows;

| | | Separate | | | | | |
|--|-----------------|--------------------------|--------------------------------|----------------------------|------------------|--------------|-------------------|
| | | 31 December 2022 | | | | | |
| | | Cost method | | Securities investment type | Net balance | | Dividend received |
| | | Cost Thousand Baht | Impairment Thousand Baht | | Thousand Baht | Holding % | Thousand Baht |
| KKP Capital Public Company Limited Asia Recovery 1 Fund Asia Recovery 2 Fund Asia Recovery 3 Fund Thai Restructuring Fund Bangkok Capital Fund Gamma Capital Fund KKP Tower Co., Ltd. | Holding Company | 7,170,621 | - | Ordinary shareholder | 7,170,621 | 99.98 | 1,471,848 |
| | Investments* | 192,037 | - | Unit trust | 192,037 | 99.95 | - |
| | Investments* | 359,849 | - | Unit trust | 359,849 | 99.59 | - |
| | Investments* | 553,503 | - | Unit trust | 553,503 | 99.97 | - |
| | Investments* | 165,528 | - | Unit trust | 165,528 | 98.91 | - |
| | Investments* | 1,379,702 | (569,325) | Unit trust | 810,377 | 95.72 | - |
| | Investments* | 247,985 | - | Unit trust | 247,985 | 94.03 | - |
| | Real estate | 206,398 | - | Ordinary shareholder | 206,398 | 91.34 | - |
| | | 10,275,623 | (569,325) | | 9,706,298 | | 1,471,848 |
| | | | | | | | |

* Investments in commercial loans auctioned from Financial Restructuring Authority (FRA).

| | | Separate | | | | | |
|--|-----------------|--------------------------|--------------------------------|----------------------------|------------------|--------------|-------------------|
| | | 31 December 2021 | | | | | |
| | | Cost method | | Securities investment type | Net balance | | Dividend received |
| | | Cost Thousand Baht | Impairment Thousand Baht | | Thousand Baht | Holding % | Thousand Baht |
| KKP Capital Public Company Limited Asia Recovery 1 Fund Asia Recovery 2 Fund Asia Recovery 3 Fund Thai Restructuring Fund Bangkok Capital Fund Gamma Capital Fund KKP Tower Co., Ltd. | Holding Company | 7,170,621 | - | Ordinary shareholder | 7,170,621 | 99.98 | 1,051,320 |
| | Investments* | 192,037 | - | Unit trust | 192,037 | 99.95 | - |
| | Investments* | 359,849 | - | Unit trust | 359,849 | 99.59 | - |
| | Investments* | 570,723 | - | Unit trust | 570,723 | 99.97 | - |
| | Investments* | 165,528 | - | Unit trust | 165,528 | 98.91 | - |
| | Investments* | 1,443,576 | (579,912) | Unit trust | 863,664 | 95.72 | - |
| | Investments* | 674,985 | - | Unit trust | 674,985 | 94.03 | - |
| | Real estate | 206,398 | - | Ordinary shareholder | 206,398 | 91.34 | - |
| | | 10,783,717 | (579,912) | | 10,203,805 | | 1,051,320 |
| | | | | | | | |

* Investments in commercial loans auctioned from Financial Restructuring Authority (FRA).

The liquidation of the capital of the mutual funds

According to the Notifications of the Capital Market Supervisory Board No. Thor Nor. 21/2552 Thor Nor. 22/2552, and Thor Nor. 23/2552: Rules, Conditions and Procedures for Establishment and Management of Mutual Funds for Solving Financial Institutions Problems, it specified that the maturity date of the scheme to be no later than 31 August 2015. Therefore, Asia Recovery Fund 1, Asia Recovery Fund 2, Asia Recovery Fund 3, Thai Restructuring Fund, Bangkok Capital Fund and Gamma Capital Fund are required to be liquidated in accordance with these notifications. The remaining funds are in the process of liquidation.

During the year ended 31 December 2022, the Bank has received capital distribution for liquidation from Asia Recovery 3 Fund, Gamma Capital Fund and Bangkok Capital Fund in the amount of Baht 508 million (2021: Baht 502 million).

14 Investment property, net

| | Consolidated | |
|--------------------------------------|-----------------------------------|-----------------------------------|
| | 31 December 2022 Thousand Baht | 31 December 2021 Thousand Baht |
| Cost | 21,894 | 26,790 |
| <u>Less</u> Accumulated depreciation | (1,673) | (5,288) |
| Net book amount | 20,221 | 21,502 |
| Opening net book amount | 21,502 | 21,761 |
| Additions | 1,707 | 6 |
| Transferred - in (out) | (2,690) | - |
| Depreciation | (298) | (265) |
| Closing net book amount | 20,221 | 21,502 |
| Fair value | 74,810 | 55,850 |

The Group's investment properties were revalued in August 2022 by external appraiser. The fair value of investment properties is based on Income Approach. The fair values are within level 3 of the fair value hierarchy.

Amount recognised in profit or loss that are related to investment property are as follows;

| | Consolidated | |
|--|-----------------------------------|-----------------------------------|
| | 31 December 2022 Thousand Baht | 31 December 2021 Thousand Baht |
| Rental income | - | - |
| Direct operating expense arise from investment property that generated rental income | 472 | 575 |

15 Loans to customers and accrued interest receivables, net

15.1 Classified by product

| | Consolidated | | Separate | |
|--|---|---|---|---|
| | 31 December 2022 Thousand Baht | 31 December 2021 Thousand Baht | 31 December 2022 Thousand Baht | 31 December 2021 Thousand Baht |
| <u>Loans</u> | | | | |
| Overdrafts | 1,800,718 | 1,307,023 | 1,800,718 | 1,307,023 |
| Loans | 186,470,035 | 149,028,529 | 188,378,822 | 150,969,915 |
| Bills | 49,653 | 49,647 | 49,653 | 49,647 |
| Hire-purchase receivables | 184,692,794 | 156,061,626 | 184,692,794 | 156,061,626 |
| Finance lease receivables | 422,925 | 462,925 | 422,925 | 462,925 |
| Total loans net of deferred revenue | 373,436,125 | 306,909,750 | 375,344,912 | 308,851,136 |
| <u>Add</u> Accrued interest receivables and undue interest receivable | 10,403,323 | 8,743,156 | 10,206,053 | 8,616,921 |
| Total loans and accrued interest receivables net of deferred revenue | 383,839,448 | 315,652,906 | 385,550,965 | 317,468,057 |
| <u>Less</u> Allowance for expected credit losses | (18,968,927) | (16,505,340) | (18,934,467) | (16,501,465) |
| Net loans to customers and accrued interest receivables | 364,870,521 | 299,147,566 | 366,616,498 | 300,966,592 |

15.2 Classified by currency and residence of customers

| | Consolidated | | Separate | |
|-----------------|---|---|---|---|
| | 31 December 2022 Thousand Baht | 31 December 2021 Thousand Baht | 31 December 2022 Thousand Baht | 31 December 2021 Thousand Baht |
| Domestic | | | | |
| Baht | 363,195,694 | 295,620,398 | 365,104,481 | 297,561,784 |
| US Dollar | 3,006,929 | 5,012,985 | 3,006,929 | 5,012,985 |
| Foreign | | | | |
| Baht | 1,729,894 | 2,003,463 | 1,729,894 | 2,003,463 |
| US Dollar | 5,152,922 | 4,272,904 | 5,152,922 | 4,272,904 |
| Others | 350,686 | - | 350,686 | - |
| Total loans | 373,436,125 | 306,909,750 | 375,344,912 | 308,851,136 |

15.3 Classification by loans classification

| | Consolidated | |
|--|---|---|
| | 31 December 2022 | 31 December 2021 |
| | Loans outstanding and interest receivables | Loans outstanding and interest receivables |
| Loans classification | Thousand Baht | Thousand Baht |
| Financial assets with an insignificant increase in credit risk (Performing financial assets) | 346,216,692 | 287,141,020 |
| Financial assets with a significant increase in credit risk (Under-performing financial assets) | 22,757,274 | 17,018,788 |
| Credit-impaired financial assets (Non-performing financial assets) | 13,946,532 | 10,637,842 |
| Purchased or originated credit-impaired financial assets | 918,950 | 855,256 |
| Total loans and accrued interest receivables | 383,839,448 | 315,652,906 |



| Loans classification | Separate | |
|--|--|--|
| | 31 December 2022 | 31 December 2021 |
| | Loans outstanding and interest receivables | Loans outstanding and interest receivables |
| | Thousand Baht | Thousand Baht |
| Financial assets with an insignificant increase in credit risk | | |
| (Performing financial assets) | 348,538,817 | 289,509,004 |
| Financial assets with a significant increase in credit risk | | |
| (Under-performing financial assets) | 22,757,274 | 17,018,788 |
| Credit-impaired financial assets | | |
| (Non-performing financial assets) | 13,946,532 | 10,637,842 |
| Purchased or originated credit-impaired financial assets | 308,342 | 302,423 |
| Total loans and accrued interest receivables | 385,550,965 | 317,468,057 |

15.4 Non-performing loans

The Group has non-performing loans, defined according to the BOT's Notification as loan classified as credit-impaired or purchased or originated credit-impaired financial assets, including interbank and money market items, but excluding accrued interest receivables, as follows;

| | Consolidated | | Separate | |
|---|------------------|------------------|------------------|------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Non-performing loans | | | | |
| (excluding accrued interest receivables) | 13,031,022 | 10,191,158 | 12,614,235 | 9,761,009 |
| Percentage of non-performing loans to total loans (including loans to financial institutions) | 3.16 | 2.84 | 3.01 | 2.65 |

15.5 Movement in the gross carrying amount of loans that contributed to changes in the ECL

| | Consolidated | | | | |
|--|--|---|---------------------------------|--|---------------|
| | 31 December 2022 | | | | |
| | Financial assets with an insignificant increase in credit risk | Financial assets with a significant increase in credit risk | Credit-impaired financial asset | Purchased or originated credit-impaired financial assets | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| As of 1 January 2022 | 287,141,020 | 17,018,788 | 10,637,842 | 855,256 | 315,652,906 |
| Change due to reclassification | (26,537,914) | 10,819,855 | 15,718,059 | - | - |
| Change due to collection and modification | (20,624,515) | (2,707,295) | (5,678,031) | 63,695 | (28,946,146) |
| Newly acquired or purchased financial assets | 139,688,517 | 25,116 | 15,146 | - | 139,728,779 |
| Derecognised financial assets | (33,412,877) | (2,313,771) | (2,595,513) | - | (38,322,161) |
| Write-off | (37,540) | (85,419) | (4,150,971) | - | (4,273,930) |
| As of 31 December 2022 | 346,216,691 | 22,757,274 | 13,946,532 | 918,951 | 383,839,448 |

| | Consolidated | | | | |
|--|--|---|---------------------------------|--|---------------|
| | 31 December 2021 | | | | |
| | Financial assets with an insignificant increase in credit risk | Financial assets with a significant increase in credit risk | Credit-impaired financial asset | Purchased or originated credit-impaired financial assets | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| As of 1 January 2021 | 247,488,972 | 15,426,193 | 8,255,609 | 780,005 | 271,950,779 |
| Change due to reclassification | (18,614,623) | 5,448,479 | 13,166,144 | - | - |
| Change due to collection and modification | (38,946,218) | (2,779,575) | (4,958,468) | 75,251 | (46,609,010) |
| Newly acquired or purchased financial assets | 114,244,613 | 12,577 | 5,793 | - | 114,262,983 |
| Derecognised financial assets | (16,976,269) | (1,039,715) | (2,597,563) | - | (20,613,547) |
| Write-off | (55,455) | (49,171) | (3,233,673) | - | (3,338,299) |
| As of 31 December 2021 | 287,141,020 | 17,018,788 | 10,637,842 | 855,256 | 315,652,906 |

| | Separate | | | | |
|--|--|---|---------------------------------|--|---------------|
| | 31 December 2022 | | | | |
| | Financial assets with an insignificant increase in credit risk | Financial assets with a significant increase in credit risk | Credit-impaired financial asset | Purchased or originated credit-impaired financial assets | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| As of 1 January 2022 | 289,509,004 | 17,018,788 | 10,637,842 | 302,423 | 317,468,057 |
| Change due to reclassification | (26,537,914) | 10,819,855 | 15,718,059 | - | - |
| Change due to collection and modification | (20,670,375) | (2,707,295) | (5,678,030) | 5,919 | (29,049,781) |
| Newly acquired or purchased financial assets | 139,688,518 | 25,116 | 15,146 | - | 139,728,780 |
| Derecognised financial assets | (33,412,877) | (2,313,771) | (2,595,513) | - | (38,322,161) |
| Write-off | (37,540) | (85,419) | (4,150,971) | - | (4,273,930) |
| As of 31 December 2022 | 348,538,816 | 22,757,274 | 13,946,533 | 308,342 | 385,550,965 |

| | Separate | | | | |
|--|---|--|--|---|------------------------|
| | 31 December 2021 | | | | |
| | Financial assets with an insignificant increase in credit risk Thousand Baht | Financial assets with a significant increase in credit risk Thousand Baht | Credit-impaired financial asset Thousand Baht | Purchased or originated credit-impaired financial assets Thousand Baht | Total Thousand Baht |
| As of 1 January 2021 | 251,771,915 | 15,426,193 | 8,255,609 | 296,305 | 275,750,022 |
| Change due to reclassification | (18,614,623) | 5,448,479 | 13,166,144 | - | - |
| Change due to collection and modification | (40,861,177) | (2,779,575) | (4,958,468) | 6,118 | (48,593,102) |
| Newly acquired or purchased financial assets | 114,244,613 | 12,577 | 5,793 | - | 114,262,983 |
| Derecognised financial assets | (16,976,269) | (1,039,715) | (2,597,563) | - | (20,613,547) |
| Write-off | (55,455) | (49,171) | (3,233,673) | - | (3,338,299) |
| As of 31 December 2021 | 289,509,004 | 17,018,788 | 10,637,842 | 302,423 | 317,468,057 |

16 Hire-purchase and finance lease receivables

Receivables of the Group under hire-purchase and finance lease agreements and mostly comprise hire-purchase agreements for cars, machine and equipment for business operation. The terms of the agreements are generally between 1 to 7 years and under most agreements, interest is charged at a fixed rate as specified in agreements.

| | Consolidated and Separate | | | |
|--|-----------------------------------|-------------------------------------|-------------------------------|------------------------|
| | 31 December 2022 | | | |
| | Amount due under lease agreements | | | |
| | Less than 1 year Thousand Baht | Within 1 - 5 years Thousand Baht | Over 5 years Thousand Baht | Total Thousand Baht |
| Gross investment in the agreements | 2,473,247 | 104,494,370 | 123,363,908 | 230,331,525 |
| <u>Less</u> Unearned income | | | | (45,215,806) |
| Present value of minimum lease payment per agreement | | | | 185,115,719 |
| <u>Less</u> Allowance for expected credit losses | | | | (10,711,046) |
| Hire-purchase and finance lease receivables, net | | | | 174,404,673 |

| Consolidated and Separate | | | | |
|--|---|-------------------------------------|---------------------------|--------------|
| 31 December 2021 | | | | |
| Amount due under lease agreements | | | | |
| Less than 1 year Thousand Baht | Within 1 - 5 years Thousand Baht | Over 5 years Thousand Baht | Total Thousand Baht | |
| Gross investment in the agreements | 2,652,377 | 94,094,581 | 96,852,263 | 193,599,221 |
| <u>Less</u> Unearned income | | | | (37,074,670) |
| Present value of minimum lease payment per agreement | | | | 156,524,551 |
| <u>Less</u> Allowance for expected credit losses | | | | (8,780,358) |
| Hire-purchase and finance lease receivables, net | | | | 147,744,193 |

17 Allowance for expected credit losses

| | Consolidated | | | | | |
|---|---|--|--|---|--------------------|------------------|
| | 31 December 2022 | | | | | |
| | Financial assets with an insignificant increase in credit risk | Financial assets with a significant increase in credit risk | Credit- impaired financial assets | Purchased or originated credit- impaired financial assets | Surplus reserve | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Interbank and money market items | | | | | | |
| As at 1 January 2022 | 12,391 | - | - | - | - | 12,391 |
| Change due to new estimation of credit loss | (1,768) | - | - | - | - | (1,768) |
| Newly acquired or purchased financial assets | 21,748 | - | - | - | - | 21,748 |
| Derecognised financial assets | (23,536) | - | - | - | - | (23,536) |
| As at 31 December 2022 | 8,835 | - | - | - | - | 8,835 |
| Loans | | | | | | |
| As at 1 January 2022 | 8,153,465 | 2,857,114 | 4,336,418 | 26,143 | 1,132,200 | 16,505,340 |
| Change due to reclassification | 1,266,322 | (3,581,100) | 2,314,778 | - | - | - |
| Change due to new estimation of credit loss | (5,376,840) | 4,952,716 | 3,729,052 | 29,959 | - | 3,334,887 |
| Newly acquired or purchased financial assets | 4,993,775 | 2,836 | 3,709 | - | - | 5,000,320 |
| Derecognised financial assets | (641,521) | (406,761) | (2,277,420) | (1) | - | (3,325,703) |
| Write-off | (2,945) | (17,225) | (2,148,347) | - | - | (2,168,517) |
| Amortisation of surplus reserve | - | - | - | - | (377,400) | (377,400) |
| As at 31 December 2022 | 8,392,256 | 3,807,580 | 5,958,190 | 56,101 | 754,800 | 18,968,927 |



| | Separate | | | | | |
|--|--|---|----------------------------------|--|-----------------|---------------|
| | 31 December 2022 | | | | | |
| | Financial assets with an insignificant increase in credit risk | Financial assets with a significant increase in credit risk | Credit-impaired financial assets | Purchased or originated credit-impaired financial assets | Surplus reserve | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Interbank and money market items | | | | | | |
| As at 1 January 2022 | 15,223 | - | - | - | - | 15,223 |
| Change due to new estimation of credit loss | (3,404) | - | - | - | - | (3,404) |
| Newly acquired or purchased financial assets | 21,749 | - | - | - | - | 21,749 |
| Derecognised financial assets | (23,536) | - | - | - | - | (23,536) |
| As at 31 December 2022 | 10,032 | - | - | - | - | 10,032 |
| Loans | | | | | | |
| As at 1 January 2022 | 8,155,882 | 2,857,114 | 4,336,418 | 19,851 | 1,132,200 | 16,501,465 |
| Change due to reclassification | 1,266,322 | (3,581,100) | 2,314,778 | - | - | - |
| Change due to new estimation of credit loss | (5,378,099) | 4,952,716 | 3,729,052 | 633 | - | 3,304,302 |
| Newly acquired or purchased financial assets | 4,993,775 | 2,836 | 3,709 | - | - | 5,000,320 |
| Derecognised financial assets | (641,521) | (406,761) | (2,277,420) | (1) | - | (3,325,703) |
| Write-off | (2,945) | (17,225) | (2,148,347) | - | - | (2,168,517) |
| Amortisation of surplus reserve | - | - | - | - | (377,400) | (377,400) |
| As at 31 December 2022 | 8,393,414 | 3,807,580 | 5,958,190 | 20,483 | 754,800 | 18,934,467 |

| | Consolidated | | | | | |
|--|--|---|----------------------------------|--|-----------------|---------------|
| | 31 December 2022 | | | | | |
| | Financial assets with an insignificant increase in credit risk | Financial assets with a significant increase in credit risk | Credit-impaired financial assets | Purchased or originated credit-impaired financial assets | Surplus reserve | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Securities and derivative business receivables | | | | | | |
| As at 1 January 2022 | - | - | - | - | - | - |
| Change due to reclassification | - | - | - | - | - | - |
| Change due to new estimation of credit loss | - | - | 708,525 | - | - | 708,525 |
| Newly acquired or purchased financial assets | - | - | - | - | - | - |
| Derecognised financial assets | - | - | - | - | - | - |
| As at 31 December 2022 | - | - | 708,525 | - | - | 708,525 |

| | Consolidated and Separate | | | | | |
|--|--|---|----------------------------------|--|-----------------|---------------|
| | 31 December 2022 | | | | | |
| | Financial assets with an insignificant increase in credit risk | Financial assets with a significant increase in credit risk | Credit-impaired financial assets | Purchased or originated credit-impaired financial assets | Surplus reserve | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Other assets | | | | | | |
| As at 1 January 2022 | 1,554 | 5,390 | 44,131 | - | - | 51,075 |
| Change due to reclassification | 3,823 | (6,386) | 2,563 | - | - | - |
| Change due to new estimation of credit loss | (5,937) | 16,311 | 11,230 | - | - | 21,604 |
| Newly acquired or purchased financial assets | 4,660 | 1,498 | 42,865 | - | - | 49,023 |
| Derecognised financial assets | (2,459) | (8,539) | (46,858) | - | - | (57,856) |
| As at 31 December 2022 | 1,641 | 8,274 | 53,931 | - | - | 63,846 |

| | Consolidated and Separate | | | | | |
|--|--|---|----------------------------------|--|-----------------|---------------|
| | 31 December 2021 | | | | | |
| | Financial assets with an insignificant increase in credit risk | Financial assets with a significant increase in credit risk | Credit-impaired financial assets | Purchased or originated credit-impaired financial assets | Surplus reserve | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Interbank and money market items | | | | | | |
| As at 1 January 2021 | 11,395 | - | - | - | - | 11,395 |
| Change due to new estimation of credit loss | (7,949) | - | - | - | - | (7,949) |
| Newly acquired or purchased financial assets | 41,911 | - | - | - | - | 41,911 |
| Derecognised financial assets | (32,966) | - | - | - | - | (32,966) |
| As at 31 December 2021 | 12,391 | - | - | - | - | 12,391 |

| | | | | | | |
|--|-------------|-------------|-------------|---------|-----------|-------------|
| Loans | | | | | | |
| As at 1 January 2021 | 5,468,900 | 3,023,260 | 3,080,190 | 22,815 | 1,509,600 | 13,104,765 |
| Change due to reclassification | 922,574 | (3,367,390) | 2,444,816 | - | - | - |
| Change due to new estimation of credit loss | (1,873,410) | 3,446,918 | 3,003,612 | 5,317 | - | 4,582,437 |
| Newly acquired or purchased financial assets | 4,162,526 | 9,403 | 4,531 | - | - | 4,176,460 |
| Derecognised financial assets | (523,264) | (238,544) | (2,363,428) | (1,989) | - | (3,127,225) |
| Write-off | (3,861) | (16,533) | (1,833,303) | - | - | (1,853,697) |
| Amortisation of surplus reserve | - | - | - | - | (377,400) | (377,400) |
| As at 31 December 2021 | 8,153,465 | 2,857,114 | 4,336,418 | 26,143 | 1,132,200 | 16,505,340 |



| | Separate | | | | | |
|--|--|---|----------------------------------|--|-----------------|---------------|
| | 31 December 2021 | | | | | |
| | Financial assets with an insignificant increase in credit risk | Financial assets with a significant increase in credit risk | Credit-impaired financial assets | Purchased or originated credit-impaired financial assets | Surplus reserve | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Interbank and money market items | | | | | | |
| As at 1 January 2021 | 11,395 | - | - | - | - | 11,395 |
| Change due to new estimation of credit loss | (5,117) | - | - | - | - | (5,117) |
| Newly acquired or purchased financial assets | 41,911 | - | - | - | - | 41,911 |
| Derecognised financial assets | (32,966) | - | - | - | - | (32,966) |
| As at 31 December 2021 | 15,223 | - | - | - | - | 15,223 |

Loans

| | | | | | | |
|--|-------------|-------------|-------------|---------|-----------|-------------|
| As at 1 January 2021 | 5,471,840 | 3,023,260 | 3,080,190 | 22,020 | 1,509,600 | 13,106,910 |
| Change due to reclassification | 922,574 | (3,367,390) | 2,444,816 | - | - | - |
| Change due to new estimation of credit loss | (1,873,934) | 3,446,918 | 3,003,612 | (180) | - | 4,576,416 |
| Newly acquired or purchased financial assets | 4,162,526 | 9,403 | 4,531 | - | - | 4,176,460 |
| Derecognised financial assets | (523,264) | (238,544) | (2,363,428) | (1,989) | - | (3,127,225) |
| Write-off | (3,860) | (16,533) | (1,833,303) | - | - | (1,853,696) |
| Amortisation of surplus reserve | - | - | - | - | (377,400) | (377,400) |
| As at 31 December 2021 | 8,155,882 | 2,857,114 | 4,336,418 | 19,851 | 1,132,200 | 16,501,465 |

| | Consolidated and Separate | | | | | |
|--|--|---|----------------------------------|--|-----------------|---------------|
| | 31 December 2021 | | | | | |
| | Financial assets with an insignificant increase in credit risk | Financial assets with a significant increase in credit risk | Credit-impaired financial assets | Purchased or originated credit-impaired financial assets | Surplus reserve | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Other assets | | | | | | |
| As at 1 January 2022 | 1,156 | 4,435 | 18,922 | - | - | 24,513 |
| Change due to reclassification | 2,641 | (4,675) | 2,034 | - | - | - |
| Change due to new estimation of credit loss | (4,370) | 13,166 | 9,015 | - | - | 17,811 |
| Newly acquired or purchased financial assets | 4,503 | 1,200 | 65,637 | - | - | 71,340 |
| Derecognised financial assets | (2,376) | (8,736) | (51,477) | - | - | (62,589) |
| As at 31 December 2021 | 1,554 | 5,390 | 44,131 | - | - | 51,075 |

18 Properties foreclosed, net

| | Consolidated | | Separate | |
|--|---------------------|---------------------|---------------------|---------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Properties foreclosed | 8,852,574 | 7,020,735 | 9,958,008 | 7,749,718 |
| Less Provision for diminution in value | (3,064,844) | (3,038,794) | (3,064,844) | (3,027,559) |
| Net properties foreclosed | 5,787,730 | 3,981,941 | 6,893,164 | 4,722,159 |

The Group acquired properties foreclosed by transferring assets, auction and repossession for the debt settlement.

| | Consolidated 31 December 2022 | | |
|--|----------------------------------|-------------------|------------------|
| | Immovable assets | Movable assets | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht |
| At beginning of year | 6,542,145 | 478,590 | 7,020,735 |
| Additions | 1,551,036 | 6,457,199 | 8,008,235 |
| Disposals | (536,146) | (5,640,250) | (6,176,396) |
| At end of year | 7,557,035 | 1,295,539 | 8,852,574 |
| Less Provision for diminution in value | (3,015,874) | (48,970) | (3,064,844) |
| Net properties foreclosed | 4,541,161 | 1,246,569 | 5,787,730 |

| | Consolidated 31 December 2021 | | |
|--|----------------------------------|-------------------|------------------|
| | Immovable assets | Movable assets | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht |
| At beginning of year | 5,395,781 | 520,581 | 5,916,362 |
| Additions | 2,243,541 | 5,592,753 | 7,836,294 |
| Disposals | (1,097,177) | (5,634,744) | (6,731,921) |
| At end of year | 6,542,145 | 478,590 | 7,020,735 |
| Less Provision for diminution in value | (3,021,593) | (17,201) | (3,038,794) |
| Net properties foreclosed | 3,520,552 | 461,389 | 3,981,941 |

| | Separate 31 December 2022 | | |
|---|---|---------------------------------------|---------------------------|
| | Immovable assets Thousand Baht | Movable assets Thousand Baht | Total Thousand Baht |
| At beginning of year | 7,271,128 | 478,590 | 7,749,718 |
| Additions | 2,033,294 | 6,457,199 | 8,490,492 |
| Disposals | (641,953) | (5,640,250) | (6,282,202) |
| At end of year | 8,662,469 | 1,295,539 | 9,958,008 |
| <u>Less</u> Provision for diminution in value | (3,015,874) | (48,970) | (3,064,844) |
| Net properties foreclosed | 5,646,595 | 1,246,569 | 6,893,164 |

| | Separate 31 December 2021 | | |
|---|---|---------------------------------------|---------------------------|
| | Immovable assets Thousand Baht | Movable assets Thousand Baht | Total Thousand Baht |
| At beginning of year | 6,052,570 | 520,581 | 6,573,151 |
| Additions | 1,987,701 | 5,592,753 | 7,580,454 |
| Disposals | (769,143) | (5,634,744) | (6,403,887) |
| At end of year | 7,271,128 | 478,590 | 7,749,718 |
| <u>Less</u> Provision for diminution in value | (3,010,358) | (17,201) | (3,027,559) |
| Net properties foreclosed | 4,260,770 | 461,389 | 4,722,159 |

Immovable properties foreclosed classified by external and internal appraisers as at 31 December 2022 and 2021 are as follows;

| | Consolidated | | Separate | |
|----------------------------------|---|---|---|---|
| | 31 December 2022 Thousand Baht | 31 December 2021 Thousand Baht | 31 December 2022 Thousand Baht | 31 December 2021 Thousand Baht |
| Immovable properties foreclosed | | | | |
| Appraised by external appraisers | 7,505,123 | 6,476,304 | 8,610,557 | 7,205,287 |
| Appraised by internal appraisers | 51,912 | 65,841 | 51,912 | 65,841 |
| Total | 7,557,035 | 6,542,145 | 8,662,469 | 7,271,128 |

As of 31 December 2022, the Bank had repossessed cars which were still under the redemption option by guarantor in amount of Baht 379 million and immovable assets with buy-back option from properties' owner under measure to promote the acceptance of the transfer of collateral property for debt repayment under the emergency decree on the provision of assistance and rehabilitation of business operators impacted by the spread of the Covid-19 pandemic B.E. 2564 in amount of Baht 2,211 million.

19 Land, premises and equipment, net

| Consolidated | | | | | | | | | | | |
|---------------------------------------|----------------------|------------------|-------------------------|--|-------------------|--------------------------|------------------|-------------------------|--|-------------------|---|
| 31 December 2022 | | | | | | | | | | | |
| | Cost/appraisal value | | | | | Accumulated depreciation | | | | | Land, Premises and Equipment, net |
| | Beginning Balance | Additions | Disposals/ Transfers | Adjustment For change in accounting policy | Ending Balance | Beginning Balance | Additions | Disposals/ Transfers | Adjustment For change in accounting policy | Ending Balance | |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | |
| Land | | | | | | | | | | | |
| Cost | 557,370 | - | - | - | 557,370 | - | - | - | - | - | 557,370 |
| Revaluation surplus (year 2022) | - | 2,988,753 | - | - | 2,988,753 | - | - | - | - | - | 2,988,753 |
| Premises | | | | | | | | | | | |
| Cost | 2,575,138 | 907,100 | (5,242) | (1,175,857) | 2,301,139 | (1,095,224) | (85,875) | 5,242 | 1,175,857 | - | 2,301,139 |
| Revaluation surplus (year 2022) | - | 430,647 | - | - | 430,647 | - | - | - | - | - | 430,647 |
| Equipment | 1,471,060 | 224,076 | (94,722) | - | 1,600,414 | (1,158,681) | (144,641) | 86,503 | - | (1,216,819) | 383,595 |
| Furniture and fixtures | 811,733 | 338,516 | (66,552) | - | 1,083,697 | (624,398) | (88,350) | 63,796 | - | (648,952) | 434,745 |
| Vehicles | 298,173 | 51,550 | (39,991) | - | 309,732 | (198,342) | (44,304) | 39,719 | - | (202,927) | 106,805 |
| Work in progress | 864,058 | 677,741 | (1,332,845) | - | 208,954 | - | - | - | - | - | 208,954 |
| Total | 6,577,532 | 5,618,383 | (1,539,352) | (1,175,857) | 9,480,706 | (3,076,645) | (363,170) | 195,260 | 1,175,857 | (2,068,698) | 7,412,008 |

| Consolidated | | | | | | | | | |
|---------------------------|----------------------|------------------|-------------------------|-------------------|--------------------------|------------------|-------------------------|-------------------|---|
| 31 December 2021 | | | | | | | | | |
| | cost | | | | Accumulated depreciation | | | | Land, Premises and Equipment, net |
| | Beginning Balance | Additions | Disposals/ Transfers | Ending Balance | Beginning Balance | Additions | Disposals/ Transfers | Ending Balance | |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | |
| Land | 557,370 | - | - | 557,370 | - | - | - | - | 557,370 |
| Premises | 2,926,747 | 123,735 | (475,344) | 2,575,138 | (1,389,328) | (87,135) | 381,239 | (1,095,224) | 1,479,914 |
| Equipment | 1,518,691 | 146,158 | (193,789) | 1,471,060 | (1,168,372) | (167,234) | 176,925 | (1,158,681) | 312,379 |
| Furniture and fixtures | 819,109 | 73,520 | (80,896) | 811,733 | (627,017) | (74,918) | 77,537 | (624,398) | 187,335 |
| Vehicles | 284,351 | 42,490 | (28,668) | 298,173 | (184,514) | (41,919) | 28,091 | (198,342) | 99,831 |
| Work in progress | 547,427 | 326,771 | (10,140) | 864,058 | - | - | - | - | 864,058 |
| Total | 6,653,695 | 712,674 | (788,837) | 6,577,532 | (3,369,231) | (371,206) | 663,792 | (3,076,645) | 3,500,887 |



| Separate | | | | | | | | | | | |
|---------------------------------|----------------------|---------------|----------------------|--|----------------|--------------------------|---------------|----------------------|--|----------------|-----------------------------------|
| 31 December 2022 | | | | | | | | | | | |
| | Cost/appraisal value | | | | | Accumulated depreciation | | | | | Land, Premises and Equipment, net |
| | Beginning Balance | Additions | Disposals/ Transfers | Adjustment For change in accounting policy | Ending Balance | Beginning Balance | Additions | Disposals/ Transfers | Adjustment For change in accounting policy | Ending Balance | |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | |
| Land | | | | | | | | | | | |
| Cost | 94,968 | - | - | - | 94,968 | - | - | - | - | - | 94,968 |
| Revaluation surplus (year 2022) | - | 279,595 | - | - | 279,595 | - | - | - | - | - | |
| Premises | | | | | | | | | | | 279,595 |
| Cost | 47,582 | 8,587 | (5,242) | (46,245) | 9,924 | (45,423) | (822) | - | 46,245 | - | 9,924 |
| Revaluation surplus (year 2022) | - | 74,922 | - | - | 74,922 | - | - | - | - | - | 74,922 |
| Equipment | 1,115,937 | 173,540 | (51,033) | - | 1,238,444 | (907,799) | (95,363) | 50,653 | - | (952,509) | 285,935 |
| Furniture and fixtures | 710,526 | 209,052 | (66,552) | - | 874,670 | (532,488) | (75,002) | 43,401 | - | (564,089) | 310,581 |
| Vehicles | 273,478 | 51,550 | (39,991) | - | 285,036 | (175,190) | (43,217) | 39,719 | - | 178,688) | 106,348 |
| Work in progress | 128,349 | 184,736 | (197,217) | - | 115,868 | - | - | - | - | - | 115,868 |
| Total | 2,370,840 | 981,982 | (333,150) | (46,245) | 2,973,427 | (1,660,900) | (214,404) | 133,773 | 46,245 | (1,695,286) | 1,278,141 |

| Separate | | | | | | | | | | | |
|------------------------|-------------------|---------------|----------------------|----------------|--------------------------|---------------|----------------------|----------------|-----------------------------------|--|--|
| 31 December 2021 | | | | | | | | | | | |
| | Cost | | | | Accumulated depreciation | | | | Land, Premises and Equipment, net | | |
| | Beginning Balance | Additions | Disposals/ Transfers | Ending Balance | Beginning Balance | Additions | Disposals/ Transfers | Ending Balance | | | |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | | | |
| Land | 94,968 | - | - | 94,968 | - | - | - | - | | | |
| Premises and building | 107,293 | - | (59,711) | 47,582 | (57,109) | (2,225) | 13,911 | (45,423) | | | |
| Equipment | 1,153,501 | 81,846 | (119,410) | 1,115,937 | (921,158) | (105,191) | 118,550 | (907,799) | | | |
| Furniture and fixtures | 718,432 | 72,966 | (80,872) | 710,526 | (539,860) | (70,147) | 77,519 | (532,488) | | | |
| Vehicles | 259,656 | 42,490 | (28,668) | 273,478 | (162,961) | (40,319) | 28,090 | (175,190) | | | |
| Work in progress | 53,815 | 84,674 | (10,140) | 128,349 | - | - | - | - | | | |
| Total | 2,387,665 | 281,976 | (298,801) | 2,370,840 | (1,681,088) | (217,882) | 238,070 | (1,660,900) | | | |

Differences arising from revaluation on assets are recognised in accordance with the accounting policy as described in Note 3.11 to the financial statements.

During the year 2022, the Bank arranged for independent professional valuers to appraise the value of land and buildings on an asset-by-asset basis. The fair value of lands and buildings are categorized as Level 3. The basis of the revaluation was as follows:

The depreciated replacement cost approach is used for assets specifically used for the Bank's operation. The market comparison approach is used for general assets whereby the buying and selling prices for assets with similar characteristics are obtained. The income approach is used for assets that generate income.

Key assumptions in the valuation, which are unobservable inputs generally, are summarized below:

| | Result to fair value where as an increase in assumption value |
|---|---|
| Land price per square wah | Increase in fair value (Market comparison approach) |
| Building construction cost per square meter | Increase in fair value (Depreciated replacement cost approach) |
| Yield rate | Decrease in fair value (Income approach) |

20 Right-of-use assets, net and Lease liabilities, net

The statement of financial position included following transactions relating to leases.

| | Consolidated | |
|--|------------------|------------------|
| | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht |
| Right-of-use assets, net | | |
| Building and building improvements, net | 282,138 | 320,809 |
| Vehicles | - | 210 |
| Total right-of-use assets, net | 282,138 | 321,019 |
| Lease liabilities, net | | |
| Current portion of lease liabilities | 125,783 | 84,534 |
| Non-current portion of lease liabilities | 84,840 | 155,468 |
| Total lease liabilities, net | 210,623 | 240,002 |
| | Separate | |
| | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht |
| Right-of-use assets, net | | |
| Building and building improvements, net | 1,126,819 | 932,842 |
| Vehicles | - | - |
| Total right-of-use assets, net | 1,126,819 | 932,842 |
| Lease liabilities, net | | |
| Current portion of lease liabilities | 182,521 | 145,121 |
| Non-current portion of lease liabilities | 876,498 | 703,458 |
| Total lease liabilities, net | 1,059,019 | 848,579 |

During the year ended 31 December 2022, additions to the right-of-use assets of the Group and the Bank were Baht 74 million and Baht 392 million, respectively. (During the year ended 31 December 2021, additions to the right-of-use assets of the Group and the Bank were Baht 209 million and Baht 241 million, respectively.)

The statement of profit or loss and other comprehensive income for the year ended included following transactions related to leases.

| | Consolidated | |
|---|------------------|------------------|
| | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht |
| Depreciation charge of right-of-use assets | | |
| Building and building improvements | 112,865 | 116,920 |
| Vehicles | 209 | 251 |
| Total right-of-use assets | 113,074 | 117,171 |
| Finance cost relating to leases | 4,618 | 4,358 |
| Expenses relating to short-term leases (included in premises and equipment expenses) | 5,082 | 1,903 |
| Expenses relating to leases of low value assets that are not shown above as short-term leases (included in premises and equipment expenses) | 573 | 2,467 |
| | Separate | |
| | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht |
| Depreciation charge of right-of-use assets | | |
| Building and building improvements | 197,919 | 184,531 |
| Vehicles | - | - |
| Total right-of-use assets | 197,919 | 184,531 |
| Finance cost relating to leases | 21,348 | 19,640 |
| Expenses relating to short-term leases (included in premises and equipment expenses) | 4,604 | 9,021 |
| Expenses relating to leases of low value assets that are not shown above as short-term leases (included in premises and equipment expenses) | 245 | 1,503 |

The total cash outflow for leases of the Group and the Bank For the year ended 31 December 2022 were Baht 113 million and Baht 207 million, respectively. (The total cash outflow for leases of the Group and the Bank in 2021 were Baht 120 million and 201 million, respectively.)

21 Other intangible assets, net and goodwill

21.1 Other intangible assets, net

| | Consolidated | | | | | | | | Other Intangible Assets, net |
|------------------|-------------------|---------------|----------------------|----------------|--------------------------|---------------|----------------------|----------------|------------------------------|
| | 31 December 2022 | | | | | | | | |
| | Cost | | | | Accumulated amortisation | | | | |
| | Beginning Balance | Additions | Disposals/ Transfers | Ending Balance | Beginning Balance | Additions | Disposals/ Transfers | Ending Balance | |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | |
| Software | 2,557,152 | 322,869 | (24,159) | 2,855,862 | (1,516,881) | (211,519) | 17,066 | (1,711,334) | 1,144,528 |
| Work in progress | 7,188 | - | - | 7,188 | (6,837) | (100) | - | (6,937) | 251 |
| Work in progress | 170,952 | 488,341 | (415,751) | 243,542 | - | - | - | - | 243,542 |
| Total | 2,735,292 | 811,210 | (439,910) | 3,106,592 | (1,523,718) | (211,619) | 17,066 | (1,718,271) | 1,388,321 |

| Consolidated | | | | | | | | | |
|-------------------|---------------|----------------------|----------------|--------------------------|---------------|----------------------|----------------|------------------------------|-----------|
| 31 December 2021 | | | | | | | | | |
| Cost | | | | Accumulated amortisation | | | | Other Intangible Assets, net | |
| Beginning Balance | Additions | Disposals/ Transfers | Ending Balance | Beginning Balance | Additions | Disposals/ Transfers | Ending Balance | | |
| Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | |
| Software | 2,429,654 | 207,711 | (80,213) | 2,557,152 | (1,343,157) | (210,173) | 36,449 | (1,516,881) | 1,040,271 |
| License fee | 7,188 | - | - | 7,188 | (6,737) | (100) | - | (6,837) | 351 |
| Work in progress | 41,540 | 501,132 | (371,720) | 170,952 | - | - | - | - | 170,952 |
| Total | 2,478,382 | 708,843 | (451,933) | 2,735,292 | (1,349,894) | (210,273) | 36,449 | (1,523,718) | 1,211,574 |

| Separate | | | | | | | | | |
|-------------------|---------------|----------------------|----------------|--------------------------|---------------|----------------------|----------------|------------------------------|-----------|
| 31 December 2022 | | | | | | | | | |
| Cost | | | | Accumulated amortisation | | | | Other Intangible Assets, net | |
| Beginning balance | Additions | Disposals/ Transfers | Ending Balance | Beginning Balance | Additions | Disposals/ Transfers | Ending balance | | |
| Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | |
| Software | 2,179,353 | 258,429 | (13,162) | 2,424,620 | (1,210,534) | (175,988) | 6,071 | (1,380,451) | 1,044,169 |
| Work in progress | 156,320 | 442,667 | (379,542) | 219,445 | - | - | - | - | 219,445 |
| Total | 2,335,673 | 701,096 | (392,704) | 2,644,065 | (1,210,534) | (175,988) | 6,071 | (1,380,451) | 1,263,614 |

| Separate | | | | | | | | | |
|-------------------|---------------|----------------------|----------------|--------------------------|---------------|----------------------|----------------|------------------------------|-----------|
| 31 December 2021 | | | | | | | | | |
| Cost | | | | Accumulated amortisation | | | | Other Intangible Assets, net | |
| Beginning balance | Additions | Disposals/ Transfers | Ending Balance | Beginning Balance | Additions | Disposals/ Transfers | Ending balance | | |
| Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | |
| Software | 2,086,860 | 172,706 | (80,213) | 2,179,353 | (1,071,306) | (175,677) | 36,449 | (1,210,534) | 968,819 |
| Work in progress | 30,030 | 472,230 | (345,940) | 156,320 | - | - | - | - | 156,320 |
| Total | 2,116,890 | 644,936 | (426,153) | 2,335,673 | (1,071,306) | (175,677) | 36,449 | (1,210,534) | 1,125,139 |

21.2 Goodwill

| Consolidated | | | | |
|-------------------|---------------|----------------------|----------------|-----------|
| 31 December 2022 | | | | |
| Cost | | | | |
| Beginning Balance | Additions | Disposals/ Transfers | Ending Balance | |
| Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | |
| Goodwill | 3,066,035 | - | - | 3,066,035 |
| Total | 3,066,035 | - | - | 3,066,035 |

| Consolidated | | | | |
|-------------------|---------------|----------------------|----------------|-----------|
| 31 December 2021 | | | | |
| Cost | | | | |
| Beginning Balance | Additions | Disposals/ Transfers | Ending Balance | |
| Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | |
| Goodwill | 3,066,035 | - | - | 3,066,035 |
| Total | 3,066,035 | - | - | 3,066,035 |

Goodwill arised from the Capital Market segment which was identified as the cash-generating unit (CGUs).

The recoverable amount of this CGU is determined by the Dividend Discount Model. This calculation used the dividend received projection based on financial budgets covering a ten-year period which are referred from the past operating results together with the estimated growth rates of market and the subsidiaries which management believes that ten years period can reflect their business plan. Dividend beyond the ten-year extrapolation uses the estimated dividend growth rate of 4% (31 December 2021: 4%) and the discount rate of 12% per annum (31 December 2021: 12%).

As at 31 December 2022, the recoverable amount using this Dividend Discount Model is greater than the book value amount of Baht 5,452 million (31 December 2021: Baht 5,101 million).

The recoverable amount of such investment is radically changed from continuing growth in the Capital Market Segment and positive trend in business model of the Capital Market Segment in the future.

22 Deferred income tax, net

Deferred tax assets and deferred tax liabilities as at 31 December 2022 and 2021 are as follows;

| | Consolidated | | Separate | |
|--------------------------|---------------------|---------------------|---------------------|---------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Deferred tax assets | 1,431,900 | 1,743,966 | 1,215,611 | 1,591,719 |
| Deferred tax liabilities | (529,924) | (10,111) | - | - |
| Deferred income tax, net | 901,976 | 1,733,855 | 1,215,611 | 1,591,719 |

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

| | Consolidated | | |
|--|------------------------------------|--|--------------------------------------|
| | Balance as at 1 January 2022 | Items as recognised into profit or loss | Balance as at 31 December 2022 |
| | Thousand Baht | Thousand Baht | Thousand Baht |
| Deferred tax assets | | | |
| Allowance for doubtful accounts | 236,793 | 68,807 | - |
| Allowance for impairment of investments | 117,449 | (1,993) | (125) |
| Allowance for expected credit losses | 23,086 | (374) | - |
| Allowance for impairment of properties foreclosed | 606,144 | 7,253 | - |
| Provisions | 186,216 | 22,386 | (100) |
| Income received in advance | 181,711 | 7,695 | - |
| Loss from mutual fund liquidation | 251,161 | - | - |
| Non-accrued interest income | 50,449 | (6,805) | - |
| Depreciation of assets | 10,957 | (1,383) | - |
| Loss on remeasuring securities measured at FVOCI | 66,440 | - | 34,173 |
| Unrealised loss on remeasuring FVPL securities | 17,179 | (15,931) | - |
| Unrealised loss on remeasuring securities borrowing and lending | 4,274 | (869) | - |
| Unused tax losses | 51,909 | 22,078 | - |
| Unrealised loss on remeasuring derivatives | 367,158 | (367,158) | - |
| Unrealised (gain) loss on revaluation of block trade | - | 1,488 | - |
| Others | 16,616 | 4,786 | - |
| Total | 2,187,542 | (260,020) | 33,948 |
| Deferred tax liabilities | | | |
| Premise appraisal surplus | 10,110 | (3,446) | - |
| Prepaid hire-purchase commission | 96,407 | (45,823) | - |
| Gain on remeasuring securities measured at FVOCI | 42,705 | - | (30,627) |
| Unrealised gain on remeasuring FVPL securities | 291,216 | (204,411) | - |
| Unrealised gain on remeasuring derivatives | - | 210,951 | - |
| Unrealised gain (loss) on revaluation of assets | - | - | 683,880 |
| Others | 13,249 | (4,717) | - |
| Total | 453,687 | (47,446) | 653,253 |
| Deferred income tax, net | 1,733,855 | (212,574) | (619,305) |

| | Consolidated | | | |
|--|------------------------------------|--|---|--------------------------------------|
| | Balance as at 1 January 2021 | Items as recognised into profit or loss | Items as recognised into other comprehensive Income | Balance as at 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Deferred tax assets | | | | |
| Allowance for doubtful accounts | 306,926 | (70,133) | - | 236,793 |
| Allowance for impairment of investments | 133,096 | (15,530) | (117) | 117,449 |
| Allowance for expected credit losses | 26,188 | (3,102) | - | 23,086 |
| Allowance for impairment of properties foreclosed | 587,599 | 18,545 | - | 606,144 |
| Provisions | 184,606 | 16,109 | (14,499) | 186,216 |
| Income received in advance | 185,497 | (3,786) | - | 181,711 |
| Loss from mutual fund liquidation | - | 251,161 | - | 251,161 |
| Non-accrued interest income | 63,203 | (12,754) | - | 50,449 |
| Depreciation of assets | 32,741 | (21,784) | - | 10,957 |
| Loss on remeasuring securities measured at FVOCI | 89,996 | 2,187 | (25,743) | 66,440 |
| Unrealised loss on remeasuring FVPL securities | 231,457 | (214,278) | - | 17,179 |
| Unrealised loss on remeasuring securities borrowing and lending | 2,702 | 1,572 | - | 4,274 |
| Unused tax losses | 82,373 | (58,797) | 28,333 | 51,909 |
| Unrealised loss on remeasuring derivatives | - | 367,158 | - | 367,158 |
| Others | 11,260 | 5,356 | - | 16,616 |
| Total | 1,937,644 | 261,924 | (12,026) | 2,187,542 |
| Deferred tax liabilities | | | | |
| Premise appraisal surplus | 13,556 | (3,446) | - | 10,110 |
| Prepaid hire-purchase commission | 173,623 | (77,216) | - | 96,407 |
| Gain on remeasuring securities measured at FVOCI | 100,941 | - | (58,236) | 42,705 |
| Unrealised gain on remeasuring FVPL securities | 4,973 | 286,243 | - | 291,216 |
| Unrealised gain on remeasuring derivatives | 296,849 | (296,849) | - | - |
| Others | 22,576 | (9,327) | - | 13,249 |
| Total | 612,518 | (100,595) | (58,236) | 453,687 |
| Deferred income tax, net | 1,325,126 | 362,519 | 46,210 | 1,733,855 |

| | Separate | | |
|---|------------------------------------|--|--------------------------------------|
| | Balance as at 1 January 2022 | Items as recognised into profit or loss | Balance as at 31 December 2022 |
| | Thousand Baht | Thousand Baht | Thousand Baht |
| Deferred tax assets | | | |
| Allowance for doubtful accounts | 236,793 | (72,898) | - |
| Allowance for impairment of investments | 115,982 | (1,993) | (125) |
| Allowance for expected credit losses | 23,086 | (374) | - |
| Allowance for impairment of properties foreclosed | 605,512 | 7,457 | - |
| Provisions | 133,679 | 16,547 | - |
| Depreciation of assets | 9,823 | (249) | - |
| Income received in advance | 179,527 | 7,835 | - |
| Loss from mutual fund liquidation | 251,161 | - | - |
| Non-accrued interest income | 50,449 | (6,805) | - |
| Unrealised loss on remeasuring derivatives | 200,247 | (200,247) | - |
| Others | 15,381 | 4,978 | - |
| Total | 1,821,640 | (245,749) | (125) |
| | | | 1,575,766 |
| Deferred tax liabilities | | | |
| Prepaid hire-purchase commission | 96,406 | (45,823) | - |
| Gain on remeasuring securities measured at FVOCI | 39,133 | - | (31,037) |
| Unrealised gain on remeasuring FVPL securities | 81,674 | (69,352) | - |
| Unrealised gain on remeasuring derivatives | - | 210,206 | - |
| Unrealised gain (loss) on revaluation of assets | - | - | 70,904 |
| Others | 12,708 | (4,664) | - |
| Total | 229,921 | 90,367 | 39,867 |
| Deferred income tax, net | 1,591,719 | (336,116) | (39,992) |
| | | | 1,215,611 |

| | Separate | | |
|---|------------------------------------|--|---|
| | Balance as at 1 January 2021 | Items as recognised into profit or loss | Items as recognised into other comprehensive Income |
| | Thousand Baht | Thousand Baht | Thousand Baht |
| Deferred tax assets | | | |
| Allowance for doubtful accounts | 306,926 | (70,133) | - |
| Allowance for impairment of investments | 131,629 | (15,530) | (117) |
| Allowance for expected credit losses | 26,188 | (3,102) | - |
| Allowance for impairment of properties foreclosed | 586,763 | 18,749 | - |
| Provisions | 126,131 | 18,565 | (11,017) |
| Depreciation of assets | 1,863 | 7,960 | - |
| Income received in advance | 183,174 | (3,647) | - |
| Loss from mutual fund liquidation | - | 251,161 | - |
| Non-accrued interest income | 63,203 | (12,754) | - |
| Unrealised loss on remeasuring FVPL securities | 231,457 | (231,457) | - |
| Unrealised loss on remeasuring derivatives | - | 200,247 | - |
| Others | 9,833 | 5,548 | - |
| Total | 1,667,167 | 165,607 | (11,134) |
| Deferred tax liabilities | | | |
| Prepaid hire-purchase commission | 173,622 | (77,216) | - |
| Gain on remeasuring securities measured at FVOCI | 99,437 | - | (60,304) |
| Unrealised gain on remeasuring FVPL securities | - | 81,674 | - |
| Unrealised gain on remeasuring derivatives | 280,181 | (280,181) | - |
| Others | 21,982 | (9,274) | - |
| Total | 575,222 | (284,997) | (60,304) |
| Deferred income tax, net | 1,091,945 | 450,604 | 49,170 |

Accordingly, the Group used a tax rate of 20% for calculation of deferred income tax for the year ended 31 December 2022 and 2021.

23 Other assets, net

| | Consolidated | | Separate | |
|---|---------------------|---------------------|---------------------|---------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Interest and dividend income receivables | 104,684 | 28,529 | 89,662 | 18,911 |
| Other income receivables | 482,416 | 680,015 | 187,974 | 210,035 |
| Prepaid expenses and deferred expenses | 135,997 | 105,183 | 78,392 | 70,474 |
| Prepaid output tax for hire-purchase receivables* | 92,448 | 64,990 | 92,448 | 64,990 |
| Other receivables, net* | 3,723,979 | 5,322,991 | 3,585,379 | 5,150,256 |
| Receivables from trading securities | 629,127 | 353,303 | 699,680 | 358,526 |
| Refundable deposit | 88,017 | 92,064 | 130,839 | 136,801 |
| Withholding income tax | 35,167 | 30,211 | - | - |
| Input VAT - pending tax invoice | 439,182 | 633,862 | 386,394 | 578,835 |
| Others* | 573,871 | 674,857 | 195,841 | 165,625 |
| Total other assets | 6,304,888 | 7,986,005 | 5,446,609 | 6,754,453 |

* As at 31 December 2022 these transactions are shown net of total doubtful accounts of Baht 63.85 million in the consolidated and the separate financial statements (31 December 2021: Baht 51.07 million).

24 Deposits

24.1 Classified by type of deposit

| | Consolidated | | Separate | |
|------------------|---------------------|---------------------|---------------------|---------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Current accounts | 1,928,539 | 860,726 | 2,358,289 | 1,206,418 |
| Savings accounts | 194,127,586 | 169,457,001 | 194,143,084 | 169,633,333 |
| Term deposits | 135,303,583 | 117,896,190 | 135,303,583 | 117,896,190 |
| NCD | 104,292 | 168,029 | 104,292 | 168,029 |
| Total | 331,464,000 | 288,381,946 | 331,909,248 | 288,903,970 |

24.2 Classified by currency and residence of depositors

| | Consolidated | | | | | |
|-----------|------------------------------|-----------------------------|---------------------------|------------------------------|-----------------------------|---------------------------|
| | 31 December 2022 | | | 31 December 2021 | | |
| | Domestic Thousand Baht | Foreign Thousand Baht | Total Thousand Baht | Domestic Thousand Baht | Foreign Thousand Baht | Total Thousand Baht |
| Thai Baht | 327,744,454 | 2,148,254 | 329,892,708 | 286,209,918 | 1,483,430 | 287,693,348 |
| USD | 1,362,045 | 1,012 | 1,363,057 | 683,573 | - | 683,573 |
| Other | 208,235 | - | 208,235 | 5,025 | - | 5,025 |
| Total | 329,314,734 | 2,149,266 | 331,464,000 | 286,898,516 | 1,483,430 | 288,381,946 |

| | Separate | | | | | |
|-----------|------------------------------|-----------------------------|---------------------------|------------------------------|-----------------------------|---------------------------|
| | 31 December 2022 | | | 31 December 2021 | | |
| | Domestic Thousand Baht | Foreign Thousand Baht | Total Thousand Baht | Domestic Thousand Baht | Foreign Thousand Baht | Total Thousand Baht |
| Thai Baht | 328,189,702 | 2,148,254 | 330,337,956 | 286,731,942 | 1,483,430 | 288,215,372 |
| USD | 1,362,045 | 1,012 | 1,363,057 | 683,573 | - | 683,573 |
| Other | 208,235 | - | 208,235 | 5,025 | - | 5,025 |
| Total | 329,759,982 | 2,149,266 | 331,909,248 | 287,420,540 | 1,483,430 | 288,903,970 |

25 Interbank and money market items, net (liabilities)

| | Consolidated | |
|---|------------------|------------------|
| | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht |
| Domestic | | |
| Bank of Thailand and Financial Institution Development Fund | 1,591,107 | 1,893,243 |
| Commercial banks | 9,370,759 | 7,134,859 |
| Specific Financial Institution | 5,100,475 | 3,504,855 |
| Other financial institutions | 2,384,659 | 2,460,377 |
| | 18,447,000 | 14,993,334 |
| Foreign | | |
| USD | 1,728,120 | 1,670,995 |
| Total | 20,175,120 | 16,664,329 |
| | Separate | |
| | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht |
| Domestic | | |
| Bank of Thailand and Financial Institution Development Fund | 1,591,107 | 1,893,243 |
| Commercial banks | 8,473,744 | 6,865,194 |
| Specific Financial Institution | 5,100,475 | 3,504,855 |
| Other financial institutions | 2,607,364 | 2,733,481 |
| | 17,772,690 | 14,996,773 |
| Foreign | | |
| USD | 1,728,120 | 1,670,995 |
| Total | 19,500,810 | 16,667,768 |

26 Financial liabilities designated at fair value through profit or loss

| | Consolidated | | Separate | |
|-----------------------|------------------|------------------|------------------|------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Structured debentures | 3,556,542 | 1,699,750 | - | - |
| Total | 3,556,542 | 1,699,750 | - | - |

Proportion of transactions being classified by type of counterparties

| | Consolidated | | Separate | |
|---------------|---------------------|---------------------|---------------------|---------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Third parties | 100 | 100 | - | - |
| Total | 100 | 100 | - | - |

27 Debt issued and borrowings

| | Currency | Interest rate* | Maturity* | Consolidated | |
|---|----------|--|-------------|---------------------|---------------------|
| | | | | 31 December 2022 | 31 December 2021 |
| | | | | Thousand Baht | Thousand Baht |
| Senior securities | THB | 0.90 - 2.73 | 2023 - 2024 | 30,695,000 | 16,470,000 |
| | EUR | 2.27 - 3.32 | 2023 - 2024 | 7,095,326 | 15,006,341 |
| | JPY | 0.07 - 0.32 | 2023 - 2024 | 7,384,885 | - |
| Subordinated bond | THB | 3.50 - 4.00 | 2028 - 2031 | 8,392,000 | 8,392,000 |
| Structured debentures not designated at fair value | THB | 0.50 - 1.70 and linked to equity, fund or, set index price | 2023 | 7,787,021 | 1,929,347 |
| Bill of exchange | THB | - | - | - | 2,007,219 |
| Total | | | | 61,354,232 | 43,804,907 |

*Information for the outstanding as of 31 December 2022

| | Currency | Interest rate* | Maturity* | Separate | |
|---|----------|--|-------------|---------------------|---------------------|
| | | | | 31 December 2022 | 31 December 2022 |
| | | | | Thousand Baht | Thousand Baht |
| Senior securities | THB | 0.90 - 2.73 | 2023 - 2024 | 30,695,000 | 16,470,000 |
| | EUR | 2.27 - 3.32 | 2023 - 2024 | 7,095,326 | 15,006,341 |
| | JPY | 0.07 - 0.32 | 2023 - 2024 | 7,384,885 | - |
| Subordinated bond | THB | 3.50 - 4.00 | 2028 - 2031 | 8,392,000 | 8,392,000 |
| Structured debentures not designated at fair value | THB | 0.50 - 1.70 and linked to equity, fund or, set index price | 2023 | 5,492,718 | 575,273 |
| Bill of exchange | THB | - | - | - | 2,007,219 |
| Borrowing | THB | 0.95 | At call | 660,000 | 1,300,000 |
| Total | | | | 59,719,929 | 43,750,833 |

*Information for the outstanding as of 31 December 2022

28 Provisions

| | Consolidated | | Separate | |
|--|---------------|---------------|---------------|---------------|
| | 31 December | 31 December | 31 December | 31 December |
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Expected credit loss of financial guarantee contracts and loan commitments | 112,693 | 114,459 | 113,203 | 114,947 |
| Post-employment benefits obligation | 1,039,160 | 930,675 | 698,590 | 618,977 |
| Others | 55,770 | 53,610 | 55,770 | 53,610 |
| Total | 1,207,623 | 1,098,744 | 867,563 | 787,534 |

Post-employment benefits obligation

The Group has post-employment benefits plan under the Thai Labor Protection Act, which is considered as unfunded defined benefit plans.

Movements in the present value of the defined benefit obligation for the years ended 31 December 2022 and 2021 are as follows;

| | Consolidated | | Separate | |
|--|---------------|---------------|---------------|---------------|
| | 31 December | 31 December | 31 December | 31 December |
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Beginning defined benefit obligation | 930,675 | 889,267 | 618,977 | 586,590 |
| <u>Recognised within Statement of Profit or Loss:</u> | | | | |
| Current service cost | 102,925 | 106,558 | 74,029 | 79,453 |
| Interest cost | 16,740 | 14,992 | 11,438 | 10,134 |
| <u>Recognised within Other comprehensive income:</u> | | | | |
| Remeasurements: | | | | |
| Loss (gain) from change in financial assumptions | - | (65,533) | - | (34,017) |
| Experience (gain) loss | (501) | (6,962) | - | (21,065) |
| <u>Other:</u> | | | | |
| Defined benefit obligation transferred from subsidiary company | - | - | (179) | (204) |
| Benefits paid | (10,679) | (7,647) | (5,675) | (1,914) |
| Ending defined benefit obligation | 1,039,160 | 930,675 | 698,590 | 618,977 |

The principal actuarial assumptions used to calculate the obligation under the defined benefit plans as at 31 December 2022 and 2021 are as follows;

| | 31 December 2022 | 31 December 2021 |
|----------------------------------|-----------------------|-----------------------|
| Financial assumptions | | |
| Discount rate | 0.53% - 3.57% | 0.53% - 3.57% |
| Expected rate of salary increase | 3.0% - 8.0% | 3.0% - 8.0% |
| Turnover rate | 0.0% - 25.0% | 0.0% - 25.0% |
| Retirement age | 55 years and 60 years | 55 years and 60 years |

Sensitivity analysis on key assumption changes are as follows;

| | Increase (decrease) in defined benefit obligation | | | |
|--|---|---------------------|---------------------|---------------------|
| | Consolidated | | Separate | |
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Discount rate -1.0% | 101,029 | 95,845 | 70,154 | 66,026 |
| Discount rate +1.0% | (87,475) | (83,388) | (60,697) | (57,308) |
| Expected rate of salary increase -1.0% | (95,681) | (82,489) | (66,182) | (56,695) |
| Expected rate of salary increase +1.0% | 109,157 | 93,822 | 75,529 | 64,539 |
| Turnover rate -20.0% | 74,776 | 62,687 | 56,079 | 47,035 |
| Turnover rate +20.0% | (62,103) | (52,273) | (46,218) | (38,871) |

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the post-employment benefits liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

Maturity profile of defined benefit obligation

| | Consolidated | | Separate | |
|---|---------------------|---------------------|---------------------|---------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| | | | | |
| Maturity duration of the post-employment benefits (Years) | 10 - 16 | 10 - 16 | 15 | 15 |
| Maturity analysis of benefits expected to be paid | | | | |
| Benefits expected to be paid within 12 months | 65,843 | 10,679 | 46,797 | 5,675 |
| Benefits expected to be paid between 1 and 2 years | 83,823 | 65,843 | 39,081 | 46,797 |
| Benefits expected to be paid between 2 and 5 years | 226,669 | 246,628 | 148,051 | 150,415 |
| Benefits expected to be paid in more than 5 years | 2,736,519 | 2,800,383 | 1,916,973 | 1,953,691 |

Allowance for expected credit loss of financial guarantee contracts and loan commitments

| | Consolidated | | | |
|--|--|---|----------------------------------|---------------|
| | 31 December 2022 | | | |
| | Financial assets with an insignificant increase in credit risk | Financial assets with a significant increase in credit risk | Credit-impaired financial assets | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| As of 1 January 2022 | 113,417 | 1,042 | - | 114,459 |
| Change due to reclassification | (6,622) | 6,622 | - | - |
| Change due to new estimation of credit loss | (79,891) | 4,503 | - | (75,388) |
| Newly acquired or purchased financial assets | 129,503 | - | - | 129,503 |
| Derecognised financial assets | (44,423) | (11,458) | - | (55,881) |
| As of 31 December 2022 | 111,984 | 709 | - | 112,693 |

| | Consolidated | | | |
|--|--|---|----------------------------------|---------------|
| | 31 December 2021 | | | |
| | Financial assets with an insignificant increase in credit risk | Financial assets with a significant increase in credit risk | Credit-impaired financial assets | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| As of 1 January 2021 | 126,327 | 3,139 | - | 129,466 |
| Change due to reclassification | (266) | 266 | - | - |
| Change due to new estimation of credit loss | (70,436) | (2,178) | - | (72,614) |
| Newly acquired or purchased financial assets | 113,835 | 4 | - | 113,839 |
| Derecognised financial assets | (56,043) | (189) | - | (56,232) |
| As of 31 December 2021 | 113,417 | 1,042 | - | 114,459 |

| | Separate | | | |
|--|--|---|----------------------------------|---------------|
| | 31 December 2022 | | | |
| | Financial assets with an insignificant increase in credit risk | Financial assets with a significant increase in credit risk | Credit-impaired financial assets | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| As of 1 January 2022 | 113,905 | 1,042 | - | 114,947 |
| Change due to reclassification | (6,622) | 6,622 | - | - |
| Change due to new estimation of credit loss | (79,869) | 4,503 | - | (75,366) |
| Newly acquired or purchased financial assets | 129,503 | - | - | 129,503 |
| Derecognised financial assets | (44,423) | (11,458) | - | (55,881) |
| As of 31 December 2022 | 112,494 | 709 | - | 113,203 |

| | Separate | | | |
|---|---|--|--|------------------------|
| | 31 December 2021 | | | |
| | Financial assets with an insignificant increase in credit risk Thousand Baht | Financial assets with a significant increase in credit risk Thousand Baht | Credit-impaired financial assets Thousand Baht | Total Thousand Baht |
| As of 1 January 2021 | 127,523 | 3,139 | - | 130,662 |
| Change due to reclassification | (266) | 266 | - | - |
| Change due to new estimation of credit loss | (71,144) | (2,178) | - | (73,322) |
| Newly acquired or purchased financial assets | 113,835 | 4 | - | 113,839 |
| Derecognised financial assets | (56,043) | (189) | - | (56,232) |
| As of 31 December 2021 | 113,905 | 1,042 | - | 114,947 |

29 Other accounts payable

| | Consolidated | | Separate | |
|------------------------------------|------------------|------------------|------------------|------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Margin payables | 3,081,143 | 1,064,478 | 3,081,143 | 1,064,478 |
| Insurance premium payables | 209,007 | 239,710 | 209,007 | 239,710 |
| Dealer payables | 817,967 | 1,158,597 | 817,967 | 1,158,597 |
| Other refund payables to customers | 6,911 | 10,788 | 6,911 | 10,788 |
| Securities payables | 604,657 | 206,595 | 604,657 | 206,595 |
| Others | 2,058,401 | 3,569,976 | 1,809,524 | 3,392,397 |
| Total | 6,778,086 | 6,250,144 | 6,529,209 | 6,072,565 |

30 Other liabilities

| | Consolidated | | Separate | |
|----------------------------------|------------------|------------------|------------------|------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Accrued bonus | 2,027,617 | 1,990,644 | 1,215,251 | 965,000 |
| Accrued expenses | 1,225,834 | 1,164,225 | 1,044,257 | 1,029,430 |
| Front-end fees | 50,897 | 35,853 | 50,897 | 35,853 |
| Other income received in advance | 1,076,092 | 1,211,220 | 1,127,489 | 1,283,254 |
| Deposits | 121,077 | 156,098 | 118,905 | 155,504 |
| Value added tax payable | 171,436 | 29,701 | 141,240 | 9,132 |
| Others | 436,184 | 333,811 | 332,059 | 297,912 |
| Total other liabilities | 5,109,137 | 4,921,552 | 4,030,098 | 3,776,085 |

31 Legal reserve

Under the Public Companies Act, the Bank which is the public company is required to set aside as legal reserve at least 5% of its net profit, net of accumulated deficit brought forward (if any), until the reserve is not less than 10% of the registered capital.

32 Capital fund

The minimum capital requirement under the regulation of the Bank of Thailand shows as follows:

| Capital funds | Minimum capital requirement ratio (%) | Capital buffer ratio (%) | Minimum capital requirement and capital buffer ratio (%) |
|--|---------------------------------------|--------------------------|--|
| Common equity tier 1 capital to risk-weighted assets | 4.50 | 2.50 | 7.00 |
| Tier 1 capital to risk-weighted assets | 6.00 | 2.50 | 8.50 |
| Capital funds to risk-weighted assets | 8.50 | 2.50 | 11.00 |

The Bank thus conducts the internal capital adequacy assessment process in accordance with the supervisory review process of the Bank of Thailand and monitors on a regular basis to ensure that the current and future capital requirements are aligned with the risk appetite in the Bank.

The Group and the Bank maintain its capital funds in accordance with the criteria, methodologies and conditions prescribed by the Bank of Thailand. As at 31 December 2022 and 2021, total capital funds can be categorised as follows;

| | Consolidated | | Separate | |
|--|------------------|------------------|------------------|------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Tier 1 capital | | | | |
| Issued and paid-up capital | 8,467,511 | 8,467,511 | 8,467,511 | 8,467,511 |
| Share premium | 9,356,233 | 9,356,233 | 9,356,233 | 9,356,233 |
| Legal reserve | 852,337 | 852,337 | 852,337 | 852,337 |
| Retained earnings after appropriation | 35,130,515 | 30,331,403 | 29,737,886 | 26,209,901 |
| Other reserve and other provisions | 2,008,192 | (286,734) | 315,359 | 156,294 |
| Capital deduction items on CET1 | (5,909,263) | (6,044,701) | (5,614,005) | (5,811,646) |
| Total tier 1 capital | 49,905,525 | 42,676,049 | 43,115,321 | 39,230,630 |
| Tier 2 capital | | | | |
| Subordinated debt | 8,392,000 | 8,392,000 | 8,392,000 | 8,392,000 |
| Allowance for classified assets of "normal" category | 4,001,891 | 3,311,702 | 4,017,271 | 3,352,145 |
| Total tier 2 capital | 12,393,891 | 11,703,702 | 12,409,271 | 11,744,145 |
| Total capital fund | 62,299,416 | 54,379,751 | 55,524,592 | 50,974,775 |

As at 31 December 2022 and 2021, capital adequacy ratios maintained by the Bank in accordance with the Notification of the BOT are as follows;

| | Capital funds | | | |
|--|---------------|-------------|-------------|-------------|
| | Consolidated | | Separate | |
| | 31 December | 31 December | 31 December | 31 December |
| | 2022 | 2021 | 2022 | 2021 |
| | (%) | (%) | (%) | (%) |
| Common equity tier 1 capital to risk-weighted assets | 13.32 | 13.62 | 11.73 | 12.63 |
| Tier 1 capital to risk-weighted assets | 13.32 | 13.62 | 11.73 | 12.63 |
| Capital funds to risk-weighted assets | 16.63 | 17.35 | 15.11 | 16.41 |

| | Consolidated | | Separate | |
|---|---------------|---------------|---------------|---------------|
| | 31 December | 31 December | 31 December | 31 December |
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Capital funds less capital add-ons | | | | |
| Capital funds to risk-weighted assets | 62,299,416 | 54,379,751 | 55,524,592 | 50,974,775 |
| Rate of capital funds to risk-weighted assets | 16.63 | 17.35 | 15.11 | 16.41 |

Disclosure of Capital Maintenance information under the Notification of the Bank of Thailand Re: Public Disclosure of Capital Maintenance for Commercial Banks.

Location of disclosure : <https://ir.kkpg.com/en/updates/pillar-disclosure>
 Date of disclosure : Within April 2023
 Information as at : 31 December 2022

Moreover, the Group has disclosed information related to Liquidity Coverage Ratio as at 31 December 2022 under the Notification of Bank of Thailand, no. Sor Nor Sor 2/2561, as the above location and date of disclosure.

33 Dividend paid

On 22 April 2021, the Annual General Meeting of the Bank's shareholders for the year 2020 approved the resolution regarding the payment of dividend for the year 2020 at the rate of Baht 2.25 per ordinary share. The dividend was paid on 20 May 2021 amounting to Baht 1,905,157,483.

On 21 April 2022, the Annual General Meeting of the Bank's shareholders for the year 2022 approved the resolution regarding the payment of dividend for the year 2021 at the rate of Baht 2.95 per ordinary share, a part of which had been paid as dividend at the rate of Baht 0.75 per share on 23 September 2022, amounting to Baht 635,053,319 and the remaining amount will be paid on 19 May 2022 at the rate of Baht 2.20 per share in amounting to Baht 1,861,175,489.

On 25 August 2022, the Board of Directors Meeting of the Bank No. 10/2565 approved the resolution regarding the payment of interim dividend from six-month period operating performance at the rate of Baht 1.75 per ordinary share. The dividend was paid on 22 September 2022 amounting to Baht 1,481,791,253.



34 Other components of equity

Other components of equity for the year ended 31 December 2022 and 2021 are as follows;

| Consolidated | | | | | | |
|---|--|---------------|---|---------------|---|---------------|
| Attributable to owners of the components of the Components of equity parent | | | | | | |
| | Revaluation surplus (deficit) on investments in debt instruments measured at fair value through other comprehensive income | Thousand Baht | Revaluation surplus (deficit) on investment in equity instruments designated at fair value through other comprehensive income | Thousand Baht | Deferred tax relating to components of other comprehensive income (expense) | Thousand Baht |
| Revaluation surplus on assets | | | | | | |
| Thousand Baht | | | | | | |
| Opening balances as at 1 January 2021 | - | 286,124 | (261,271) | (3,564) | (158,337) | |
| Total comprehensive income (expenses) | - | (302,505) | 1,168,637 | (173,033) | - | |
| Transfer to retained earnings | - | - | (1,046,752) | 205,154 | - | |
| Closing balances as at 31 December 2021 | - | (16,381) | (139,386) | 28,557 | (158,337) | |
| Opening balance as at 1 January 2022 | - | (16,381) | (139,386) | 28,557 | (158,337) | |
| Total comprehensive income (expenses) | 3,184,565 | (154,974) | 117,681 | (629,379) | - | |
| Transfer to retained earnings | - | - | (277,702) | 55,360 | - | |
| Closing balances as at 31 December 2022 | 3,184,565 | (171,355) | (299,407) | (545,462) | (158,337) | |
| Separate | | | | | | |
| Other components of equity | | | | | | |
| | Revaluation surplus (deficit) on investments in debt instruments measured at fair value through other comprehensive income | Thousand Baht | Revaluation surplus (deficit) on investment in equity instruments designated at fair value through other comprehensive income | Thousand Baht | Deferred tax relating to components of other comprehensive income (expense) | Thousand Baht |
| Revaluation surplus on asset | | | | | | |
| Thousand Baht | | | | | | |
| Opening balances as at 1 January 2021 | - | 286,124 | 211,663 | (99,557) | | |
| Total comprehensive income (expenses) | - | (302,505) | 1,574 | 60,186 | | |
| Transfer to retained earnings | - | - | (4) | 1 | | |
| Closing balances as at 31 December 2021 | - | (16,381) | 213,233 | (39,370) | | |
| Opening balance as at 1 January 2022 | - | (16,381) | 213,233 | (39,370) | | |
| Total comprehensive income (expenses) | 354,517 | (154,974) | 540 | (40,017) | | |
| Transfer to retained earnings | - | - | (126) | 25 | | |
| Closing balances as at 31 December 2022 | 354,517 | (171,355) | 213,647 | (79,362) | | |

35 Assets with obligations and restrictions

As 31 December 2022, the Group and the Bank have investments in government securities which are pledged as collaterals for repurchase agreement with fair value of Baht 4,157.27 million (31 December 2021: Baht 3,344.62 million).

36 Advance received from electronic transactions

The BOT Notification No. SOR NOR CHOR 7/2561, dated 16 April 2018, regarding the “Regulations on Service Business Relating to Electronic Money (e-Money) Services” requires the Bank to disclose advances received from e-Money Services. As of 31 December 2022, the Bank had no advances received from e-Money Services (31 December 2021: Nil)

37 Commitments and contingent liabilities

| | Consolidated | | Separate | |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Aval to bills of exchange | 504,556 | 82,109 | 504,556 | 82,109 |
| Other contingencies | | | | |
| - Unused overdraft credit facilities | 13,216,089 | 7,691,697 | 13,905,119 | 8,191,697 |
| - Other guarantee | 11,698,061 | 11,697,796 | 11,698,061 | 11,697,796 |
| Total | 25,418,706 | 19,471,602 | 26,107,736 | 19,971,602 |

As at 31 December 2022, the Group has other commitments in the form of various agreements relating to computer system and software development and construction agreement of the office building. The Group is obligated to pay a further Baht 289.82 million (31 December 2021: Baht 422.17 million).

38 Earnings per share

Earnings per share in the consolidated and the separate financial statements for the the year ended 31 December 2022 and 2021 are calculated as follows;

| | Consolidated | | | | | |
|---|--------------------------------|------------------|-------------------|-------------------|--------------------|------|
| | For the year ended 31 December | | | | | |
| | Weighted average number of | | | | Earnings per share | |
| | Profit for the years | | ordinary shares | | | |
| | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Share | Thousand Share | Baht | Baht |
| Basic earnings per share | | | | | | |
| Net profit available to ordinary shareholders | 7,602,096 | 6,318,052 | 846,751 | 846,751 | 8.98 | 7.46 |

| | Separate | | | | | |
|---|--------------------------------|------------------|-------------------|-------------------|--------------------|------|
| | For the year ended 31 December | | | | | |
| | Weighted average number of | | | | Earnings per share | |
| | Profit for the years | | ordinary shares | | | |
| | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Share | Thousand Share | Baht | Baht |
| Basic earnings per share | | | | | | |
| Net profit available to ordinary shareholders | 8,169,408 | 4,999,586 | 846,751 | 846,751 | 9.65 | 5.90 |

There are no dilutive ordinary shares in issue for the years ended 31 December 2022 and 2021.

39 Information on quality of assets

39.1 Investments in securities

The Bank has investments in debt instruments in companies which were ordered to discontinue their operations and defaulted their debts as at 31 December 2022 and 2021 as follows;

| Consolidated and Separate | | | | | |
|---|-------------------|--------------|--------------------|--------------|------|
| 31 December 2022 | | | | | |
| | | Cost | Market | | |
| Type of investment | Numbers | Million Baht | value Million Baht | Provision | |
| | | | | Million Baht | |
| Company which has defaulted on interest payment | Senior securities | 1 | 0.04 | - | 0.04 |
| Listed company being subject to delisting | Common stocks | 1 | 5.42 | 10.19 | - |
| | | 2 | 5.46 | 10.19 | 0.04 |

| Consolidated and Separate | | | | | |
|---|-------------------|--------------|--------------------|--------------|------|
| 31 December 2021 | | | | | |
| | | Cost | Market | | |
| Type of investment | Numbers | Million Baht | value Million Baht | Provision | |
| | | | | Million Baht | |
| Company which has defaulted on interest payment | Senior securities | 1 | 0.04 | - | 0.04 |
| Listed company being subject to delisting | Common stocks | 1 | 5.42 | 13.86 | - |
| | | 2 | 5.46 | 13.86 | 0.04 |

39.2 Loans and accrued interest receivables

The Group had given loans and accrued interest receivables to companies which faced the financial operational difficulties and provided related allowance for expected credit losses in the consolidated and the separate financial statements as follows;

| Consolidated | | | |
|---|------------------------------|-----------------------------|--|
| 31 December 2022 | | | |
| | | | Allowance for expected credit losses |
| Numbers | Total debts Thousand Baht | Collateral Thousand Baht | Thousand Baht |
| Companies which are under default problem | 826 | 7,367,097 | 10,347,698 |
| | 826 | 7,367,097 | 10,347,698 |

| Consolidated | | | | |
|---|---------|---------------|---------------|--|
| 31 December 2021 | | | | |
| | | Total debts | Collateral | Allowance for expected credit losses |
| | Numbers | Thousand Baht | Thousand Baht | Thousand Baht |
| Companies which are under default problem | 718 | 6,375,667 | 10,065,960 | 1,920,565 |
| | 718 | 6,375,667 | 10,065,960 | 1,920,565 |
| Separate | | | | |
| 31 December 2022 | | | | |
| | | Total debts | Collateral | Allowance for expected credit losses |
| | Numbers | Thousand Baht | Thousand Baht | Thousand Baht |
| Companies which are under default problem | 803 | 6,778,660 | 8,566,080 | 2,336,481 |
| | 803 | 6,778,660 | 8,566,080 | 2,336,481 |
| Separate | | | | |
| 31 December 2021 | | | | |
| | | Total debts | Collateral | Allowance for expected credit losses |
| | Numbers | Thousand Baht | Thousand Baht | Thousand Baht |
| Companies which are under default problem | 695 | 5,842,483 | 8,253,604 | 1,915,030 |
| | 695 | 5,842,483 | 8,253,604 | 1,915,030 |

40 Related party transactions

Enterprises and individuals that directly, or indirectly through one or more intermediaries, control, or are controlled by, or are under common control with, the Bank, including holding companies, subsidiaries and fellow subsidiaries are related parties of the Bank. Associates and individuals owning, directly or indirectly, an interest in the voting power of the Bank that gives them significant influence over the enterprise, key management personnel, including directors and officers of the Bank and close members of the family of these individuals and entities associated with these individuals also constitute related parties.

In considering each possible related party relationship, attention is directed to the substance of the relationship rather than the legal form.

According to the BOT's Notification Sor Nor Sor. 6/2553 regarding the Guideline on Consolidated Supervision dated on 18 June 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;

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 enters into the transactions with general customers with the same risk.

The Risk Management for Inter-Group Transactions in the Financial Business Group Policy

To manage the operation and consolidated supervision, the Board of Directors assigned the Risk Oversight Committee to take the policy into action, control and monitor business and supporting unit to conform with the Financial Business Group Policy. Moreover, the Board of Directors shall be informed of the significant risk of the Financial Business Group on a regularly basis.

Furthermore, the Risk Oversight Committee of each company in the Financial Business Group is responsible to perform the risk assessment according to its policy and report the results to the Bank's Risk Oversight Committee on a regularly basis. In case there is any significant change or any circumstance that will impact the current business operation, the Risk Oversight Committee shall report such matters immediately.

The following transactions were carried out with related parties.

40.1 Income

| | Consolidated | | Separate | |
|--|--------------|--------------|--------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | Million Baht | Million Baht | Million Baht | Million Baht |
| Interest and dividend income | | | | |
| Subsidiaries | | | | |
| KKP Capital PCL. | - | - | 1,474 | 1,101 |
| Kiatnakin Phatra Securities PCL. | - | - | 65 | 27 |
| KKP Tower Co., Ltd. | - | - | 104 | 104 |
| | - | - | 1,643 | 1,232 |
| Fees and services income | | | | |
| Subsidiaries | | | | |
| Kiatnakin Phatra Securities PCL. | - | - | 53 | 71 |
| Kiatnakin Phatra Asset Management Co., Ltd. | - | - | 29 | 37 |
| Asia Recovery 2 Fund | - | - | 1 | 1 |
| Asia Recovery 3 Fund | - | - | 2 | 2 |
| Thai Restructuring Fund | - | - | 5 | 5 |
| Bangkok Capital Fund | - | - | 5 | 5 |
| Gamma Capital Fund | - | - | 6 | 6 |
| Directors and management at the position of department head and above including their related persons who have control or significant influences | 9 | 12 | - | - |
| | 9 | 12 | 101 | 127 |
| Other operating income | | | | |
| Subsidiaries | | | | |
| KKP Capital PCL. | - | - | 22 | 150 |
| Kiatnakin Phatra Securities PCL. | - | - | 115 | 2 |
| Kiatnakin Phatra Asset Management Co., Ltd. | - | - | 8 | 11 |
| KKP Dime Securities Co., Ltd. | - | - | 4 | - |
| Bangkok Capital Fund | - | - | - | 8 |
| Gamma Capital Fund | - | - | 21 | - |
| | - | - | 170 | 171 |

40.2 Expenses

| | Consolidated | | Separate | |
|--|--------------|--------------|--------------|--------------|
| | 2022 | 2021 | 2022 | 2021 |
| | Million Baht | Million Baht | Million Baht | Million Baht |
| Interest and discounts on borrowings | | | | |
| Subsidiaries | | | | |
| KKP Capital PCL. | - | - | 2 | 1 |
| Kiatnakin Phatra Securities PCL. | - | - | 108 | 92 |
| KKP Tower Co., Ltd. | - | - | 17 | 16 |
| Directors and management at the position of department head and above including their related persons who have control or significant influences | 24 | 23 | 24 | 23 |
| | 24 | 23 | 151 | 132 |
| Other service expenses | | | | |
| Subsidiaries | | | | |
| KKP Capital PCL. | - | - | - | (1) |
| Kiatnakin Phatra Securities PCL. | - | - | 363 | 324 |
| KKP Tower Co., Ltd. | - | - | 229 | 208 |
| KKP Dime Securities Co., Ltd. | - | - | (1) | - |
| Other related parties | 73 | 76 | 73 | 76 |
| | 73 | 76 | 664 | 607 |

40.3 Outstanding balances

| | Consolidated | | Separate | |
|--|---------------------|---------------------|---------------------|---------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Million Baht | Million Baht | Million Baht | Million Baht |
| Loans to financial institutions / Loans | | | | |
| Subsidiaries | | | | |
| Kiatnakin Phatra Securities PCL. | - | - | 4,050 | 6,900 |
| KKP Dime Securities Co., Ltd. | - | - | 15 | - |
| KKP Tower Co., Ltd. | - | - | 2,326 | 2,372 |
| <u>Less</u> Allowance of expected credit losses | - | - | (2) | (5) |
| Directors and management at the position of department head and above including their related persons who have control or significant influences | 41 | 11 | 41 | 11 |
| | 41 | 11 | 6,430 | 9,278 |
| Accrued interest receivables and undue interest receivable | | | | |
| Subsidiaries | | | | |
| KKP Capital PCL. | - | - | (2) | (2) |
| Kiatnakin Phatra Securities PCL. | - | - | 3 | - |
| KKP Tower Co., Ltd. | - | - | (1) | (1) |
| | - | - | - | (3) |
| Other accounts receivables | | | | |
| Subsidiaries | | | | |
| KKP Capital PCL. | - | - | 4 | 4 |
| Kiatnakin Phatra Securities PCL. | - | - | 212 | 116 |
| Kiatnakin Phatra Asset Management Co., Ltd. | - | - | 4 | 6 |
| KKP Dime Securities Co., Ltd. | - | - | 1 | - |
| | - | - | 221 | 126 |
| Derivative assets | | | | |
| Subsidiaries | | | | |
| KKP Capital PCL. | - | - | - | 9 |
| Kiatnakin Phatra Securities Co., Ltd. | - | - | 13 | - |
| | - | - | 13 | 9 |
| Other assets | | | | |
| Subsidiaries | | | | |
| KKP Tower Co., Ltd. | - | - | 895 | 662 |
| | - | - | 895 | 662 |
| Deposits | | | | |
| Subsidiaries | | | | |
| KKP Capital PCL. | - | - | 23 | 14 |
| Kiatnakin Phatra Securities PCL. | - | - | 204 | 256 |
| Kiatnakin Phatra Asset Management Co., Ltd. | - | - | 19 | 17 |
| KKP Dime Securities Co., Ltd. | - | - | 123 | 25 |
| Bangkok Capital Fund | - | - | 121 | 117 |
| Gamma Capital Fund | - | - | 286 | 215 |
| KKP Tower Co., Ltd. | - | - | 15 | 151 |
| Directors and management at the position of department head and above including their related persons who have control or significant influences | 4,886 | 2,099 | 4,886 | 2,099 |
| | 4,886 | 2,099 | 5,677 | 2,894 |

| | Consolidated | | Separate | |
|--|---------------------|---------------------|---------------------|---------------------|
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Million Baht | Million Baht | Million Baht | Million Baht |
| Debt issued and borrowings | | | | |
| Subsidiaries | | | | |
| KKP Capital PCL | - | - | 660 | 1,300 |
| Directors and management at the position of department head and above including their related persons who have control or significant influences | 4 | 5 | 4 | 5 |
| | 4 | 5 | 664 | 1,305 |
| Accrued interest expenses | | | | |
| Directors and management at the position of department head and above including their related persons who have control or significant influences | 7 | 1 | 7 | 1 |
| | 7 | 1 | 7 | 1 |
| Derivative liabilities | | | | |
| Subsidiaries | | | | |
| Kiatnakin Phatra Securities PCL. | - | - | 1 | - |
| | - | - | 1 | - |
| Other liabilities | | | | |
| Subsidiaries | | | | |
| Kiatnakin Phatra Securities PCL. | - | - | 298 | 250 |
| KKP Tower Co., Ltd. | - | - | 877 | 614 |
| Other related parties | 1 | 3 | 1 | 3 |
| | 1 | 3 | 1,176 | 867 |

During the year ended 31 December 2022, a subsidiary under the Capital Market Segment has investment in ordinary shares which have been classified as collateralised investments which are measured at fair value through other comprehensive income. As at 31 December 2022, fair value of the investment was Baht 458 million. (31 December 2021: Baht 458 million).

Collateralised investments are securities that a subsidiary under the Capital Market Segment allows the invested company to pledge at the Bank as collateral in loan transaction.

During the year ended 31 December 2022, the Bank has sold an asset to a director at Baht 6 million. (31 December 2021: has no transaction).

During the year ended 31 December 2022, the Bank has no purchase assets from a subsidiary. (31 December 2021: Baht 52 million).

40.4 Directors and key management compensations

For the year ended 31 December 2022 and 2021, compensations paid to directors and key management personnel are as follows:

| | Consolidated | | Separate | |
|------------------------------|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Short-term employee benefits | 369,973 | 513,279 | 267,334 | 254,201 |
| Post-employment benefits | 13,564 | 11,036 | 6,636 | 6,751 |
| Total | 383,537 | 524,315 | 273,970 | 260,952 |

41 Benefits paid to directors and executives

The Group has no special benefits given to the directors and executives beyond the general benefits provided such as directors' remuneration, executives' salary and bonus (if any).

42 Operating segments

The Group discloses operating segments information in accordance with the Thai Financial Reporting Standard No. 8 "Operating Segments" and under the same basis as internal management reports presented to the Bank's chief operating decision maker for resources allocation to and performance evaluation of various segments. Accordingly, the Bank has divided reportable segments in accordance with the new structure of the Kiatnakin Phatra Financial Group and characteristics of segments operating in significantly diverse environment. These operating segments are; Commercial Banking Business, Capital Market Business, and the Debt Restructuring Segment under the Commercial Banking Business. Details of each operating segment are as follows;

- Commercial banking business consists of all commercial banking business and KKP Tower Co., Ltd. except for the Debt restructuring segment
- Capital market business consists of KKP Capital PCL., Kiatnakin Phatra Securities PCL., Kiatnakin Phatra Asset Management Co., Ltd., and KKP DIME Securities Co., Ltd.
- The Debt restructuring segment

Assessing the performance of, operating segments is measured in accordance with Thai Financial Reporting Standard as adjusted in accordance with internal management accounting rules and practices. Amounts for each business segment are shown after the allocation of certain centralised costs and income between segments. Transactions between segments are eliminated on consolidation.

42.1 Operation result

Operation result classified by Commercial Banking Business, Capital Market Business and The Debt Restructuring Segment for the years ended 31 December 2022 and 2021 are as follows;

| | Consolidated | | | |
|--|-----------------------------------|-------------------------------|----------------------------------|--------------|
| | 31 December 2022 | | | |
| | Commercial banking business | Capital market business | Debt restructuring segment | Total |
| | Million Baht | Million Baht | Million Baht | Million Baht |
| Income from external clients | | | | |
| Interest income, net | 18,980 | (69) | 170 | 19,081 |
| Fees and services income, net | 2,698 | 3,467 | - | 6,165 |
| Other operating income, net | 1,048 | 1,238 | 6 | 2,292 |
| Total income from operating | 22,726 | 4,636 | 176 | 27,538 |
| Income between segments | 1,805 | 474 | - | 2,279 |
| Depreciation and amortisation | 500 | 126 | 7 | 633 |
| Other expenses | 8,746 | 3,560 | 74 | 12,380 |
| Total other operating expenses | 9,246 | 3,686 | 81 | 13,013 |
| Expected credit loss (reversal) | 4,945 | - | 91 | 5,036 |
| Profit from operating before income tax expenses | 8,535 | 950 | 4 | 9,489 |
| Income tax expenses | 1,679 | 194 | - | 1,873 |
| Net Income | 6,856 | 756 | 4 | 7,616 |

| | Consolidated | | | |
|--|-----------------------------------|-------------------------------|----------------------------------|--------------|
| | 31 December 2021 | | | |
| | Commercial banking business | Capital market business | Debt restructuring segment | Total |
| | Million Baht | Million Baht | Million Baht | Million Baht |
| Income from external clients | | | | |
| Interest income, net | 15,371 | (56) | 386 | 15,701 |
| Fees and services income, net | 2,232 | 3,842 | - | 6,074 |
| Other operating income, net | 1,238 | 1,202 | 31 | 2,471 |
| Total income from operating | 18,841 | 4,988 | 417 | 24,246 |
| Income between segments | 1,493 | 415 | - | 1,908 |
| Depreciation and amortisation | 448 | 129 | 5 | 582 |
| Other expenses | 8,344 | 2,591 | (269) | 10,666 |
| Total other operating expenses | 8,792 | 2,720 | (264) | 11,248 |
| Expected credit loss (reversal) | 5,238 | - | (37) | 5,201 |
| Profit from operating before income tax expenses | 4,811 | 2,268 | 718 | 7,797 |
| Income tax expenses | 983 | 455 | 4 | 1,442 |
| Net Income | 3,828 | 1,813 | 714 | 6,355 |

Revenue transactions classified by timing of revenue recognition and operating segments of Commercial Banking Business, Capital Market Business and the Debt Restructuring Segment for the years ended 31 December 2022 and 2021 are as follows;

| | Consolidated | | | |
|-------------------------------|-----------------------------|-------------------------|----------------------------|--------------|
| | 31 December 2022 | | | |
| | Commercial banking business | Capital market business | Debt restructuring segment | Total |
| | Million Baht | Million Baht | Million Baht | Million Baht |
| Timing of revenue recognition | | | | |
| At a point in time | 3,248 | 3,228 | 6 | 6,482 |
| Over time | 353 | 1,077 | - | 1,430 |

| | Consolidated | | | |
|-------------------------------|-----------------------------|-------------------------|----------------------------|--------------|
| | 31 December 2021 | | | |
| | Commercial banking business | Capital market business | Debt restructuring segment | Total |
| | Million Baht | Million Baht | Million Baht | Million Baht |
| Timing of revenue recognition | | | | |
| At a point in time | 3,089 | 3,663 | 31 | 6,783 |
| Over time | 313 | 982 | - | 1,295 |

Total assets classified by Commercial Banking Business, Capital Market Business and The Debt Restructuring Segment

| | Commercial banking business | Capital market business | Debt restructuring segment | Total |
|------------------------|-----------------------------|-------------------------|----------------------------|--------------|
| | Million Baht | Million Baht | Million Baht | Million Baht |
| As at 31 December 2022 | 474,770 | 30,018 | 2,849 | 507,637 |
| As at 31 December 2021 | 401,654 | 32,664 | 1,805 | 436,123 |

42.2 Reconciliation operating segments information

Reconciliation between consolidated income from all segments and income and reconciliation between consolidated profit from all segments and profit from operating before income tax expenses for the years ended 31 December 2022 and 2021 are as follows;

| | Consolidated | |
|--|--------------|--------------|
| | 2022 | 2021 |
| | Million Baht | Million Baht |
| Income | | |
| Consolidated income from all segments | 29,817 | 26,154 |
| Elimination of inter-segment income | (2,279) | (1,908) |
| Total income | 27,538 | 24,246 |
| Profit | | |
| Consolidated profit from all segments | 9,489 | 7,797 |
| Elimination of inter-segment profit | - | - |
| Profit from operating before income tax expenses | 9,489 | 7,797 |

Reconciliation between consolidated assets from all segments and total assets as at 31 December 2022 and 2021 are as follows;

| | Consolidated | |
|---------------------------------------|------------------|------------------|
| | 31 December 2022 | 31 December 2021 |
| | Million Baht | Million Baht |
| Assets | | |
| Consolidated assets from all segments | 507,637 | 436,123 |
| Elimination of inter-segment assets | - | - |
| Total assets | 507,637 | 436,123 |

During the years ended 31 December 2022 and 2021, there is no revenue from transactions with a single external customer or counter party amounted to 10% or more of the Bank's total revenue.

The Bank and its subsidiaries operate in Thailand only. There has been no material change in total assets or total liabilities from the amounts disclosed in the last annual financial statements.

43 Important positions and performance classified by type of domestic or foreign transactions

43.1 Position classified by type of transaction

| | Consolidated | | | | | |
|---|------------------------------|-----------------------------|---------------------------|------------------------------|-----------------------------|---------------------------|
| | 31 December 2022 | | | 31 December 2021 | | |
| | Domestic Thousand Baht | Foreign Thousand Baht | Total Thousand Baht | Domestic Thousand Baht | Foreign Thousand Baht | Total Thousand Baht |
| Total assets | 491,715,481 | 15,921,536 | 507,637,017 | 421,801,742 | 14,321,459 | 436,123,201 |
| Interbank and money market items, net (Assets) | 41,015,809 | 4,716,541 | 45,732,350 | 51,174,307 | 4,063,927 | 55,238,234 |
| Financial assets measured at fair value through profit or loss | 18,702,990 | - | 18,702,990 | 22,215,401 | 149,423 | 22,364,824 |
| Investments | 31,500,956 | 346,735 | 31,847,691 | 16,142,848 | 697,365 | 16,840,213 |
| Loan to customer and accrued interest receivables, net | 354,878,008 | 9,992,513 | 364,870,521 | 292,888,249 | 6,259,317 | 299,147,566 |
| Deposits | 331,464,000 | - | 331,464,000 | 288,381,946 | - | 288,381,946 |
| Interbank and money market items (Liabilities) | 18,447,000 | 1,728,120 | 20,175,120 | 14,993,334 | 1,670,995 | 16,664,329 |
| Debt issued and borrowings | 61,354,232 | - | 61,354,232 | 43,804,907 | - | 43,804,907 |

| | Separate | | | | | |
|---|------------------------------|-----------------------------|---------------------------|------------------------------|-----------------------------|---------------------------|
| | 31 December 2022 | | | 31 December 2021 | | |
| | Domestic Thousand Baht | Foreign Thousand Baht | Total Thousand Baht | Domestic Thousand Baht | Foreign Thousand Baht | Total Thousand Baht |
| Total assets | 472,197,981 | 15,047,776 | 487,245,757 | 406,763,983 | 12,141,384 | 418,905,367 |
| Interbank and money market items, net (Assets) | 43,487,576 | 4,699,145 | 48,186,721 | 56,702,624 | 4,035,136 | 60,737,760 |
| Financial assets measured at fair value through profit or loss | 3,359,880 | - | 3,359,880 | 7,369,286 | - | 7,369,286 |
| Investments | 30,613,322 | - | 30,613,322 | 15,116,585 | - | 15,116,585 |
| Loan to customer and accrued interest receivables, net | 356,623,985 | 9,992,513 | 366,616,498 | 294,707,275 | 6,259,317 | 300,966,592 |
| Deposit | 331,909,248 | - | 331,909,248 | 288,903,970 | - | 288,903,970 |
| Interbank and money market items (Liabilities) | 17,772,690 | 1,728,120 | 19,500,810 | 14,996,773 | 1,670,995 | 16,667,768 |
| Debt issued and borrowings | 59,719,929 | - | 59,719,929 | 43,750,833 | - | 43,750,833 |

43.2 Performance classified by type of transaction

| | Consolidated | | | | | |
|---|------------------------------|-----------------------------|---------------------------|------------------------------|-----------------------------|---------------------------|
| | 2022 | | | 2021 | | |
| | Domestic Thousand Baht | Foreign Thousand Baht | Total Thousand Baht | Domestic Thousand Baht | Foreign Thousand Baht | Total Thousand Baht |
| Interest income | 23,008,385 | 662,131 | 23,670,516 | 19,200,556 | 288,513 | 19,489,069 |
| Interest expenses | 4,587,583 | 1,584 | 4,589,167 | 3,787,786 | 647 | 3,788,433 |
| Net interest income | 18,420,802 | 660,547 | 19,081,349 | 15,412,770 | 287,866 | 15,700,636 |
| Net fee and service income | 5,029,229 | 1,136,230 | 6,165,459 | 4,870,221 | 1,203,836 | 6,074,057 |
| Other operating income | 804,350 | 1,487,533 | 2,291,883 | 2,571,313 | (99,989) | 2,471,324 |
| Other operating expenses | 13,011,320 | 1,331 | 13,012,651 | 11,245,384 | 2,875 | 11,248,259 |
| Profit (loss) from continuing operation before expected credit losses and income tax expenses | 11,243,061 | 3,282,979 | 14,526,040 | 11,608,920 | 1,388,838 | 12,997,758 |

| | Separate | | | | | |
|---|------------------------------|-----------------------------|---------------------------|------------------------------|-----------------------------|---------------------------|
| | 2022 | | | 2021 | | |
| | Domestic Thousand Baht | Foreign Thousand Baht | Total Thousand Baht | Domestic Thousand Baht | Foreign Thousand Baht | Total Thousand Baht |
| Interest income | 22,963,813 | 644,258 | 23,608,071 | 19,014,794 | 285,442 | 19,300,236 |
| Interest expenses | 4,636,387 | 1,568 | 4,637,955 | 3,864,881 | 643 | 3,865,524 |
| Net interest income | 18,327,426 | 642,690 | 18,970,116 | 15,149,913 | 284,799 | 15,434,712 |
| Net fee and service income | 2,722,797 | - | 2,722,797 | 2,315,824 | - | 2,315,824 |
| Other operating income | 1,644,441 | 1,438,418 | 3,082,859 | 2,508,431 | 265,858 | 2,774,289 |
| Other operating expenses | 9,941,024 | - | 9,941,024 | 9,347,272 | - | 9,347,272 |
| Profit (loss) from continuing operation before expected credit losses and income tax expenses | 12,753,640 | 2,081,108 | 14,834,748 | 10,626,896 | 550,657 | 11,177,553 |

44 Interest income

Interest income for the years ended 31 December 2022 and 2021 are as follows;

| | Consolidated | | Separate | |
|------------------------------------|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Interbank and money market items | 603,776 | 289,379 | 638,842 | 305,247 |
| Investment in debt securities | 456,184 | 374,356 | 411,818 | 345,252 |
| Loans | 8,969,753 | 7,303,489 | 9,075,966 | 7,456,496 |
| Hire-purchase and financial leases | 13,423,108 | 11,164,018 | 13,423,108 | 11,164,018 |
| POCI loans | 179,523 | 349,454 | 25,432 | 25,251 |
| Others | 38,172 | 8,373 | 32,905 | 3,972 |
| Total interest income | 23,670,516 | 19,489,069 | 23,608,071 | 19,300,236 |

45 Interest expenses

Interest expenses for the years ended 31 December 2022 and 2021 are as follows;

| | Consolidated | | Separate | |
|---|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Deposits | 2,878,280 | 2,476,702 | 2,878,539 | 2,476,940 |
| Interbank and money market items | 190,212 | 103,078 | 183,505 | 99,499 |
| Contributions to Financial Institution Development Fund and Deposit Protection Agency | 820,183 | 664,037 | 820,183 | 664,037 |
| Debt issued | | | | |
| - Senior securities | 266,728 | 163,655 | 266,728 | 163,655 |
| - Subordinated bond | 298,170 | 331,056 | 298,170 | 331,056 |
| - Others | 51,197 | 13,333 | 4,487 | 7,747 |
| Fees and charges on borrowings | 14,604 | 10,984 | 119,536 | 100,096 |
| Others | 69,793 | 25,588 | 66,807 | 22,494 |
| Total interest expenses | 4,589,167 | 3,788,433 | 4,637,955 | 3,865,524 |

46 Fees and services income, net

Fees and services income, net for the years ended 31 December 2022 and 2021 are as follows;

| | Consolidated | | Separate | |
|------------------------------------|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Fees and services income | | | | |
| - Brokerage fees | 2,160,967 | 1,940,655 | - | - |
| - Bancassurance fees | 1,437,785 | 1,081,431 | 1,437,785 | 1,081,431 |
| - Acceptance, avals and guarantees | 138,711 | 143,971 | 138,711 | 143,971 |
| - Others | 3,445,859 | 3,807,548 | 1,407,937 | 1,301,117 |
| Total fees and services income | 7,183,322 | 6,973,605 | 2,984,433 | 2,526,519 |
| Fees and services expenses | | | | |
| - Security management fees | 652,698 | 594,899 | - | - |
| - Others | 365,165 | 304,649 | 261,636 | 210,695 |
| Total fees and services expenses | 1,017,863 | 899,548 | 261,636 | 210,695 |
| Fees and services income, net | 6,165,459 | 6,074,057 | 2,722,797 | 2,315,824 |

47 Gain (loss) on financial instruments measured at fair value through profit or loss, net

Gain (Loss) on financial instruments measured at fair value through profit or loss, net for the years ended 31 December 2022 and 2021 are as follows:

| | Consolidated | | Separate | |
|--|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Gain (loss) on trading and foreign exchange transactions | | | | |
| - Foreign exchange | 342,457 | 429,496 | 319,158 | 269,962 |
| - Debt securities | 3,723 | (58,331) | (62,052) | (4,081) |
| - Equity securities | 2,914,140 | 2,437,924 | 771,360 | 322,663 |
| - Derivatives | (2,387,912) | (2,825,881) | (585,142) | (1,143,882) |
| Total | 872,408 | (16,792) | 443,324 | (555,338) |
| Gain (loss) on financial liabilities designated at fair value through profit or loss | | | | |
| Changes in fair value | | | | |
| - Financial liabilities measured at fair value through profit or loss | (2,158) | (18,573) | - | - |
| Gain (loss) on redemption and interest income and interest expense paid | (39,304) | (122,393) | - | - |
| Total | (41,462) | (140,966) | - | - |
| Grand total | 830,946 | (157,758) | 443,324 | (555,338) |

48 Gain (loss) on investments, net

Gain (loss) on investments, net for the years ended 31 December 2022 and 2021 are as follows;

| | Consolidated | | Separate | |
|--|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Gain (loss) on sale of | | | | |
| - Investment measured at fair value through other comprehensive income | (3,707) | (9,640) | (3,707) | (9,640) |
| - Investments in subsidiaries | - | - | 20,647 | 7,912 |
| Total | (3,707) | (9,640) | 16,940 | (1,728) |
| Reversal (loss) on impairment of | | | | |
| - Investments in subsidiaries | - | - | 10,587 | 78,235 |
| Total | - | - | 10,587 | 78,235 |
| Total gain (loss) on investments, net | (3,707) | (9,640) | 27,527 | 76,507 |

The Group recognised loss on impairment due to the carrying value less than the fair value.

49 Other operating income

Other operating income for the years ended 31 December 2022 and 2021 are as follows;

| | Consolidated | | Separate | |
|-----------------------------------|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Penalty income | | | | |
| Profit from sales of fixed assets | 19,378 | 16,189 | 18,594 | 11,505 |
| Other income | 786,373 | 1,158,152 | 837,463 | 1,114,226 |
| Total other operating income | 957,973 | 1,309,321 | 1,008,279 | 1,260,711 |

50 Other expenses

Other expenses for the years ended 31 December 2022 and 2021 are as follows;

| | Consolidated | | Separate | |
|------------------------------------|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Reposessed cars expenses | 314,821 | 134,526 | 314,821 | 134,526 |
| Properties foreclosed expenses | 59,230 | 51,517 | 59,230 | 51,517 |
| Transportation expenses | 171,102 | 137,474 | 159,383 | 130,134 |
| Advertising and promotion expenses | 195,081 | 99,022 | 149,932 | 81,456 |
| Management fee of Mutual funds | 6,390 | 6,787 | - | - |
| Other intangible assets expenses | 218,711 | 249,790 | 183,080 | 219,446 |
| Other expenses | 1,844,801 | 1,076,192 | 996,363 | 920,231 |
| Total other expenses | 2,810,136 | 1,755,308 | 1,862,809 | 1,537,310 |

51 Expected credit losses

Expected credit losses for the years ended 31 December 2022 and 2021 are as follows;

| | Consolidated | | Separate | |
|---|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Interbank and money market items | (3,556) | 996 | (5,191) | 3,828 |
| Loans | 5,061,196 | 5,185,340 | 5,031,605 | 5,183,452 |
| Modification loss (gain) on loan restructuring | (20,287) | 28,913 | (20,287) | 28,913 |
| Investment in debt instrument measured at fair value through other comprehensive income | 624 | 587 | 624 | 587 |
| Loan commitments and financial guarantees | (1,766) | (15,007) | (1,744) | (15,715) |
| Total | 5,036,211 | 5,200,829 | 5,005,007 | 5,201,065 |

During the year ended 31 December 2022, the recoverable amount of receivables which were already written-off for the year are Baht 1,248 million.(31 December 2021 : Baht 1,147 million).

52 Income tax expenses

Income tax expenses for the years ended 31 December 2022 and 2021 are as follows;

| | Consolidated | | Separate | |
|--|---------------|---------------|---------------|---------------|
| | 2022 | 2021 | 2022 | 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Current income tax for the period | 1,645,050 | 1,815,690 | 1,307,926 | 1,438,428 |
| Adjustment in respect of current income tax of previous period | 15,765 | (11,555) | 16,291 | (10,922) |
| Deferred tax | 212,574 | (362,519) | 336,116 | (450,604) |
| Total income tax expenses | 1,873,389 | 1,441,616 | 1,660,333 | 976,902 |

Reconciliation of effective tax rate for years ended 31 December 2022 and 2021.

| | Consolidated | |
|--|---------------|---------------|
| | 2022 | 2021 |
| | Thousand Baht | Thousand Baht |
| Profit before income tax expenses | 9,489,829 | 7,796,929 |
| Tax calculated at a tax rate of 20% | 1,897,966 | 1,559,386 |
| Adjustment in respect of current income tax of previous period | 15,765 | (11,555) |
| Income not subjected to tax | (190,205) | (146,246) |
| Expenses not deductible for tax purpose | 149,869 | 37,668 |
| Deferred tax adjustments in respect of prior year | (6) | 2,363 |
| Income tax expenses as statements of profit or loss and other comprehensive income | 1,873,389 | 1,441,616 |

| | Separate | |
|--|---------------|---------------|
| | 2022 | 2021 |
| | Thousand Baht | Thousand Baht |
| Profit before income tax expenses | 9,829,741 | 5,976,488 |
| Tax calculated at a tax rate of 20% | 1,965,948 | 1,195,298 |
| Adjustment in respect of current income tax of previous period | 16,291 | (10,922) |
| Income not subjected to tax | (456,825) | (222,538) |
| Expenses not deductible for tax purpose | 134,919 | 15,064 |
| Income tax expenses as statements of profit or loss and other comprehensive income | 1,660,333 | 976,902 |

The weighted average income tax rate for the year ended 31 December 2022 was 19.74% and 16.89% in the consolidated and the separate financial statements, respectively (2021: 18.49% and 16.35%, respectively).

The weighted average income tax rate for the consolidated and separate financial statements changed from dividend received transactions.

53 Income tax relating to components of other comprehensive income (loss)

Income tax relating to components of other comprehensive income (expenses) for the years ended 31 December 2022 and 2021 are as follows;

| | Consolidated | | | | | |
|---|---------------|-----------------------|---------------|---------------|-----------------------|---------------|
| | 2022 | | | 2021 | | |
| | Before tax | Tax (expense) benefit | Net of tax | Before tax | Tax (expense) benefit | Net of tax |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Gain (loss) on debt instruments classified at fair value through other comprehensive income | (154,974) | 30,995 | (123,979) | (302,505) | 60,501 | (242,004) |
| Changes in revaluation surplus on assets | 3,419,400 | (683,880) | 2,735,520 | - | - | - |
| Gain (loss) on equity instruments designated at fair value through other comprehensive Income | 117,708 | (23,467) | 94,241 | 1,168,874 | (233,585) | 935,289 |
| Remeasurments of post-employment benefit obligations | 501 | (100) | 401 | 72,495 | (14,499) | 57,996 |
| Other comprehensive income (loss) | 3,382,635 | (676,452) | 2,706,183 | 938,864 | (187,583) | 751,281 |

| | Separate | | | | | |
|---|---------------|-----------------------|---------------|---------------|-----------------------|---------------|
| | 2022 | | | 2021 | | |
| | Before tax | Tax (expense) benefit | Net of tax | Before tax | Tax (expense) benefit | Net of tax |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Gain (loss) on debt instruments classified at fair value through other comprehensive income | (154,974) | 30,995 | (123,979) | (302,505) | 60,501 | (242,004) |
| Changes in revaluation surplus on assets | 354,517 | (70,904) | 283,613 | - | - | - |
| Gain (loss) on equity instruments designated at fair value through other comprehensive Income | 540 | (108) | 432 | 1,574 | (315) | 1,259 |
| Remeasurments of post-employment benefit obligations | - | - | - | 55,082 | (11,016) | 44,066 |
| Other comprehensive income (loss) | 200,083 | (40,017) | 160,066 | (245,849) | 49,170 | (196,679) |

54 Financial instruments

Measurement basis of financial assets and liabilities

The accounting policies in Note 3 describe how different classes of financial instruments are measured, and how income and expenses, including fair value gains and losses, are recognised. The following table analyses the carrying amounts of the financial assets and liabilities by category and by statement of financial position heading.

| | Consolidated | | | | | |
|---|--------------------------------------|---|--|---|------------------------|--------------------|
| | 31 December 2022 | | | | | |
| | At fair value through profit or loss | Designated at fair value through profit or loss | At fair value through other comprehensive income | Designated at fair value through other comprehensive income | Held at Amortised cost | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Financial assets | | | | | | |
| Cash | - | - | - | - | 1,000,242 | 1,000,242 |
| Interbank and money market items, net | - | - | - | - | 45,732,349 | 45,732,349 |
| Financial assets measured at fair value through profit or loss | 18,702,990 | - | - | - | - | 18,702,990 |
| Derivatives assets | 10,538,015 | - | - | - | - | 10,538,015 |
| Investments, net | - | - | 21,834,710 | 1,251,175 | 8,761,806 | 31,847,691 |
| Loans to customers and accrued interest receivables, net | - | - | - | - | 364,870,521 | 364,870,521 |
| Accounts receivable from clearing house and broker - dealers | - | - | - | - | 1,275,894 | 1,275,894 |
| Securities and derivative business receivables | 930 | - | - | - | 7,975,145 | 7,976,075 |
| Total financial assets | 29,241,935 | - | 21,834,710 | 1,251,175 | 429,615,957 | 481,943,777 |
| Deposits | | | | | | |
| Deposits | - | - | - | - | 331,464,000 | 331,464,000 |
| Interbank and money market items, net | - | - | - | - | 20,175,120 | 20,175,120 |
| Liabilities payable on demand | - | - | - | - | 339,834 | 339,834 |
| Financial liabilities measured at fair value through profit or loss | - | 3,556,542 | - | - | - | 3,556,542 |
| Derivatives liabilities | 9,328,151 | - | - | - | - | 9,328,151 |
| Debt issued and borrowings | - | - | - | - | 61,354,232 | 61,354,232 |
| Lease liabilities | - | - | - | - | 210,623 | 210,623 |
| Accounts payable to clearing house and broker - dealers | - | - | - | - | 164,038 | 164,038 |
| Securities and derivative business payables | 2,794,806 | - | - | - | 5,384,948 | 8,179,754 |
| Total financial liabilities | 12,122,957 | 3,556,542 | - | - | 419,092,795 | 434,772,294 |

| | Consolidated | | | | | |
|---|--------------------------------------|---|--|---|------------------------|--------------------|
| | 31 December 2021 | | | | | |
| | At fair value through profit or loss | Designated at fair value through profit or loss | At fair value through other comprehensive income | Designated at fair value through other comprehensive income | Held at Amortised cost | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Financial assets | | | | | | |
| Cash | - | - | - | - | 1,242,065 | 1,242,065 |
| Interbank and money market items, net | - | - | - | - | 55,238,234 | 55,238,234 |
| Financial assets measured at fair value through profit or loss | 22,364,824 | - | - | - | - | 22,364,824 |
| Derivatives assets | 7,481,509 | - | - | - | - | 7,481,509 |
| Investments, net | - | - | 14,871,410 | 1,744,238 | 224,565 | 16,840,213 |
| Loans to customers and accrued interest receivables, net | - | - | - | - | 299,147,566 | 299,147,566 |
| Accounts receivable from clearing house and broker - dealers | - | - | - | - | 979,499 | 979,499 |
| Securities and derivative business receivables | 2,900,688 | - | - | - | 8,095,674 | 10,996,362 |
| Total financial assets | 32,747,021 | - | 14,871,410 | 1,744,238 | 364,927,603 | 414,290,272 |
| Financial liabilities | | | | | | |
| Deposits | - | - | - | - | 288,381,946 | 288,381,946 |
| Interbank and money market items, net | - | - | - | - | 16,664,329 | 16,664,329 |
| Liabilities payable on demand | - | - | - | - | 668,531 | 668,531 |
| Financial liabilities measured at fair value through profit or loss | - | 1,699,750 | - | - | - | 1,699,750 |
| Derivatives liabilities | 9,036,326 | - | - | - | - | 9,036,326 |
| Debt issued and borrowings | - | - | - | - | 43,804,907 | 43,804,907 |
| Lease liabilities | - | - | - | - | 240,002 | 240,002 |
| Accounts payable to clearing house and broker - dealers | - | - | - | - | 1,661,003 | 1,661,003 |
| Securities and derivative business payables | 3,865,042 | - | - | - | 5,033,051 | 8,898,093 |
| Total financial liabilities | 12,901,368 | 1,699,750 | - | - | 356,453,769 | 371,054,887 |

| | Separate | | | | | |
|--|--------------------------------------|---|--|---|------------------------|--------------------|
| | 31 December 2022 | | | | | |
| | At fair value through profit or loss | Designated at fair value through profit or loss | At fair value through other comprehensive income | Designated at fair value through other comprehensive income | Held at Amortised cost | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Financial assets | | | | | | |
| Cash | - | - | - | - | 1,000,086 | 1,000,086 |
| Interbank and money market items, net | - | - | - | - | 48,186,721 | 48,186,721 |
| Financial assets measured at fair value through profit or loss | 3,359,880 | - | - | - | - | 3,359,880 |
| Derivatives assets | 10,538,995 | - | - | - | - | 10,538,995 |
| Investments, net | - | - | 21,834,710 | 245,369 | 8,533,243 | 30,613,322 |
| Loans to customers and accrued interest receivables, net | - | - | - | - | 366,616,498 | 366,616,498 |
| Total financial assets | 13,898,875 | - | 21,834,710 | 245,369 | 424,336,548 | 460,315,502 |
| Financial liabilities | | | | | | |
| Deposits | - | - | - | - | 331,909,248 | 331,909,248 |
| Interbank and money market items, net | - | - | - | - | 19,500,810 | 19,500,810 |
| Liabilities payable on demand | - | - | - | - | 339,834 | 339,834 |
| Derivatives liabilities | 9,319,498 | - | - | - | - | 9,319,498 |
| Debt issued and borrowings | - | - | - | - | 59,719,929 | 59,719,929 |
| Lease liabilities | - | - | - | - | 1,059,019 | 1,059,019 |
| Total financial liabilities | 9,319,498 | - | - | - | 412,528,840 | 421,848,338 |

| | Separate | | | | | |
|--|--------------------------------------|---|--|---|------------------------|--------------------|
| | 31 December 2021 | | | | | |
| | At fair value through profit or loss | Designated at fair value through profit or loss | At fair value through other comprehensive income | Designated at fair value through other comprehensive income | Held at Amortised cost | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Financial assets | | | | | | |
| Cash | - | - | - | - | 1,241,867 | 1,241,867 |
| Interbank and money market items, net | - | - | - | - | 60,737,760 | 60,737,760 |
| Financial assets measured at fair value through profit or loss | 7,369,286 | - | - | - | - | 7,369,286 |
| Derivatives assets | 7,433,220 | - | - | - | - | 7,433,220 |
| Investments, net | - | - | 14,871,410 | 245,175 | - | 15,116,585 |
| Loans to customers and accrued interest receivables, net | - | - | - | - | 300,966,592 | 300,966,592 |
| Total financial assets | 14,802,506 | - | 14,871,410 | 245,175 | 362,946,219 | 392,865,310 |
| Financial liabilities | | | | | | |
| Deposits | - | - | - | - | 288,903,970 | 288,903,970 |
| Interbank and money market items, net | - | - | - | - | 16,667,768 | 16,667,768 |
| Liabilities payable on demand | - | - | - | - | 668,531 | 668,531 |
| Derivatives liabilities | 8,163,197 | - | - | - | - | 8,163,197 |
| Debt issued and borrowings | - | - | - | - | 43,750,833 | 43,750,833 |
| Lease liabilities | - | - | - | - | 848,579 | 848,579 |
| Total financial liabilities | 8,163,197 | - | - | - | 350,839,681 | 359,002,878 |

55 Offsetting of financial assets and liabilities

The following table presents the recognised financial instruments that are offset, or subject to enforceable master netting arrangements and other similar agreements but not offset. The column 'net amount' shows the impact on the Group's statement of financial position if all set-off rights were exercised.

| | Consolidated | | | | | |
|------------------------------------|---|--|---|----------------------------|-----------------------|------------------|
| | 31 December 2022 | | | | | |
| | Effects of offsetting on the financial position | | | Related amounts not offset | | Net amounts |
| | Gross amounts | Gross amount net off in the financial position | Net amounts presented in the financial position | Cash collateral | Non-cash Collateral * | |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Financial assets | | | | | | |
| Reverse repurchase agreement | 12,500,856 | - | 12,500,856 | - | (12,500,856) | - |
| Derivatives assets | 10,538,015 | - | 10,538,015 | (3,081,143) | - | 7,456,872 |
| Total financial assets | 23,038,871 | - | 23,038,871 | (3,081,143) | (12,500,856) | 7,456,872 |
| Financial liabilities | | | | | | |
| Repurchase agreement | 4,136,278 | - | 4,136,278 | (289,810) | (3,846,468) | - |
| Derivatives liabilities | 9,328,151 | - | 9,328,151 | (641,311) | - | 8,686,840 |
| Total financial liabilities | 13,464,429 | - | 13,464,429 | (931,121) | (3,846,468) | 8,686,840 |

* Amount of non-cash collateral is presented less than or equal to offsetting amount of 'net amounts presented in the financial position' and 'amount of cash collateral'.

| | Consolidated | | | | | |
|------------------------------------|---|--|---|----------------------------|-----------------------|------------------|
| | 31 December 2021 | | | | | |
| | Effects of offsetting on the financial position | | | Related amounts not offset | | Net amounts |
| | Gross amounts | Gross amount net off in the financial position | Net amounts presented in the financial position | Cash collateral | Non-cash Collateral * | |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Financial assets | | | | | | |
| Reverse repurchase agreement | 29,792,816 | - | 29,792,816 | (16,779) | (29,776,037) | - |
| Derivatives assets | 7,481,509 | - | 7,481,509 | (1,047,699) | - | 6,433,810 |
| Total financial assets | 37,274,325 | - | 37,274,325 | (1,064,478) | (29,776,037) | 6,433,810 |
| Financial liabilities | | | | | | |
| Repurchase agreement | 3,207,538 | - | 3,207,538 | (110,368) | (3,097,170) | - |
| Derivatives liabilities | 9,036,326 | - | 9,036,326 | (1,985,769) | - | 7,050,557 |
| Total financial liabilities | 12,243,864 | - | 12,243,864 | (2,096,137) | (3,097,170) | 7,050,557 |

* Amount of non-cash collateral is presented less than or equal to offsetting amount of 'net amounts presented in the financial position' and 'amount of cash collateral'.

| | Separate | | | | |
|------------------------------------|---|--|---|----------------------------|-----------------------|
| | 31 December 2022 | | | | |
| | Effects of offsetting on the financial position | | | Related amounts not offset | |
| | Gross amounts | Gross amount net off in the financial position | Net amounts presented in the financial position | Cash collateral | Non-cash Collateral * |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Financial assets | | | | | |
| Reverse repurchase agreement | 12,500,856 | - | 12,500,856 | - | (12,500,856) |
| Derivatives assets | 10,538,995 | - | 10,538,995 | (3,081,143) | - |
| Total financial assets | 23,039,851 | - | 23,039,851 | (3,081,143) | (12,500,856) |
| Financial liabilities | | | | | |
| Repurchase agreement | 4,136,278 | - | 4,136,278 | (289,810) | (3,846,468) |
| Derivatives liabilities | 9,319,498 | - | 9,319,498 | (641,311) | - |
| Total financial liabilities | 13,455,776 | - | 13,455,776 | (931,121) | (3,846,468) |

* Amount of non-cash collateral is presented less than or equal to offsetting amount of 'net amounts presented in the financial position' and 'amount of cash collateral'.

| | Separate | | | | |
|------------------------------------|---|--|---|----------------------------|-----------------------|
| | 31 December 2021 | | | | |
| | Effects of offsetting on the financial position | | | Related amounts not offset | |
| | Gross amounts | Gross amount net off in the financial position | Net amounts presented in the financial position | Cash collateral | Non-cash Collateral * |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Financial assets | | | | | |
| Reverse repurchase agreement | 29,792,816 | - | 29,792,816 | (16,779) | (29,776,037) |
| Derivatives assets | 7,433,220 | - | 7,433,220 | (1,047,699) | - |
| Total financial assets | 37,226,036 | - | 37,226,036 | (1,064,478) | (29,776,037) |
| Financial liabilities | | | | | |
| Derivatives liabilities | 3,207,538 | - | 3,207,538 | (110,368) | (3,097,170) |
| Derivatives liabilities | 8,163,197 | - | 8,163,197 | (1,985,769) | - |
| Total financial liabilities | 11,370,735 | - | 11,370,735 | (2,096,137) | (3,097,170) |

* Amount of non-cash collateral is presented less than or equal to offsetting amount of 'net amounts presented in the financial position' and 'amount of cash collateral'.

56 Fair value

56.1 Fair value estimation

The fair value of financial instruments are defined into the following three different levels by valuation method as follows;

(a) Financial instruments in level 1

The fair value of financial instruments traded in active markets is based on quoted market prices at the statement of financial position date. The quoted market prices used for financial assets held by the Group are the last bid prices from the Stock Exchange of Thailand, the closing price from the Stock Exchange in overseas and settlement prices from Futures Exchange. These instruments are included in level 1.

(b) Financial instruments in level 2

The fair value of financial instruments that are not traded in an active market (over-the-counter) is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

(c) Financial instruments in level 3

If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

The following table presents the financial assets and liabilities that are measured at fair value at 31 December 2022 and 2021.

| | Consolidated | | | | |
|---|--------------------|-------------------|-------------------|------------------|-------------------|
| | 31 December 2022 | | | | |
| | Carrying amount | Fair value | | | |
| | | Level 1 | Level 2 | Level 3 | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Assets | | | | | |
| Derivatives assets | 10,538,015 | - | 10,538,015 | - | 10,538,015 |
| Financial assets measured at fair value through profit or loss | | | | | |
| Government and state enterprise securities | 993,585 | - | 993,585 | - | 993,585 |
| Private sector's debt securities | 1,321,755 | - | 1,321,755 | - | 1,321,755 |
| Domestic marketable equity securities | 16,387,650 | 16,387,650 | - | - | 16,387,650 |
| Investment, net | | | | | |
| Government and state enterprise securities | 21,392,318 | - | 21,392,318 | - | 21,392,318 |
| Private sector's debt securities | 442,392 | - | 442,392 | - | 442,392 |
| Domestic marketable equity securities | 200,016 | 200,016 | - | - | 200,016 |
| Foreign marketable equity security | 72,212 | 72,212 | - | - | 72,212 |
| Domestic non-marketable equity security | 704,424 | - | 11,091 | 693,333 | 704,424 |
| Foreign non-marketable equity security | 274,523 | - | - | 274,523 | 274,523 |
| Securities and derivative business receivables | 2,389,536 | 2,389,536 | - | - | 2,389,536 |
| Total assets | 54,716,426 | 19,049,414 | 34,699,156 | 967,856 | 54,716,426 |
| Liabilities | | | | | |
| Financial liabilities designated at fair value through profit or loss | 3,556,542 | - | 3,556,542 | - | 3,556,542 |
| Derivatives liabilities | 9,328,151 | - | 9,328,151 | - | 9,328,151 |
| Securities and derivative business payables | 2,794,806 | 2,794,806 | - | - | 2,794,806 |
| Total liabilities | 15,679,499 | 2,794,806 | 12,884,693 | - | 15,679,499 |

| | Consolidated | | | | |
|--|--------------------|-------------------|-------------------|------------------|-------------------|
| | 31 December 2021 | | | | |
| | Carrying amount | Fair value | | | |
| | | Level 1 | Level 2 | Level 3 | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Assets | | | | | |
| Derivatives assets | 7,481,509 | - | 7,481,509 | - | 7,481,509 |
| Financial assets measured | | | | | |
| at fair value through profit or loss | | | | | |
| Government and state enterprise securities | 831,575 | - | 831,575 | - | 831,575 |
| Private sector's debt securities | 2,759,974 | - | 2,694,121 | 65,853 | 2,759,974 |
| Foreign debt securities | 143,501 | 143,501 | - | - | 143,501 |
| Domestic marketable equity securities | 18,623,852 | 18,623,852 | - | - | 18,623,852 |
| Foreign marketable equity securities | 5,922 | 5,922 | - | - | 5,922 |
| Investment, net | | | | | |
| Government and state enterprise securities | 14,399,949 | - | 14,399,949 | - | 14,399,949 |
| Private sector's debt securities | 471,460 | - | 471,460 | - | 471,460 |
| Domestic marketable equity securities | 346,555 | 346,555 | - | - | 346,555 |
| Foreign marketable equity security | 431,456 | 431,456 | - | - | 431,456 |
| Domestic non-marketable equity security | 700,318 | - | 11,091 | 689,227 | 700,318 |
| Foreign non-marketable equity security | 265,909 | - | - | 265,909 | 265,909 |
| Securities and derivative business receivables | 2,900,688 | 2,900,688 | - | - | 2,900,688 |
| Total assets | 49,362,668 | 22,451,974 | 25,889,705 | 1,020,989 | 49,362,668 |
| Liabilities | | | | | |
| Financial liabilities designated | | | | | |
| at fair value through profit or loss | 1,699,750 | - | 1,699,750 | - | 1,699,750 |
| Derivatives liabilities | 9,036,326 | - | 9,036,326 | - | 9,036,326 |
| Securities and derivative business payables | 3,865,042 | 3,865,042 | - | - | 3,865,042 |
| Total liabilities | 14,601,118 | 3,865,042 | 10,736,076 | - | 14,601,118 |

| | Separate | | | | |
|--|--------------------|------------------|-------------------|------------------|-------------------|
| | 31 December 2022 | | | | |
| | Carrying amount | Fair value | | | |
| | | Level 1 | Level 2 | Level 3 | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Assets | | | | | |
| Derivatives assets | 10,538,995 | - | 10,538,995 | - | 10,538,995 |
| Financial assets measured | | | | | |
| at fair value through profit or loss | | | | | |
| Government and state enterprise securities | 993,585 | - | 993,585 | - | 993,585 |
| Private sector's debt securities | 121,215 | - | 121,215 | - | 121,215 |
| Domestic marketable equity securities | 2,245,080 | 2,245,080 | - | - | 2,245,080 |
| Investments, net | | | | | |
| Government and state enterprise securities | 21,392,318 | - | 21,392,318 | - | 21,392,318 |
| Private sector's debt securities | 442,392 | - | 442,392 | - | 442,392 |
| Domestic marketable equity securities | 10,188 | 10,188 | - | - | 10,188 |
| Domestic non-marketable equity | 235,181 | - | - | 235,181 | 235,181 |
| Total assets | 35,978,954 | 2,255,268 | 33,488,505 | 235,181 | 35,978,954 |
| Liabilities | | | | | |
| Derivatives liabilities | 9,319,498 | - | 9,319,498 | - | 9,319,498 |
| Total liabilities | 9,319,498 | - | 9,319,498 | - | 9,319,498 |

| Separate | | | | | |
|---|-------------------|------------------|-------------------|----------------|-------------------|
| 31 December 2021 | | | | | |
| Carrying amount | Fair value | | | | Total |
| | Level 1 | Level 2 | Level 3 | | |
| Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Assets | | | | | |
| Derivatives assets | 7,433,220 | - | 7,433,220 | - | 7,433,220 |
| Financial assets measured | | | | | |
| at fair value through profit or loss Government and state enterprise securities | 831,575 | - | 831,575 | - | 831,575 |
| Private sector's debt securities | 2,694,121 | - | 2,694,121 | - | 2,694,121 |
| Domestic marketable equity securities | 3,843,590 | 3,843,590 | - | - | 3,843,590 |
| Investments, net | | | | | |
| Government and state enterprise securities | 14,399,949 | - | 14,399,949 | - | 14,399,949 |
| Private sector's debt securities | 471,460 | - | 471,460 | - | 471,460 |
| Domestic marketable equity securities | 14,101 | 14,101 | - | - | 14,101 |
| Domestic non-marketable equity | 231,075 | - | - | 231,075 | 231,075 |
| Total assets | 29,919,091 | 3,857,691 | 25,830,325 | 231,075 | 29,919,091 |
| Liabilities | | | | | |
| Derivatives liabilities | 8,163,197 | - | 8,163,197 | - | 8,163,197 |
| Total liabilities | 8,163,197 | - | 8,163,197 | - | 8,163,197 |

There were no transfers between Levels 1 and 2 during the year.

The following table presents the financial assets and liabilities that are not measured at fair value at 31 December 2022 and 2021.

| Consolidated | | | | | |
|---|--------------------|-------------------|--------------------|-------------------|--------------------|
| 31 December 2022 | | | | | |
| Carrying amount | Fair value | | | | Total |
| | Level 1 | Level 2 | Level 3 | | |
| Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Assets | | | | | |
| Interbank and money market items, net | 45,732,349 | 45,732,349 | - | - | 45,732,349 |
| Loans to customers and accrued interest receivables, net | 364,870,521 | - | 325,408,917 | - | 325,408,917 |
| Investments measured at amortised cost | 8,761,806 | - | 9,258,237 | - | 9,258,237 |
| Account receivable from clearing house and broker - dealers | 1,275,894 | - | 1,275,894 | - | 1,275,894 |
| Securities and derivative business receivables | 5,586,539 | - | 5,586,539 | - | 5,586,539 |
| Total assets | 426,227,109 | 45,732,349 | 341,529,587 | - | 387,261,936 |
| Liabilities | | | | | |
| Deposits | 331,464,000 | - | 330,803,283 | - | 330,803,283 |
| Interbank and money market items, net | 20,175,120 | 20,175,120 | - | - | 20,175,120 |
| Liabilities payable on demands | 339,834 | - | 339,834 | - | 339,834 |
| Debt issued and borrowings | 61,354,232 | - | 40,586,033 | 22,158,153 | 62,744,186 |
| Accounts payable to clearing house and broker - dealers | 164,038 | - | 164,038 | - | 164,038 |
| Securities and derivative business payables | 5,384,948 | - | 5,384,948 | - | 5,384,948 |
| Accrued interest payable | 505,437 | - | 505,437 | - | 505,437 |
| Total liabilities | 419,387,609 | 20,175,120 | 377,783,573 | 22,158,153 | 420,116,846 |

| Consolidated | | | | | |
|---|--------------------|-------------------|--------------------|-------------------|--------------------|
| 31 December 2021 | | | | | |
| Carrying amount | Fair value | | | | Total |
| | Level 1 | Level 2 | Level 3 | | |
| Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Assets | | | | | |
| Interbank and money market items, net | 55,238,234 | 55,238,234 | - | - | 55,238,234 |
| Loans to customers and accrued interest receivables, net | 299,147,566 | - | 272,313,518 | - | 272,313,518 |
| Investments measured at amortised cost | 224,566 | - | 224,566 | - | 224,566 |
| Account receivable from clearing house and broker - dealers | 979,499 | - | 979,499 | - | 979,499 |
| Securities and derivative business receivables | 10,996,362 | - | 10,996,362 | - | 10,996,362 |
| Total assets | 366,586,227 | 55,238,234 | 284,513,945 | - | 339,752,179 |
| Liabilities | | | | | |
| Deposits | 288,381,946 | - | 288,018,682 | - | 288,018,682 |
| Interbank and money market items, net | 16,664,329 | 16,664,329 | - | - | 16,664,329 |
| Liabilities payable on demands | 668,531 | - | 668,531 | - | 668,531 |
| Debt issued and borrowings | 43,804,907 | - | 26,448,680 | 16,909,466 | 43,358,146 |
| Accounts payable to clearing house and broker - dealers | 1,661,003 | - | 1,661,003 | - | 1,661,003 |
| Securities and derivative business payables | 8,898,093 | - | 8,898,093 | - | 8,898,093 |
| Accrued interest payable | 346,922 | - | 346,922 | - | 346,922 |
| Total liabilities | 360,425,731 | 16,664,329 | 326,041,911 | 16,909,466 | 359,615,706 |

| Separate | | | | | |
|--|--------------------|-------------------|--------------------|-------------------|--------------------|
| 31 December 2022 | | | | | |
| Carrying amount | Fair value | | | | Total |
| | Level 1 | Level 2 | Level 3 | | |
| Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Assets | | | | | |
| Interbank and money market items, net | 48,186,721 | 48,186,721 | - | - | 48,186,721 |
| Loans to customers and accrued interest receivables, net | 366,616,498 | - | 324,753,235 | - | 324,753,235 |
| Investments measured at amortised cost | 8,533,243 | - | 9,029,674 | - | 9,029,674 |
| Total assets | 423,336,462 | 48,186,721 | 333,782,909 | - | 381,969,630 |
| Liabilities | | | | | |
| Deposits | 331,909,248 | - | 331,248,530 | - | 331,248,530 |
| Interbank and money market items, net | 19,500,810 | 19,500,810 | - | - | 19,500,810 |
| Liabilities payable on demands | 339,834 | - | 339,834 | - | 339,834 |
| Debt issued and borrowings | 59,719,929 | - | 40,586,033 | 19,863,850 | 60,449,883 |
| Accrued interest payable | 505,437 | - | 505,437 | - | 505,437 |
| Total liabilities | 411,975,258 | 19,500,810 | 372,679,834 | 19,863,850 | 412,044,494 |

| | Separate | | | | |
|--|--------------------|------------------|------------------|------------------|------------------|
| | 31 December 2021 | | | | |
| | Carrying amount | Fair value | | | |
| | | Level 1 | Level 2 | Level 3 | Total |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Assets | | | | | |
| Interbank and money market items, net | 60,737,760 | 60,737,760 | - | - | 60,737,760 |
| Loans to customers and accrued interest receivables, net | 300,966,592 | - | 273,124,168 | - | 273,124,168 |
| Total assets | 361,704,352 | 60,737,760 | 273,124,168 | - | 333,861,928 |
| Liabilities | | | | | |
| Deposits | 288,903,970 | - | 288,540,706 | - | 288,540,706 |
| Interbank and money market items, net | 16,667,768 | 16,667,768 | - | - | 16,667,768 |
| Liabilities payable on demands | 668,531 | - | 668,531 | - | 668,531 |
| Debt issued and borrowings | 43,750,833 | - | 26,448,680 | 15,555,391 | 42,004,071 |
| Accrued interest payable | 346,922 | - | 346,922 | - | 346,922 |
| Total liabilities | 350,338,024 | 16,667,768 | 316,004,839 | 15,555,391 | 348,227,998 |

There were no transfers between Levels 1 and 2 during the year.

Other financial instruments not carried at fair value are typically short-term in nature and reprice to current market rate frequently. Accordingly, their carrying amount is a reasonable approximation of fair value. This includes saving deposits and current deposits presented as both interbank and money market assets and liabilities items, account receivable from clearing house and broker-dealers, securities and derivative business receivables, liabilities payable on demand, account payable to cleaning house and broker-dealers and securities and derivative business payables.

Fair value of the following assets and liabilities is estimated for the purpose of disclosure as described below;

Loans to customers and accrued interest receivable, net

For floating rate loans, the fair value is equal to the carrying amount.

For fixed rate loans which are not classified as credit-impaired loans, the fair value is equal to the present value of future cash flows discounted by the effective interest of loans with similar features.

For non-performing fixed rate loans, the fair value is equal to the carrying amount.

Interbank and money market items

The interbank and money market items (assets) are loans to financial institutions which are short-term or at call. Accordingly, their carrying amount is a reasonable approximation of fair value.

The interbank and money market items (liabilities) are borrowing and fixed deposits which are short-term. Accordingly, their carrying amount is a reasonable approximation of fair value.

Deposits

For saving and current deposits, the fair value is estimated by using carrying amount.

For fixed deposits and certificate of deposit, the fair value is estimated by using discounted cash flow applying current rates offered for fixed deposits of similar remaining maturities.

Debt issued and borrowings

The fair value of debt issued, and borrowings is estimated by using quoted prices or yields of the Thai Bond Association at the statement of financial positions. In case of there is no active market price or borrowing portion of structured notes, the fair value is estimated by using present value of cash flows discounted by interest rate which reflects the Bank credit risk.

Accrued interest payable

The carrying amount of accrued interest payable in the statement of financial positions approximates to fair value.

Investments measured at amortised cost

The fair value of investments measured at amortised cost is of government securities and private's sector debt securities is estimated by using the average bidding yields and mark-to-market yield of the Thai Bond Association at the statement of financial positions.

56.2 Valuation techniques used to derive Level 2 fair values

Level 2 market derivatives comprises of;

- Forward foreign exchange contracts and foreign exchange swaps which are fair valued based on forward rate of foreign currency against Thai Baht and discounted with Thai Baht interest rate.
- Interest rate swap and cross currency swap are fair valued based on the cash flows from contract rate (for fixed interest rate) or forward rate (for floating rate) and discounted with interest rate in each currency which can be obtained from observable market.
- Equity linked swap is fair valued based on each component in contracts. For equity component, the fair value is measured by using the last bid price quoted by the Stock Exchange of Thailand. For accrued dividend payable or receivable, the fair value is measured based on the expected cash inflow or outflow. For interest component, the fair value measurement is calculated the same method with interest rate swap contracts.
- The fair value of the option is calculated by using widely accepted model which valuation inputs are mainly observable.

The counterparty risk from derivative transactions is taken into account when reporting the fair value of derivative positions. The adjustment to the fair value is known as the credit value adjustment ('CVA').

Level 2 debt investments of marketable securities are fair valued based on the average bidding yields or mark-to-market yield of the Thai Bond Market Association under discounted cash flow model.

56.3 Fair value measurements using significant unobservable inputs (Level 3)

Equity Investment in listed companies

The equity valuation of investment in listed companies are normally determined by the market value. However, one of the foreign marketable equity securities held by the Group has been on trading suspension since May 2021 as the company has been in debt restructuring process due to the effect of Covid-19 pandemic.

The rationale for the write-down could be summarized as follows:

- The company has been on trading suspension since 18 May 2021 until further notice, depending on the relevant authorities' judgement.
- The company might likely go through a lengthy debt restructuring process.
- The situation and outlook of the company are highly uncertain during COVID period when the company's operation should face difficulty, plus the company could not access to additional loans and;
- The latest financial statement available was December 2021, therefore, management could not assess the current situation of the company.

Due to these rationales, the Management took a conservative approach and adjust the valuation the investment in this company from Baht 148.12 million to Baht 0.00

Non-marketable equity securities

| | Non-marketable equity securities | | | |
|--|----------------------------------|------------------|------------------|------------------|
| | Consolidated | | Separate | |
| | 31 December 2022 | 31 December 2021 | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht | Thousand Baht | Thousand Baht |
| Opening balance | 955,136 | 923,864 | 231,075 | 219,454 |
| Addition | - | 236,465 | - | 7,686 |
| Disposal | - | (236,253) | - | - |
| Gain (loss) recognised in other comprehensive income | 12,720 | 31,060 | 4,106 | 3,935 |
| Closing balance | 967,856 | 955,136 | 235,181 | 231,075 |

There was no changes in fair value basis and estimation during the year.

Convertible Bond

| | Consolidated | |
|---|------------------|------------------|
| | 31 December 2022 | 31 December 2021 |
| | Thousand Baht | Thousand Baht |
| Disposal | 65,853 | 155,928 |
| Disposal | (63,795) | - |
| Gain (loss) recognised in profit and loss | (2,058) | (90,075) |
| Closing balance | - | 65,853 |

56.4 Group's valuation processes

Non-marketable equity securities

The Group using 2 methods to measure the fair value of non-marketable equities security as follows:

- Dividend Discount Model and Discounted Cash Flows Model for non-marketable equity securities and the Group expects to receive a return from the investment.
- Reference price from net asset value for non-marketable equity securities and the Group does not expect to receive a return from the investment.

The recoverable amount of these equity investments are determined by the Dividend Discount Model and the Discounted Cash Flows Model. This calculation used the projection based on financial budgets covering a ten year period which are referred from the future business plan of the company together with the estimated growth rates of market and the company which management believes that ten years period can reflect their business plan. The discount rate uses are 12.5% - 14.0% and the dividend and cash flows beyond the ten-year extrapolation uses the estimated growth rate of 2.0% - 2.5% and the recoverable amount is Baht 723.55 million.

The change in dividend discount rate and dividend growth rate increased by 1% or decreased by 1% can affect on profit or loss in the consolidated and the separate financial statements as follows:

| | Consolidated | | | |
|-------------------|------------------|------------------------|------------------|------------------------|
| | 31 December 2022 | | 31 December 2021 | |
| | Discount Rate | Dividend Discount Rate | Discount Rate | Dividend Discount Rate |
| | Million Baht | Million Baht | Million Baht | Million Baht |
| Rate increased 1% | (89.29) | 47.69 | (76.18) | 40.72 |
| Rate decreased 1% | 106.77 | (40.70) | 90.93 | (34.28) |

Convertible Bond

Convertible bond value is equivalent to the higher value of bond component (bond floor) or conversion value. The valuation concept of bond floor and conversion value could be summarised as follows:

- Bond Floor is calculated by discounting all cash flows received which consist of coupon and principal at the end of maturity. Discount rate, which could not be observed from the market, would be calculated by using the combination of credit spread which reflected the current situation of the company and government bond yield. For each valuation date, government bond yield component would be varied based on market while credit spread would reflect the current situation of the company. Bond floor value is Baht 0.
- Conversion Value: is calculated by multiplying convertible shares with price per share which determined by the Discounted Cash Flows Model. This calculation used the projection based on financial budgets covering a ten-year period which are referred from the future business plan of the company together with the estimated growth rates of market and the company which management believes that ten years period can reflect their business plan. However, due to the current highly uncertain business environment, the Management believes that a more conservative valuation method would be more appropriate for the current situation, therefore, the bond value will be used as the primary valuation method.

The sensitivity analysis of fair value based on the increase and decrease by 1 percent in cash flow growth rate beyond 10 years and discount rate to profit and loss which recognised in statement of profit or loss and other comprehensive incomes is as follows;

| | Consolidated | |
|-------------------|------------------|------------------|
| | 31 December 2022 | 31 December 2021 |
| | Discount Rate | Discount Rate |
| | Million Baht | Million Baht |
| Rate decreased 1% | - | (0.29) |
| Rate decreased 1% | - | 0.30 |

The following table presents the summary of quantitative information that significant unobservable in Level 3.

| | | Consolidated | | Unobservable information |
|---|---|------------------|------------------|---|
| | | Fair value | Fair value | |
| | | 31 December 2022 | 31 December 2021 | |
| | | Thousand Baht | Thousand Baht | |
| Measurement | | | | |
| Financial assets measurement at fair value through profit or loss | | | | |
| - Debt securities | The higher value of bond component (bond floor) or conversion value | - | 65,853 | Discount rate and cash flow growth rate |
| Investment in security | | | | |
| - Non-marketable equity securities | Dividend Discount Model | 274,523 | 265,909 | Dividend discount rate and dividend growth rate |
| | Reference price from net asset value | 693,333 | 689,227 | No significant unobservable information |
| | | 967,856 | 1,020,989 | |
| | | Separate | | Unobservable information |
| | | Fair value | Fair value | |
| | | 31 December 2022 | 31 December 2021 | |
| | | Thousand Baht | Thousand Baht | |
| Measurement | | | | |
| Investment in security | | | | |
| - Non-marketable equity securities | Reference price from net asset value | 235,181 | 231,075 | No significant unobservable information |
| | | 235,181 | 231,075 | |

57 Subsequent events

On 21 February 2023, the Board of directors Meeting of KKP Capital Public Company Limited (“the subsidiary”) approved the resolution regarding the payment of dividend at the rate of Baht 2.00 per share, which will be paid on 27 April 2023.

On 20 February 2023, the Board of directors Meeting of Kiatnakin Phatra Asset Management Company Limited, a subsidiary company of KKP Capital Public Company Limited, approved the resolution regarding the payment of dividend at the rate of Baht 7.50 per share, which will be paid on 25 April 2023.

❖ Attachment ❖

Profiles of Directors, Executives,
Controlling Persons, Chief Financial Officer,
Accounting Head and Corporate Secretary

Profiles of the Directors, Executives, Controlling Persons, Chief Financial Officer, Accounting Head, and Corporate Secretary

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|---|---|---|----------------------------------|---|--|
| | | | | | Period | Position | Organization/Company Name |
| 1. Mr. Supol Wattanavekin <ul style="list-style-type: none"> Chairman of the Board of Directors¹ Chairman of the Risk Oversight Committee Advisor of the Executive Committee | 67 | <ul style="list-style-type: none"> Master of Business Administration (Executive) Sasin Graduate Institute of Business Administration of Chulalongkorn University Bachelor of Laws, Ramkhamhaeng University Training Programs: <ul style="list-style-type: none"> BOT Digital Finance Conference 2022 (Online) Bank of Thailand Seminar: Cyber Resilience Leadership: Herd Immunity 2021 (Online) Bank of Thailand, The Securities and Exchange Commission and Office of Insurance Commission Boards that Make a Difference (BMD 9/2019) Thai Institute of Directors Association Seminar: Cyber Resilience Leadership Workshop "Mission in Action" (2019) Bank of Thailand | Ms. Thitiwan Wattanavekin's brother | 13,676,850 (1.62) | Kiatnakin Phatra Financial Group | Chairman of the Board of Directors | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2011 - present | Chairman of the Risk Oversight Committee | |
| | | | | | 2019 - present | Advisor of the Executive Committee | |
| | | | | | 2003 - 2019 | Chairman of the Risk Management Committee | |
| ¹ Appointed as the Chairman of the Board of Directors effective on January 1, 2011 - Appointed as a director effective on February 9, 1974 | | | | | Other Listed Companies | | |
| | | | | | 2004 - present | Director | The Erawan Group Public Company Limited |
| | | | | | Non-Listed Companies | | |
| | | | | | 2019 - present | Director | WeEat Company Limited |
| | | | | | 2017 - present | Director | Eastern Sugar Company Limited |
| | | | | | 2015 - present | Director | Ruam Wattana Company Limited |
| | | | | | 1990 - present | Chairman of the Board of Directors | BOT Lease (Thailand) Company Limited |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|---------------------------------|----------|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| | | <ul style="list-style-type: none"> Bangkok FinTech Fair 2019 Bank of Thailand Bangkok Sustainable Banking Forum 2019: An Industry Wake-up Call Bank of Thailand Chairman Dinner (2018) : Social Responsibilities in Action Thai Institute of Directors Association Chairman Dinner (2017) Thai Institute of Directors Association Family Business Club Event (3/2017) Thai Institute of Directors Association Seminar: SET 100 Civil and State Cooperation (2016) The Stock Exchange of Thailand Risk Management Program for Corporate Leader (RCL 3/2016) Thai Institute of Directors Association CG Forum 4/2015: Thailand CG Forum "Governance as a Driving Force for Business Sustainability" The Stock Exchange of Thailand Director Certification Program Update (DCPU 1/2014) Thai Institute of Directors Association CG Forum 2/2014: Corporate Governance in the Perspective of Investors The Stock Exchange of Thailand Chairman Forum 1/2013: Meeting the AEC Challenge: Role of the Chairman Thai Institute of Directors Association CG Forum 3/2013 Conflict of Interest: Fighting Abusive RPT The Securities and Exchange Commission Chairman Forum 2/2013 Role of the Chairman's business code of conduct Thai Institute of Directors Association Financial Institution Governance Program (FGP 2/2011) Thai Institute of Directors Association Financial sector Restructuring in Thailand: From present to the future (Special Seminar 1/2010) Thai Institute of Directors Association | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name- Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|---------------------------------|----------|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| | | <ul style="list-style-type: none">• The 5th SEACEN / ABAC / ABA / PECC Public Private Dialogue for the Asia Pacific Region (2009)• The South East Asia Central Bank Research and Training Center, Malaysia• Seminar: Corporate Governance Report of Thai Listed Companies (2007)• Thai Listed Companies Association• Leadership, Strategic Growth and Change (2006)• Sasin Graduate Institute of Business Administration of Chulalongkorn University• Organizing and Managing Strategic Alliances for Success and Profit (2006)• Sasin Graduate Institute of Business Administration of Chulalongkorn University• Director Certification Program (DCP 76/2006)• Thai Institute of Directors Association• Director Accreditation Program (DAP 56/2006)• Thai Institute of Directors Association• Orchestrating Winning Performance (2005)• IMD International, Switzerland• Board & CEO Assessment (2003)• Thai Institute of Directors Association• The Role of the Chairman Program (RCP 1/2000)• Thai Institute of Directors Association | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|--|---|---|----------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| 2. Mrs. Dayana Bunnag • Independent Director ¹ • Chairperson of the Audit Committee | 70 | <ul style="list-style-type: none"> • Master of Business Administration University of Texas, Austin, U.S.A. • Bachelor of Economics (2nd Class Honors) Chulalongkorn University <p>Training Programs:</p> <ul style="list-style-type: none"> • BOT Digital Finance Conference 2022 (Online) Bank of Thailand • Subsidiary Governance Program (SGP 2/2022) (Online) Thai Institute of Directors Association • Ocean Forum Activity: Digital Transformation (2022) (Online) Ocean Life Insurance Public Company Limited • Leading Innovation for driving change in your organization (2022) (Online) Bangkok University • Seminar: Easy listening: Accounting Knowledge that AC should not miss (2022) (Online) The Securities and Exchange Commission | None | None | Kiatnakin Phatra Financial Group | | |
| | | | | | 2015 - present | Independent Director Chairperson of the Audit Committee | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| 1. Appointed effective on April 23, 2015 | | | | | Non-Listed Companies | | |
| | | | | | 2022 - present | Advisor to the Information System Development Oversight Committee | Bangkok University |
| | | | | | 2020 - present | Advisor to the Risk Management Committee of the University Member of the Human Resources Steering Committee | |
| | | | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|----------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| | | <ul style="list-style-type: none"> Director Forum 1/2022: From "Net-Zero" to "Set-Zero" ... reimagining Business landscape" (Online) Thailand Institute of Directors Association Ethical Leadership Program (ELP 22/2021) (Online) Thailand Institute of Directors Association Seminar: Cyber Resilience Leadership Herd Immunity 2021 (Online) Bank of Thailand, The Securities and Exchange Commission and Office of Insurance Commission Capital Market Threat Landscape (2021) (Online) The Securities and Exchange Commission Data Awareness & Culture for Data Champions (2021) (Online) Coraline Company Limited Risk Management Program for Corporate Leaders (RCL 17/2019) Thailand Institute of Directors Association IT Governance and Cyber Resilience Program (ITG 10/2019) Thailand Institute of Directors Association Bangkok Sustainable Banking Forum 2019: An Industry Wake-up Call Bank of Thailand Audit Committee Forum: Upcoming Financial Reporting Standards (TFRS9, 15 and 16) : Major Changes of Financial Reporting (2018) KKPMG in Thailand Bangkok Fin Tech Fair 2018: SME and Consumer Financial Solutions Bank of Thailand Seminar: Cyber Resilience Leadership (2017) Bank of Thailand | | | Non-Listed Companies (continued) | | |
| | | | | | 2012 - present | Advisor to the President Vice Chairperson of the Executive Committee | |
| | | | | | 2018 - present | Director | Eduvision Company Limited |
| | | | | | 2014 - present | Chairperson of the Audit and Compliance Committee | Ocean Life Insurance Public Company Limited |
| | | | | | 2012 - present | Independent Director | |
| | | | | | 2005 - present | Director | Buranburi Security Guard Company Limited |
| | | | | | 2015 - 2018 | Member of the Investment Sub-committee | National Savings Fund |
| | | | | | 2012 - 2017 | Member of the Committee on Consideration of Guidelines for Investment of Insurance Companies in Other Businesses | Office of Insurance Commission |
| | | | | | | | |
| | | | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|---------------------------------|---|---|----------------------------------|---|-----------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| <ul style="list-style-type: none"> Independent Director Forum 2017: Updated COSO Enterprise Risk Management: Integrating with Strategy and Performance Thailand Institute of Directors Association Advanced Audit Committee Program (AACP 25/2017) Thailand Institute of Directors Association Director Certification Program Update (DCPU 5/2015) Thailand Institute of Directors Association Corporate Governance for Capital Market Intermediaries (CGI 4/2015) Thailand Institute of Directors Association Role of the Nomination and Governance Committee (RNG 4/2013) Thailand Institute of Directors Association Capital Market Academy Leadership Program (CMA 11/2011) Capital Market Academy Role of the Compensation Committee (RCC 11/2010) Thailand Institute of Directors Association Director Certification Program (DCP 2/2000) Thailand Institute of Directors Association Fund Manager Course - Course 1/1996 - Refresher Course 7/2005 - Refresher Course 11 (2/2007) - Refresher Course 15 (2/2009) Association of Investment Management Companies | | | | | Non-Listed Companies (continued) | | |
| | | | | | 2012 - 2017 | Member of the Committee on Consideration of Draft Insurance Commission Declarations | Office of Insurance Commission |
| | | | | | Feb. - Apr. 2016 | Director of the Pension Integration Committee | Ministry of Finance |
| | | | | | 2015 - 2016 | Director Member of the Audit Committee | Metropolitan Electronic Authority |
| | | | | | Jul. - Nov. 2014 | Director Member of the Audit Committee | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|-----------------------------|--|--|---|---|--|--|
| | | | | | Period | Position | Organization/Company Name |
| 3. Mr. Chalee Chantanayingyong <ul style="list-style-type: none">Independent Director¹Chairman of the Compliance and Governance CommitteeMember of the Audit Committee | 66 | <ul style="list-style-type: none">Master's in Business Administration (Finance) Texas A&M University, U.S.A.Bachelor of Business Administration (Money and Banking) Thammasat University Training Programs: <ul style="list-style-type: none">BOT Digital Finance Conference 2022 (Online) Bank of ThailandHot Issue for Directors: What directors need to know about digital assets? (2022) (Online)Thai Institute of Directors AssociationBoard Nomination and Compensation Program (BNCP 14/2022) (Online)Thai Institute of Directors AssociationSeminar: Easy listening: Accounting Knowledge that AC should not miss EP.2 (2022) (Online)The Securities and Exchange CommissionFacilitator for Director Accreditation Program (DAP) and Audit Committee Program (ACP)Thai Institute of Directors AssociationBoards that Make a Difference (BMD 10/2020)Thai Institute of Directors AssociationRisk Management Program for Corporate Leaders (RCL 21/2020)Thai Institute of Directors AssociationAdvanced Audit Committee Program (AAP 38/2020)Thai Institute of Directors AssociationAnti-corruption for Executive Program (ACEP 8/2013)Thai Institute of Directors AssociationTop Executive Program, Class 5 Capital Market Academy | None | None | Kiatnakin Phatra Financial Group | | |
| | | | | | 2022 - present | Independent Director Chairman of the Compliance and Governance Committee Member of the Audit Committee | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | Other Listed Companies | | |
| ¹ Appointed effective on April 22, 2022 | | | | | 2019 - present | Independent Director Member of the Audit Committee | SCG Packaging Public Company Limited |
| | Non-Listed Companies | | | | | | |
| | 2019 - present | Chairman of the Business Conduct Sub-committee | Thailand Clearing House Company Limited | | | | |
| | 2019 - present | Chairman of the Appealing Committee | Thailand Futures Exchange Public Company Limited | | | | |
| | 2018 - present | Director | Equitable Education Fund | | | | |
| | 2013 - present | Director | The Anti-Corruption Organization of Thailand | | | | |
| | 2019 - 2021 | Chairman of the Corporate Governance and Nomination Committee | SCG Packaging Public Company Limited | | | | |
| | 2019 - 2021 | Chairman of the Appealing Committee | The Stock Exchange of Thailand | | | | |
| | 2017 - 2020 | Member of the Financial Institutions Policy Committee | The Bank of Thailand | | | | |
| | 2017 - 2018 | Chairman of the Audit Committee | | | | | |

¹ Appointed effective on
April 22, 2022

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|---|--|--|
| | | | | | Period | Position | Organization/Company Name |
| | | <ul style="list-style-type: none"> Top Executive Program in Commerce and Trad (TEPCoT), Class 5 Commerce Academy, University of the Thai Chamber of Commerce Advance Senior Executive Program (ASEP) (2006) Sasin Graduate Institute of Business Administration of Chulalongkorn University in collaboration with the Kellogg School of Management, Northwestern University, Chicago, IL, U.S.A. Director Certification Program (DCP 7/2001) Thai Institute of Directors Association | | | 2015 - 2018 | Member of the Corporate Governance Committee | The Bank of Thailand |
| | | | | | 2009 - 2015 | Deputy Secretary-General | The Securities and Exchange Commission |
| 4. Mr. Veravat Chutichetpong | 62 | <ul style="list-style-type: none"> Master of Business Administration (Finance) New York University, U.S.A. Bachelor of Engineering (Civil Engineering) Chulalongkorn University <p>Training Programs:</p> <ul style="list-style-type: none"> Seminar: Easy listening: Accounting Knowledge that AC should not miss (2022) (Online) The Securities and Exchange Commission Seminar: Cyber Resilience Leadership: Herd Immunity 2021 (Online) Bank of Thailand, The Securities and Exchange Commission and Office of Insurance Commission Seminar: Cyber Resilience Leadership (2017) Bank of Thailand Corporate Governance for Capital Market Intermediaries (CGI 15/2016) Thai Institute of Directors Association Director Accreditation Program (DAP 40/2005) Thai Institute of Directors Association | None | 629,739 (0.07) | Kiatnakin Phatra Financial Group 2017 - Dec. 1 2022 Chairman of the Nomination and Remuneration Committee Member of the Audit Committee 2016 - present 2012 - 2013 2010 - 2016 Independent Director 2011 - 2016 Chairman of the Audit Committee 2003 - 2016 Director Kiatnakin Phatra Bank Public Company Limited Phatra Capital Public Company Limited Phatra Securities Public Company Limited | | |
| | | | | | Other Listed Companies 2021 - present Member of the Risk Policy Committee 2016 - present Independent Director 2016 - 2021 Member of the Audit and Corporate Governance Committee Central Pattana Public Company Limited | | |
| | | | | | Non-Listed Companies 2014 - present Chairman of the Board of Directors 2010 - present Director Aksorn Education Public Company Limited Alpha Absolute Company Limited | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|----------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| 5. Associate Prof. Dr. Chayodom Sabhasri ¹ • Independent Director ¹ • Member of the Nomination and Remuneration Committee | 58 | <ul style="list-style-type: none"> Ph.D in Economics (Major in International Economics and Minor in Econometrics and Mathematical Economics) University of Wisconsin-Madison, U.S.A. M.Sc. in Economics (Major in International Economics) The London School of Economics and Political Science University of London, UK Diploma in Economics The London School of Economics and Political Science, University of London, UK Bachelor in Economics (2nd Class Honors) Chulalongkorn University | None | None | Kiattakin Phatra Financial Group | | |
| | | | | | 2022 - present | Member of the Nomination and Remuneration Committee | Kiattakin Phatra Bank Public Company Limited |
| | | | | | 2021 - present | Independent Director | |
| | | | | | Other Listed Companies | | |
| | | | | | 2021 - present | Independent Director Member of the Audit Committee | PTT Public Company Limited |
| 1 Appointed effective on April 22, 2021 | | Training Programs: <ul style="list-style-type: none"> The Cullinan - the making of digital board (2022) TMA, DEPA and Ministry of DE Ethical Leadership Program (ELP 23/2021) (Online) Thai Institute of Directors Association Advanced Audit Committee Program (AACP 33/2019) Thai Institute of Directors Association Board Nomination and Compensation Program (BNCP 7/2019) Thai Institute of Directors Association Director Certification Program (DCP 271/2019) Thai Institute of Directors Association The Executive Program in Energy Literacy for a Sustainable Future (Class of 14/2019) Thailand Energy Academy Director Accreditation Program (DAP 155/2018) Thai Institute of Directors Association Diploma, National Defence College the National Defence Course (Class 57/2014) Thailand National Defence College Top Executive Program (Class of 17/2014) Capital Market Academy | | | Non-Listed Companies | | |
| | | | | | 2020 - present | Expert Members on the Board National Urban Planning Policy | Ministry of Interior |
| | | | | | 2020 - present | Sub-committee on the implementation of the Act, Private higher education institution 2003 | Ministry of Higher Education, Science, Research, and Innovation |
| | | | | | 2020 - present | Sub-committee of the Risk Oversight Committee | The Securities and Exchange Commission |
| | | | | | 2019 - present | Academic Committee on Economic and Monetary Affairs | Parliament (Senate), |
| | | | | | 2018 - present | Honorary Committee, Member of the Public Debt Management Policy, and Supervision Committee | Ministry of Finance |
| | | | | | 2017- present | Evaluation Committee | Thai Health Promotion Foundation |
| | | | | | 2016 - present | Member of Chulalongkorn University Council | Chulalongkorn University |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---------------------------------|---|---|---------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| Non-Listed Companies (continued) | | | | | | | |
| | | | | | 1999 - present | Director | Meyer Industries Limited |
| | | | | | 1994 - present | Professor in the Faculty of Economics | Chulalongkorn University |
| | | | | | 2018 - 2021 | Independent Director Chairman of the Nomination and Remuneration Committee Member of the Audit Committee | PTT Oil and Retail Business Public Company Limited |
| | | | | | 2019 - 2020 | Sub-Performance Agreement Committee (Sub-PAC for SFIs) | State Enterprise Policy Office, Ministry of Finance |
| | | | | | 2016 - 2020 | Chairman of Ph.D. Program in Economics | Chulalongkorn University |
| | | | | | 2015 - 2020 | Investment Sub-Committee, Government Pension Fund | Ministry of Finance |
| | | | | | 2018 - 2019 | Head of the Working Group for Review of Laws, Regulatory Guillotine Unit Projects | Thailand Development Research Institute |
| | | | | | 2012 - 2018 | Performance Agreement Committee for State Owned Enterprises | State Enterprise Policy Office, Ministry of Finance |
| | | | | | 2012 - 2016 | Chairman of Sub-Performance Agreement Committee | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|---------------------------------|---|---|---------------------------------|----------|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| 6. Mr. Suvit Mapaisansin • Director ¹ • Member of the Nomination and Remuneration Committee • Member of the Compliance and Governance Committee < | | | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---------------------------------|---|---|---------------------------------|---------------------------------------|---|
| | | | | | Period | Position | Organization/Company Name |
| Other Listed Companies (continued) | | | | | | | |
| | | | | | 2011 - 2012 | Chairman of the Audit Committee | Krungthai Card Public Company Limited |
| | | | | | 2009 - 2012 | Independent Director | |
| Non-Listed Companies | | | | | | | |
| | | | | | 2018 - present | Director | Alpha Absolute Company Limited |
| | | | | | 2015 - 2019 | Director | Techcare International Company Limited |
| | | | | | 2012 - 2015 | Chairman of the Board of Directors | KKTRADE Securities Company Limited |
| | | | | | 2009 - 2019 | Director | RPIC Pte. Ltd. |
| | | | | | 2008 - 2019 | Director | Ruamphon Phatra International Corp. |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------------------------|--|---|---|----------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| 7. Prof. Dr. Anya Khanthavit <ul style="list-style-type: none">• Director¹• Member of the Risk Oversight Committee | 60 | <ul style="list-style-type: none">• Ph.D., International Business and Finance New York University, U.S.A.• M.Phil. (Alpha Gamma Sigma) International Business and Finance, (Honors) New York University, U.S.A.• M.Sc. Transportation Management (Honors) State University of New York Maritime College, U.S.A.• Bachelor of Accounting Thammasat University <p>Training Programs:</p> <ul style="list-style-type: none">• EGCO Group Forum 2022: Carbon Neutral Pathway Electricity Generating Public Company Limited• BOT Digital Finance Conference 2022 (Online) Bank of Thailand• EGCO Executives ESG Training Session Electricity Generating Public Company Limited• Hot Issue for Directors: What Directors Need to Know About Digital assets? (2022) (Online) Thai Institute of Directors Association | None | None | Kiatnakin Phatra Financial Group | | |
| | | | | | 2017 - present | Director | Kiatnakin Phatra Bank |
| | | | | | 2019 - present | Member of the Risk Oversight Committee | Public Company Limited |
| | | | | | 2012 - 2019 | Member of the Risk Management | |
| | | | | | 2012 - 2017 | Risk Management Advisor | |
| | | | | | 2010 - 2012 | Director | Phatra Capital Public Company Limited |
| ¹ Appointed effective on April 24, 2017 | | | | | 2008 - 2012 | Director | Phatra Securities Public Company Limited |
| | | | | | | Advisor | Company Limited |
| | Other Listed Companies | | | | | | |
| | | | | | 2019 - present | Chairman of the Risk Oversight Committee | Electricity Generating Public Company Limited |
| | | | | | 2017 - present | Independent Director Member of Audit Committee | |
| | | | | | Non-Listed Companies | | |
| | | | | | 2021 - present | Board Member of Burapha University Council | Burapha University |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|---------------------------------|---|---|
| | | | | | Period | Position | Organization/Company Name |
| <ul style="list-style-type: none"> Policy forum on "Future Financial Landscape: Repositioning Thailand toward a Sustainable Digital Economy" (2022) (Online) Bank of Thailand and Puey Ungphakorn Institute for Economic Research What Boards Need to Know About Digital Assets (2022) (Online) Thai Institute of Directors Association Guest speaker Topic "CSR and ESG Risk according to the UNPD and ISO 26000 framework" Thailand Science Research and Innovation Meeting with the Audit Committee of Thai Listed Companies 2021 (Online) The Securities and Exchange Commission Ethical Leadership Program (ELP 22/2021) (Online) Thai Institute of Directors Association Seminar: Cyber Resilience Leadership: Herd Immunity 2021 (Online) Bank of Thailand, The Securities and Exchange Commission and Office of Insurance Commission Leading Your Business through Uncertainties (2020) Thai Institute of Directors Association Bangkok Sustainable Banking Forum 2019: An Industry Wake-up Call Bank of Thailand Seminar: Cyber Resilience Leadership Workshop "Mission in Action" (2019) Bank of Thailand Audit Committee Forum: Strategic Audit Committee: Beyond Figure and Compliance (2019) Thai Institute of Directors Association IT Governance and Cyber Resilience Program (ITG 10/2019) Thai Institute of Directors Association Strategic Board Master Class (SBM 5/2018) Thai Institute of Directors Association Study trip for the development and planning energy at Germany Kingdom of Spain and the French Republic (2018) Electricity Generating Authority of Thailand | | <p>Non-Listed Companies (continued)</p> | | | 2020 - present | Expert Committee Member | Thailand Science Research and Innovation |
| | | | | | 2018 - present | Director Chairman of the Audit Committee Member of the Risk Oversight Committee | Tobacco Authority of Thailand |
| | | | | | 2017 - present | Member of Appeal Committee | Thailand Futures Exchange Public Company Limited |
| | | | | | 2015 - present | Member of the Thailand Quality Award Committee | Thailand Quality Award |
| | | | | | 2012 - present | Member of the Public Service Subsidiary Board | Ministry of Finance |
| | | | | | 2005 - present | Professor of Finance and Banking | Thammasat University |
| | | | | | 2001 - present | Director | The Professor Sangvian Indaravijaya Foundation |
| | | | | | 2002 - 2021 | Member of the Performance Assessment Committee for State Enterprises | Ministry of Finance |
| | | | | | 2008 - 2020 | Member of the Risk Management Sub-committee | The Stock Exchange of Thailand |
| | | | | | 2014 - 2018 | Director | Thailand Tobacco Monopoly, Ministry of Finance |
| | | | | | 2012 - 2018 | Member of the Public Debt Policy Management Committee | Ministry of Finance |
| | | | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|----------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| 8. Mrs. Patchanee Limapichat • Director ¹ • Member of the Compliance and Governance Committee ¹ Appointed effective on August 7, 2020 | 60 | <ul style="list-style-type: none"> Guest speaker: Value Creation and Enhancement for Listed Companies with the New COSO 2017 Enterprise Risk Management Faculty of Commerce and Accountancy Thammasat University with the Stock Exchange of Thailand Capital Market Academy Leadership Program (CMA 23/2016) Capital Market Academy Advance Audit Committee Program (AACP 19/2015) Thai Institute of Directors Association Director Certification Program (DCP 99/2008) Thai Institute of Directors Association | None | None | Non-Listed Companies (continued) | | |
| | | | | | 2016 - 2017 | Member of the Sub-committee on the Monitoring of Co-operative Financial Problems | Office of the National and Anti-Corruption Commission |
| | | | | | 2014 - 2017 | Director | Government Pharmaceutical Organization |
| | | | | | 1999 - 2017 | Academic consultant and arbitrator to settle disputes from trading transactions bond | Thai Bond Market Association |
| | | <ul style="list-style-type: none"> Master of Business Administration, California State University at Sacramento, U.S.A. Bachelor in Political Science Chulalongkorn University Training Programs: <ul style="list-style-type: none"> BOT Digital Finance Conference 2022 (Online) Bank of Thailand Seminar: Cyber Resilience Leadership: Herd Immunity 2021 (Online) Bank of Thailand, The Securities and Exchange Commission and Office of Insurance Commission Corporate Governance for Capital Market Intermediaries (CGI 7/2015) Thai Institute of Directors Association Director Accreditation Program (DAP 36/2005) Thai Institute of Directors Association | None | None | Kiattakin Phatra Financial Group | | |
| | | | | | 2020 - present | Director | Kiattakin Phatra Bank Public Company Limited |
| | | | | | 2016 - 2020 | Member of the Compliance and Governance Committee | |
| | | | | | 2010 - present | Member of the Executive Committee | |
| | | | | | 2020 - 2021 | Director | KKP Capital Public Company Limited |
| | | | | | 2004 - present | Advisor to Kiattakin Phatra Financial Group | Kiattakin Phatra Securities Public Company Limited |
| | | | | | 2016 - 2019 | Director | |
| | | | | | 2004 - 2016 | President | |
| | | | | | 2004 - 2016 | Managing Director | |
| Other Listed Companies | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|----------------------------------|---|---|
| | | | | | Period | Position | Organization/Company Name |
| 9. Mr. Banyong Pongpanich • Director ¹ (Authorized director) • Chairman of the Executive Committee • Advisor of the Risk Oversight Committee ¹ Appointed effective on April 26, 2012 | 68 | • Master of Business Administration (Finance & International Business) Sasin Graduate Institute of Business Administration of Chulalongkorn University • Bachelor of Economics Chulalongkorn University Training Programs: • BOT Symposium 2019: Competitive Thailand Bank of Thailand • Corporate Governance for Capital Market Intermediaries (CGI 15/2016) Thai Institute of Directors Association • Anti-Corruption for Executive Program (ACEP 2/2012) Thai Institute of Directors Association • Director Accreditation Program (DAP 36/2005) Thai Institute of Directors Association • The Role of the Chairman Program (RCP 5/2001) Thai Institute of Directors Association | None | 2,500,046 (0.30) | Non-Listed Companies | | |
| | | | | | 2021 - present | Director | Alpha Absolute Company Limited |
| | | | | | Kiatnakin Phatra Financial Group | | |
| | | | | | 2012 - present | Director Chairman of the Executive Committee | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2019 - present | Advisor of the Risk Oversight Committee | |
| | | | | | 2012 - 2019 | Member of the Risk Management Committee | |
| | | | | | 2012 - 2015 | Chief Executive Officer | |
| | | | | | 2010 - present | Chairman of the Board of Directors | KKP Capital Public Company Limited |
| | | | | | 2003 - present | Chairman of the Board of Directors | Kiatnakin Phatra Securities Public Company Limited |
| | | | | | Other Listed Companies | | |
| | | | | | 2004 - present | Independent Director | The Erawan Group Public Company Limited |
| | | | | | 2010 - 2017 | Chairman of the Nomination and Remuneration Committee | Muang Thai Insurance Public Company Limited |
| | | | | | 2008 - 2017 | Independent Director | |
| | | | | | 2008 - 2012 | Member of the Audit Committee | |
| | | | | | 2009 - 2011 | Director | Thai Airways International Public Company Limited |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---------------------------------|---|---|---------------------------------|---|---|
| | | | | | Period | Position | Organization/Company Name |
| Non-Listed Companies | | | | | | | |
| | | | | | 2019 - present | Vice Chairman | Snoh Unakul Foundation |
| | | | | | 2017 - present | Director | Vajiravudh College |
| | | | | | 2012 - present | Director Executive Director | Thailand Development Research Institute |
| | | | | | 2011 - present | Director Executive Director | Buddhadasa Indapanno Archives |
| | | | | | 2002 - present | Director | Squirrel (Thailand) Company Limited |
| | | | | | 2002 - present | Director Executive Director | Mae Fah Luang Foundation under Royal Patronage |
| | | | | | 2002 - present | Member of Advisory Council | Sasin Graduate Institute of Business Administration of Chulalongkorn University |
| | | | | | 2007 - 2021 | Independent Director Chairman of the Nomination and Remuneration Committee | Don Muang Tollway Public Company Limited |
| | | | | | 2009 - 2019 | Director | RPIC Pte. Ltd. |
| | | | | | 2008 - 2019 | Director | Ruamphon Phatra International Corp. |
| | | | | | 2002 - 2018 | Director | Celennium (Thailand), Company Limited |
| | | | | | 2015 - 2016 | Director | National Anti-Corruption Committee |
| | | | | | 2014 - 2016 | Director | State Enterprise Policy Office |
| | | | | | 2014 - 2016 | Prime Minister's Advisor | Prime Minister's Office |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|---------------------------------|---|---|---------------------------------|----------|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| 10. Ms. Thitinan Wattanavekin • Director ¹ (Authorized director) • Member of the Executive Committee < | | | | | | | |

* KKP shareholding is included share numbers of spouse and minor children



| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|--|---|---|---------------------------------|----------|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| | | <ul style="list-style-type: none">• Role of the Nomination and Governance Committee Program (RNG 6/2014)• Thai Institute of Directors Association• Financial Institutions Governance Program (FGP 5/2012)• Thai Institute of Directors Association• Financial Planning for Executive (2012)• Thai Financial Planners Association• Corporate Governance and Social Responsibility (CSR 1/2007)• Thai Institute of Directors Association• Diploma in the Joint State Private Course (NDC Class 19/2006)• Thailand National Defence College• Directors Certification Program (DCP 1/2000)• Thai Institute of Directors Association | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|---|---|---|-------------------------------------|---|--|
| | | | | | Period | Position | Organization/Company Name |
| 11. Mr. Aphinant Kiewpatinond • Director ¹ • (Authorized director) • Chief Executive Officer ² • Acting Head of Commercial Lending Group • Member of the Executive Committee • Member of the Risk Oversight Committee | 53 | <ul style="list-style-type: none"> • Master of Science, Finance University of Maryland at College Park, U.S.A. • Master of Business Administration, Finance University of Maryland at College Park, U.S.A. • Bachelor of Accountancy Chulalongkorn University <p>Training Programs:</p> <ul style="list-style-type: none"> • CEO CLUB 2018 "Start Less Finish More: Building Agility and Engagement with Objective and Key Results (OKRs)" The Stock Exchange of Thailand • Corporate Governance for Capital Market Intermediarie (CGI 15/2016) • Thai Institute of Directors Association • Directors Accreditation Program (DAP 82/2010) • Thai Institute of Directors Association • Capital Market Academy Leadership Program (CMA 10/2010) • Capital Market Academy | None | 1,200,000 (0.14) | Kiatnakin Phatra Financial Group | Acting Head of Commercial Lending Group Chief Executive Officer Director Member of the Executive Committee Member of the Risk Oversight Committee Member of the Risk Management Committee President Chairman of Commercial Banking Business Chairman of Capital Market Business Chief Executive Officer Director Chief Executive Officer | Kiatnakin Phatra Bank Public Company Limited KKP Capital Public Company Limited |

¹ Appointed effective on
September 12, 2012

² Appointed effective on
January 1, 2016

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---------------------------------|---|---|--|---|---|
| | | | | | Period | Position | Organization/Company Name |
| | | | | | Kiatnakin Phatra Financial Group (continued) | | |
| | | | | | 2016 - present | Chief Executive Officer | Kiatnakin Phatra Securities |
| | | | | | 2010 - present | Director | Public Company Limited |
| | | | | | 2009 - 2012 | Chief Executive Officer | |
| | | | | | 2015 - present | Chairman of the Board of Directors | Kiatnakin Phatra Asset Management Company Limited |
| | | | | | | Chairman of the Audit Committee | |
| | | | | | 2012 -present | Director | |
| | | | | | 2018 -present | Director | KKP Tower Company Limited |
| | | | | | 2021 -present | Chairman of the Board of Directors | KKP Dime Securities Company Limited |
| | | | | | | Chairman of the Audit Committee | |
| | | | | | Other Listed Companies | | |
| | | | | | 2011 - 2013 | Independent Director Member of the Audit Committee | Siracha Construction Public Company Limited |
| | | | | | Non-Listed Companies | | |
| | | | | | 2019 - present | Director | Chino Italian Company Limited |
| | | | | | 2009 - 2019 | Director | RPIC Pte. Ltd. |
| | | | | | 2014 - 2018 | Director | The Thai Bankers' Association |
| | | | | | 2015 - 2017 | Director | Thai Listed Companies Association |
| | | | | | 2015 - 2016 | Chairman of the Board of Directors | KKTRADE Securities Company Limited |
| | | | | | 2012 - 2015 | Director | |
| | | | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|---------------------------------|--|--|
| | | | | | Period | Position | Organization/Company Name |
| 12. Mr. Philip Chen Chong Tan • Director ¹ • (Authorized director) • President ² • Member of the Executive Committee • Member of the Risk Oversight Committee | 57 | <ul style="list-style-type: none"> Master of Management (Management) Sasin Graduate Institute of Business Administration of Chulalongkorn University Bachelor of Science Electrical Engineering University of Maryland, U.S.A. <p>Training Programs:</p> <ul style="list-style-type: none"> Seminar: Cyber Resilience Leadership: Herd Immunity (2021) (Online) Bank of Thailand, The Securities and Exchange Commission and Office of Insurance Commission Strategic Board Master Class (SBM 6/2019) Thailand Institute of Directors Association Capital Market Academy Leadership Program (CMA 23/2016) Capital Market Academy Director Certification Program (DCP 175/2013) Thailand Institute of Directors Association GE Six Sigma Quality Leader Certification - BMC 2011 - LIG II 2007 - MDC 2006 GE Crotonville Courses | None | 40,000 (0.00) | Kiatnakin Phatra Bank | Financial Group | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2019 - present | Director | |
| | | | | | 2018- present | Member of the Risk Oversight Committee President Member of the Executive Committee | |
| | | | | | 2020 - 2021 | Acting Head of Retail Business Strategy and Innovation Group | |
| | | | | | 2021 - present | Director | KKP Dime Securities Company Limited |
| Other Listed Companies | | | | | | | |
| | | | | | 2016 - 2017 | Director | Intouch Holdings Public Company Limited |
| | | | | | 2015 - 2016 | Chief Executive Officer | |
| | | | | | 2016 - 2017 | President | |
| | | | | | 2016 - 2017 | Director | Advance Info Service Public Company Limited |
| | | | | | 2016 - 2017 | Member of the Executive Committee | |
| | | | | | 2016 - 2017 | Director | Thaicom Public Company Limited |
| | | | | | 2016 - 2017 | Member of the Executive Committee | |
| | | | | | Jul. - Oct. 2015 | Senior Executive Vice President | Bank of Ayudhya Public Company Limited |
| | | | | | Jan. - Jun. 2015 | Head of Retail and Consumer Banking | |
| | | | | | 2014 - 2015 | Acting Head of Krungsri Consumer Group | |
| | | | | | 2014 - 2015 | Executive Committee Member | |

* KKP shareholding is included share numbers of spouse and minor children



| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---------------------------------|---|---|---------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| Other Listed Companies (continued) | | | | | | | |
| | | | | | 2013 - 2015 | Director Acting Head of Krungsri Auto Group President Risk Management Committee Member Advisor to the Compliance Review Committee | Bank of Ayudhya Public Company Limited |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | 2013 - 2014 | Acting Head of E-Business | Bank of Ayudhya Public Company Limited |
| | | | | | 2013 | Deputy Chairman of the Executive Committee Advisor to the Credit Committee | |
| Non-Listed Companies | | | | | | | |
| | | | | | 2018 - present | Independent Director | Lao Telecommunication Public Company |
| | | | | | 2011 - present | Emeritus Member, Board of Visitors | University of Maryland, Clark School of Engineering |
| | | | | | 2014 - 2018 | Member of the Advisory Board | Sasin Graduate Institute of Business Administration of Chulalongkorn University |
| | | | | | 2015 - 2017 | Director | I.T. Applications and Service Company Limited |
| | | | | | 2015 - 2017 | Director | Touch TV Company Limited |
| | | | | | 2015 - 2017 | Director | Intouch Media Company Limited |
| | | | | | 2015 - 2017 | Chairman | HIGH Shopping Company Limited |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | | |
|--|------|---|---|---|----------------------------------|---|---|--|
| | | | | | Period | Position | Organization/Company Name | |
| 13. Mr. Chet Pattrakomkul <ul style="list-style-type: none">• Advisor to the Board of Directors ¹• Advisor to the Audit Committee ¹ Appointed effective on May 12, 2022 | 74 | <ul style="list-style-type: none">• Master's in Marketing (Certificate Program) Thammasart University• Bachelor of Science (Public Administration) Ramkhamhaeng University <p>Training Programs:</p> <ul style="list-style-type: none">• Seminar: Easy listening: Accounting Knowledge that AC should not miss (2022) (Online)• The Securities and Exchange Commission• Bangkok Sustainable Banking Forum 2019: An Industry Wake-up call• Bank of Thailand• Seminar: Cyber Resilience Leadership Workshop "Mission in Action" (2019)• Bank of Thailand• IT Governance and Cyber Resilience Program (ITG 9/2018)• Thai Institute of Directors Association• Director Briefing 1/2018: Start Less, Finish More: Building Strategic Agility with Objectives and Key Results• Thai Institute of Directors Association• Bangkok Fin Tech Fair 2018: SME and Consumer Financial Solutions• Bank of Thailand• IOD Director Briefing 1/2018: Burning Issues Directors Need to Hear in the Year of the Dog• Thai Institute of Directors Association• Seminar: Cyber Resilience Leadership (2017)• Bank of Thailand• Independent Director Forum 2017: Update COSO Enterprise Risk Management: Integrating with strategy and performance, Thai Institute of Directors Association• Boards that Make a Difference (BMD 5/2017)• Thai Institute of Directors Association• Forum for director: Nomination Committee Best Practice Guideline (1/2017)• Thai Institute of Director Association | None | 50,000 (0.01) | Kiatnakin Phatra Financial Group | 2022 - present | Advisor to the Board of Directors Advisor to the Audit Committee | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2011 - 2022 | Chairman of the Compliance and Governance Committee | | |
| | | | | | 2007 - 2022 | Member of the Audit Committee | | |
| | | | | | 2006 - 2022 | Member of the Nomination and Remuneration Committee | | |
| | | | | | 2006 - 2023 | Independent Director | | |
| | | | | | 2005 - 2006 | Director | | |
| | | | | | Other Listed Companies | | | |
| | | | | | None | | | |
| | | | | | Non-Listed Companies | | | |
| | | | | | 2005 - present | Advisor | | Thai Hire-Purchase Association |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|---------------------------------|----------|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| | | <ul style="list-style-type: none"> • Audit Committee Forum: The Audit Committee's Role in Compliance and Ethical Culture Oversight (1/2017) • Thai Institute of Directors Association • Forum for director: Corporate Governance Code (2016) • Thai Institute of Directors Association • Corporate Governance for Capital Market Intermediaries (CGI 10/2015) • Thai Institute of Directors Association • CG Forum 1/2015: CG in Substance Corporate Culture and CG Principles • The Stock Exchange of Thailand • Director Certification Program Update (DCPU 1/2014) • Thai Institute of Directors Association • Financial Institutions Governance Program (FGP 2013) • Thai Institute of Directors Association • CG Forum 4/2013: The Updated COSO 's 2013 Integrated Internal Control: What the Board and Managements should do, • Thai Institute of Directors Association • The 2nd National Director Conference 2013: Board Leadership Evolution • Thai Institute of Directors Association • Role of the Nomination and Governance Committee (RNG 1/2011) • Thai Institute of Directors Association • Financial Institutions Reform in Thailand from Present to the Future (2010) • Thai Institute of Directors Association • Economy After the Crisis (2010) • Thai Institute of Directors Association • The Board 's Role on Fraud Prevention and Detection (2010) • Thai Institute of Directors Association • Monitoring the System of Internal Control and Risk Management (MIR 5/2009) • Thai Institute of Directors Association | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|---------------------------------|----------|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| | | <ul style="list-style-type: none"> Monitoring of the Quality of Financial Reporting (MFR 7/2009) Thai Institute of Directors Association Monitoring Fraud Risk Management (MFM 1/2009) Thai Institute of Directors Association Board and Director Performance Evaluation (R-WS workshop 2/2008) Thai Institute of Directors Association Corporate Governance Report of Thai Listed Companies (2007) Thai Listed Companies Association Monitoring the Internal Audit Function (MIA 1/2007) Thai Institute of Directors Association Audit Committee Program (ACP 17/2007) Thai Institute of Directors Association Role of the Compensation Committee (RCC 1/2006) Thai Institute of Directors Association DCP Refresher Course (DCP 3/2006) Thai Institute of Directors Association Director Certification Program (DCP 9/2001) Thai Institute of Directors Association | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|----------------------------------|---|--|
| | | | | | Period | Position | Organization/Company Name |
| 14. Mr. Pongtep Polanun • Advisor to the Board of Directors ¹ ¹ Appointed effective on April 22, 2021 | 68 | <ul style="list-style-type: none"> Master of Business Administration (Management) Sasin Graduate Institute of Business Administration of Chulalongkorn University Master of Economics (Financial Economics) The National Institute of Development Administration Bachelor of Economics Thammasat University Training Programs: <ul style="list-style-type: none"> Seminar: Director Briefing 1/2018: Start Less, Finish More: Building Strategic Agility with Objectives and Key Results Thai Institute of Directors Association Seminar: Cyber Resilience Leadership (2017) Bank of Thailand Director Accreditation Program (DAP 36/2005) Thai Institute of Directors Association | None | 488 (0.00) | Kiatnakin Phatra Financial Group | | |
| | | | | | 2021 - present | Advisor to the Board of Directors | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2012 - 2021 | Independent Director | Phatra Capital Public Company Limited |
| | | | | | 2010 - 2012 | Member of the Audit Committee | Phatra Securities Public Company Limited |
| | | | | | 2003 - 2012 | Member of the Audit Committee | Phatra Securities Public Company Limited |
| | | | | | Other Listed Companies | | |
| | | | | | 2016 - present | Chairman of the Nomination and Remuneration Committee | Advanced Information Technology Public Company Limited |
| | | | | | 2003 - present | Vice Chairman of the Board of Directors | Muang Thai Insurance Public Company Limited |
| | | | | | | Independent Director | Muang Thai Insurance Public Company Limited |
| | | | | | | Member of the Audit Committee | Krung Thai Bank Public Company Limited |
| | | | | | 2022 - present | Independent Director | The Royal Ceramic Industry Public Company Limited |
| | | | | | 2013 - 2014 | Advisor to Managing Director | |
| | | | | | 2010 | Advisor to Managing Director | |
| | | | | | 2010-2011 | Director | |
| | | | | | 2000-2012 | Advisor to Managing Director | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|----------------------------------|---|--|
| | | | | | Period | Position | Organization/Company Name |
| 15. Mrs. Kulnan Tsanhaiwo <ul style="list-style-type: none">First Executive Vice President ¹Head of Private Client BusinessActing Department Head of Deposit and Bancassurance Product DevelopmentMember of the Executive Committee ¹ Appointed effective on June 1, 2014 | 58 | <ul style="list-style-type: none">Master of Science in Computer Information System (MSCIS) New Hampshire College, U.S.A.Master of Business Administration (Management) Sasin Graduate Institute of Business Administration of Chulalongkorn UniversityBachelor of Political Science Chulalongkorn University <p>Training Programs:</p> <ul style="list-style-type: none">IT Governance and Cyber Resilience Program (ITG 10/2019) Thai Institute of Directors AssociationFamily Business Governance (FBG 9/2017) Thai Institute of Directors AssociationIOD Special Event 6/2016: Family Business Club Dinner: The Professional Management Succession of Family Business, Thai Institute of Directors AssociationCorporate Governance for Capital Market Intermediaries (CGI 8/2015) Thai Institute of Directors Association | None | None | Non-Listed Companies | | |
| | | | | | 2021 - present | Director | Eastern Spectrum Group Company Limited |
| | | | | | 2007 - present | Director | K S P Square Company Limited |
| | | | | | 2010 - 2012 | Chairman of the Board of Directors | Krung Thai IBJ Leasing Company Limited |
| | | | | | Kiatnakin Phatra Financial Group | | |
| | | | | | 2022 - present | Acting Department Head of Deposit and Bancassurance Product Development | |
| | | | | | 2021 - present | First Executive Vice President | |
| | | | | | | Head of Private Client Business | |
| | | | | | 2020 - present | Member of the Executive Committee | |
| | | | | | 2018 - 2021 | Acting Department Head of Investment Support & Services | |
| | | | | | 2017 - 2021 | Acting Department Head of Lombard Loan | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|--|---|---|---------------------------------|---|--|
| | | | | | Period | Position | Organization/Company Name |
| | | <ul style="list-style-type: none"> Corporate Governance for Executives (CGE 3/2015) Thai Institute of Directors Association Director Accreditation Program (DAP 37/2005) Thai Institute of Directors Association | | | 2014 - 2021 | First Executive Vice President Head of Priority Banking Group Acting Department Head of Marketing Support | KKP Capital Public Company Limited |
| | | | | | 2020 - 2021 | Acting Head of Sales and Distribution Group | |
| | | | | | 2020 - present | Director | |
| | | | | | 2020 - present | Director | Kiatnakin Phatra Securities Public Company Limited |
| | | | | | 2020 - present | Managing Director Head of Private Client Business | |
| | | | | | 2012 - 2019 | Managing Director Head of Private Client Group | Kiatnakin Phatra Asset Management Company Limited |
| | | | | | 2017 - present | Director Member of the Audit Committee | |
| | | | | | 2021 - present | Director Member of the Audit Committee | KKP Dime Securities Company Limited |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | 2013 - present | Director | Princess Magg Foundation |
| | | | | | 2012 - 2016 | Director Member of the Audit Committee | KKTRADE Securities Company Limited |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | | | | |
|---|------|---|---|---|---------------------------------|--|---|--|--|--|
| | | | | | Period | Position | Organization/Company Name | | | |
| 16. Mr. Trairak Tengthirak <ul style="list-style-type: none">First Executive Vice PresidentHead of Wholesales & Investment Banking BusinessHead of Corporate Banking Group¹Member of the Executive Committee Appointed effective on October 1, 2018 | 54 | <ul style="list-style-type: none">Master of Business Administration (Finance) Seattle University, U.S.A.Bachelor of Business Administration (Marketing) Chulalongkorn University Training Programs: <ul style="list-style-type: none">National Defence College (NDC 2022)National Defence Studies Institute JournalShare-based Payment: Accounting and Case Study (2021) (Online)Association of Thai Securities CompaniesImpact of COVID-19 Pandemic on Financial Report and Accounting Standard in 2021 (Online)Association of Thai Securities CompaniesInternal Control for IPO Firm (2021) (Online)Association of Thai Securities CompaniesPersonal Data Protection Law on Investment Banking Business (2021) (Online)Association of Thai Securities CompaniesInternal Control Modernization (2021) (Online)Association of Thai Securities CompaniesAnalysis and valuation of the Company's shares in leasing and hire purchase and construction business (2017)Association of Thai Securities CompaniesThe impact of accounting changes and the new auditor's report (2017)Association of Thai Securities CompaniesGuideline using of the quality Due Diligence (2016)Association of Thai Securities CompaniesREIT / IFF: Criteria and Taxes Related (2016)Association of Thai Securities CompaniesExecutive Program in Energy Science (8/2016), PTT Public Company Limited | None | None | KiatnakinPhatra Financial Group | | | | | |
| | | | | | 2021 - present | Head of Wholesales & Investment Banking Business | Kiatnakin Phatra Bank Public Company Limited | | | |
| | | | | | 2020 - present | Member of the Executive Committee | | | | |
| | | | | | 2018 - present | First Executive Vice President | | | | |
| | | | | | | Head of Corporate Banking Group | | | | |
| | | | | | 2018 - 2019 | Member of the Risk Management Committee | | | | |
| | | | | | 2014 - present | Director | KKP Capital Public Company Limited | | | |
| | | | | | 2020 - present | Managing Director Head of Wholesales & Investment Banking Business | Kiatnakin Phatra Securities Public Company Limited | | | |
| | | | | | 2014 - present | Director | | | | |
| | | | | | 2010 - 2021 | Managing Director Head of Investment Banking and Capital Markets Group | | | | |
| | | | | | Other Listed Companies | | | | | |
| | | | | | | 2017 - present | Independent Director Member of the Audit Committee | Veranda Resort Public Company Limited | | |
| | | | | | | 2013 - 2021 | Independent Director Member of the Audit Committee | Sriracha Construction Public Company Limited | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|---------------------------------|---------------------------------------|---------------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| <ul style="list-style-type: none"> Internal control system for IPO companies (2015) Association of Thai Securities Companies Update and Impact: New Accounting Standard (2015) Association of Thai Securities Companies Corporate Governance for Capital Market Intermediaries (CGI 7/2015) Thai Institute of Directors Association Financial Advisor Course: Securities Listing (2015) Association of Thai Securities Companies Financial Advisor Course: Due Diligence Guideline for Financial Advisors (2015) Association of Thai Securities Companies Financial Advisor Course: Issuance and Offering of Securities - Bond (2015) Association of Thai Securities Companies Financial Advisor Course: Acquisition of Securities for business Take-Overs (2015) Association of Thai Securities Companies TLCA Leadership Development Program (LDP 2/2015) Thai Listed Companies Association Advance Audit Committee Program (AACP 15/2014) Thai Institute of Directors Association Capital Market Academy Leadership Program (CMA 11/2011) Capital Market Academy | | <ul style="list-style-type: none"> Internal control system for IPO companies (2015) Association of Thai Securities Companies Update and Impact: New Accounting Standard (2015) Association of Thai Securities Companies Corporate Governance for Capital Market Intermediaries (CGI 7/2015) Thai Institute of Directors Association Financial Advisor Course: Securities Listing (2015) Association of Thai Securities Companies Financial Advisor Course: Due Diligence Guideline for Financial Advisors (2015) Association of Thai Securities Companies Financial Advisor Course: Issuance and Offering of Securities - Bond (2015) Association of Thai Securities Companies Financial Advisor Course: Acquisition of Securities for business Take-Overs (2015) Association of Thai Securities Companies TLCA Leadership Development Program (LDP 2/2015) Thai Listed Companies Association Advance Audit Committee Program (AACP 15/2014) Thai Institute of Directors Association Capital Market Academy Leadership Program (CMA 11/2011) Capital Market Academy | | | Non-Listed Companies | | |
| | | | | | 2021 - present | Nomination and Remuneration Committee | Thai Listed Companies Association |
| | | | | | 2021 - present | Director | Kruem Company Limited |
| | | | | | 2019 - present | Director | Crystal Football Club Company Limited |
| | | | | | 2008 - present | Director | RPIC Pte. Ltd. |
| | | | | | 2017 - 2019 | Director | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|----------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| 17. Mr. Pracha Chumnarnkitkosol • First Executive Vice President • Head of Special Asset Management Group ¹ • Member of the Executive Committee | 60 | <ul style="list-style-type: none"> Master of Business Administration (Finance) University of Texas, U.S.A. Bachelor of Engineering Chulalongkorn University <p>Training Programs:</p> <ul style="list-style-type: none"> Director Certification Program Update (DCPU 5/2015) Thai Institute of Directors Association Corporate Governance for Capital Market Intermediaries (CGI 7/2015) Thai Institute of Directors Association TLCA Executive Development Program (EDP 8/2011) Thai Listed Companies Associations Senior Executive Program (SEP 22/2008) Sasin Graduate Institute of Business Administration of Chulalongkorn University Overview of Current Macro Economic Condition and Prudential Regulation-Impact to Thai Corporation (2007) The Thai Banker's Association Blue Ocean Strategy (2007) Business Development Center EVAManaging for Value Creation (2006) Sasin Graduate Institute of Business Administration of Chulalongkorn University Director Certification Program (DCP 75/2006) Thai Institute of Directors Association Risk Management (2005) The Thai Institute of Banking and Finance Association | None | None | Kiatnakin Phatra Financial Group | | |
| | | | | | 2012 - present | First Executive Vice President Head of Special Asset Management Group | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2011 - present | Member of the Executive Committee | |
| | | | | | 2013 - 2016 | Director | |
| | | | | | 2006 - 2015 | Member of the Risk Management Committee | |
| | | | | | 2006 - 2012 | Director | Phatra Capital Public Company Limited |
| | | | | | 2012 - 2015 | Director | Phatra Securities Public Company Limited |
| | | | | | 2012 - 2015 | Director | |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|----------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| 18. Dr. Anuchit Anuchitanukul | 51 | <ul style="list-style-type: none"> Ph.D. (Computer Science) Stanford University, U.S.A. Master of Engineering (Computer Science) Stanford University, U.S.A. Master of Business Administration (Finance) Chulalongkorn University Bachelor of Engineering (1st Class Honors) Chulalongkorn University <p>Training Programs:</p> <ul style="list-style-type: none"> Thailand Insurance Super Leadership Program (1/2020) Office of Insurance Commission Capital Market Academy Leadership Program (CMA 28/2019) Capital Market Academy Strategy and Innovation for Businesses in Asia (SIBA 2012) Massachusetts Institute of Technology - College of Management Mahidol University OIC Advanced Insurance Institute (OIC AI/2012) Office of Insurance Commission Top Executive Program in Commerce and Trade (TEPCoT 2011) University of the Thai Chamber of Commerce TLCA Executive Development Program (EDP 2009) Thai Listed Companies Association Director Certification Program (DCP 93/2007) Thai Institute of Directors Association | None | None | Kiattakin Phatra Financial Group | | |
| | | | | | 2020 - present | Advisor to Chief Executive Officer | Kiattakin Phatra Bank Public Company Limited |
| <ul style="list-style-type: none"> First Executive Vice President¹ Advisor to Chief Executive Officer² Member of the Executive Committee | | | | | 2016 - present | Member of the Executive Committee | |
| | | | | | 2013 - present | First Executive Vice President | |
| <ul style="list-style-type: none"> Appointed effective on July 2, 2013 Appointed effective on September 1, 2020 | | | | | Jan. - Aug. 2020 | Head of Retail Business Strategy and Innovation Group | |
| | | | | | 2013 - 2019 | Head of Process and Product Improvement and Alternative Channels Group | |
| | | | | | 2021 - present | Director | KKP Dime Securities Company Limited |
| | | | | | Other Listed Companies | | |
| | | | | | 2021 - present | Independent director Member of Risk Management Committee | WHA Corporation Public Company Limited |
| | | | | | 2020 - present | Independent Director Member of the Audit Committee | I.C.C. International Public Company Limited |
| | | | | | 2018 - 2021 | Director | Bangchak Corporation Public Company Limited |
| | | | | | Non-Listed Companies | | |
| | | | | | 2022 - present | Director | WHA Industrial Development Public Company Limited |
| | | | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---------------------------------|---|---|---------------------------------|--|--|
| | | | | | Period | Position | Organization/Company Name |
| Non-Listed Companies (continued) | | | | | | | |
| | | | | | 2021 - present | Chairman | SET Venture Holding Company Limited |
| | | | | | 2021 - present | Director | Fourgle (Thailand) Company Limited |
| | | | | | 2021 - present | Director | Bee System Company Limited |
| | | | | | 2021 - present | Director | The Stock Exchange Thailand |
| | | | | | 2021 - present | Chairman of the Information Technology Committee | |
| | | | | | 2021 - present | Member of the Risk Management Sub-Committee | |
| | | | | | 2021 - present | Chairman of Securities Investor Protection Fund (SIPF) | The Stock Exchange Thailand |
| | | | | | 2021 - present | Subcommittee on Database and Information System development BIG DATA / MASTER DATA | The Office of SMEs Promotion |
| | | | | | 2020 - present | Chairman Member of the Audit Committee | ArkitekturaCompany Limited |
| | | | | | 2020 - present | Director Subcommittee on Standard and A regulation under the Board of Directors Electronic Transaction Commission | Ministry of Digital Economy and Society |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | | |
|---|------|---------------------------------|---|---|---------------------------------|---|---|-----------------------------|
| | | | | | Period | Position | Organization/Company Name | |
| Non-Listed Companies (continued) | | | | | | | | |
| | | | | | 2020 - present | Subcommittee on Strategy and Promotion under the Board of Directors Electronic Transaction Commission | Ministry of Digital Economy and Society | |
| | | | | | | Qualified Director of computer science, Electronic Transactions Commission | | |
| | | | | | 2020 - present | Advisor to the Working Group for promoting liquidity in Business Operations and Electronic tax documents | | The Revenue Department |
| | | | | | 2020 - present | Advisor | | Digital Council of Thailand |
| | | | | | 2020 - present | Advisor, Technology Subcommittee | The Securities and Exchange Commission | |
| | | | | | 2019 - present | State Enterprise Development Assessment Subcommittee for Digital transformation and Knowledge and Innovation management | State Enterprise Policy Office | |
| | | | | | 2019 - present | Expert Board Member Member or the Audit Committee | Capital Market Development Fund Committee | |
| | | | | | 2019 - present | Chairman | Sapanboon Foundation | |
| | | | | | 2018 - present | Member of the Big Data Driven Board | Ministry of Finance | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---------------------------------|---|---|---------------------------------|--|--|
| | | | | | Period | Position | Organization/Company Name |
| Non-Listed Companies (continued) | | | | | | | |
| | | | | | 2018 - present | The director of the Revenue Department drives the committee into digital revenue | The Revenue Department |
| | | | | | 2018 - present | Expert Board Member | Committee For the Protection of Credit Information |
| | | | | | 2017 - present | Export Board Member of the Public-Private Investment Policy | State Enterprise Policy Office |
| | | | | | 2015 - present | Director | Aksorn Education Public Company Limited |
| | | | | | 2018 - 2019 | Director Member of the Audit Subcommittee | The Stock Exchange of Thailand |
| | | | | | 2017 - 2019 | Advisor of the Identity provider (IDP)Committee | Ministry of Digital Economy and Society |
| | | | | | 2016 - 2019 | Member of the National e-Payment Committee | Prime Minister's Office |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|---|---|---|----------------------------------|--|--|
| | | | | | Period | Position | Organization/Company Name |
| 19. Mr. Supachoke Supabundit | 46 | <ul style="list-style-type: none">Master of Business Administration (Finance and Strategy) Sasin Graduate Institute of Business Administration of Chulalongkorn UniversityBachelor of Arts (Economics) Boston University, U.S.A. <p>Training Programs:</p> <ul style="list-style-type: none">Share-based Payment: Accounting and Case Study (2021)Association of Thai Securities CompaniesImpact of COVID-19 Pandemic on Financial Report and Accounting Standard in 2021Association of Thai Securities CompaniesAccounting Issues on M&A and Financial Instrument (2021)Association of Thai Securities CompaniesThailand Insurance Super Leadership Program (1/2020)Office of Insurance CommissionMergers and Acquisitions; Accounting, Legal and Tax issues (2020)Association of Thai Securities CompaniesDirector Accreditation Program (DAP 170/2020)Thai Institute of Directors AssociationNew Merger Control Regulations (2019)Association of Thai Securities CompaniesCapital Market Academy Leadership Program (CMA 26/2018)Capital Market Academy | None | None | Kiatnakin Phatra Financial Group | | |
| <ul style="list-style-type: none">Member of the Executive Committee ¹ | | | | | 2020 - present | Member of the Executive Committee | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2020 - present | Director | KKP Capital Public Company Limited |
| | | | | | Jan. - Dec. 2020 | President | |
| | | | | | 2020 - present | Director | Kiatnakin Phatra Securities Public Company Limited |
| | | | | | 2020 - present | President | |
| | | | | | 2016 - 2019 | Managing Director | |
| | | | | | | Investment Banking & Capital Markets Group | |
| | | | | | 2010 - 2016 | Assistant Managing Director | |
| | | | | | | Investment Banking & Capital Markets Group | |
| | | | | | 2022 - present | Director | Kiatnakin Phatra Asset Management Company Limited |
| | | | | | 2021 - present | Director | KKP Dime Securities Company Limited |
| Other Listed Companies | | | | | | | |
| None | | | | | | | |
| Non-Listed Companies | | | | | | | |
| | | | | | 2020 - present | Director | Asco Business Promotion Company Limited |
| | | | | | 2020 - present | Director | Association of Securities Companies |
| | | | | | 2001 - present | Director | Phuket Suite Pavilion Company Limited |
| | | | | | 2001 - present | Director | Pahol Yothin Suite Company Limited |
| | | | | | 2001 - present | Director | Sub Supabundit Company Limited |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|----------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| 20. Mr. Kampol Jantavibool • Member of the Executive Committee ¹ | 50 | <ul style="list-style-type: none"> Master of Business Administration Assumption University Bachelor of Business Administration in Finance and Banking Thammasat University Training Programs: <ul style="list-style-type: none"> Directors Association Program (DAP 148/2018) Thai Institute of Directors Association Corporate Governance for Capital Market Intermediaries (CGI 18/2017) Thai Institute of Directors Association | None | None | Kiatnakin Phatra Financial Group | | |
| | | | | | 2021 - present | Member of the Executive Committee | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2021 - present | President | KKP Capital Public Company Limited |
| | | | | | 2021 - 2022 | Head of Digital Financial Services Group | |
| | | | | | 2021 - present | Director | KKP Dime Securities Company Limited |
| | | | | | Other Listed Companies | | |
| | | | | | 2020 | First Executive Vice President Digital Banking Products Function | Siam Commercial Bank Public Company Limited |
| | | | | | 2019 - 2020 | First Executive Vice President Investment Office and Products Function | |
| | | | | | 2019 | First Executive Vice President Wholesale Banking Products Function | |
| | | | | | 2018 - 2019 | First Executive Vice President Financial Markets Division | |
| | | | | | 2017 - 2018 | Executive Vice President Investment Products Division | |
| | | | | | 2015 - 2017 | Executive Vice President Commercial Banking Product Management Division | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|-------------------------|---|---|---|----------------------------------|--|--|
| | | | | | Period | Position | Organization/Company Name |
| 21. Ms. Kusumann Lowsalaraks <ul style="list-style-type: none">First Executive Vice President ¹Head of Auto Finance Group ² ¹ Appointed effective on November 16, 2019 ² Appointed effective on January 1, 2020 | 51 | <ul style="list-style-type: none">Master of Business Administration (Management) Kellogg Graduate School of Management Northwestern University, U.S.A.Bachelor of Economics Osaka University, Japan Training Programs: <ul style="list-style-type: none">Strategic Formulation and Execution of Strategy (SFE 3/2009) Thai Institute of Directors Association | None | None | Non-Listed Companies | | |
| | | | | | 2018 - 2020 | Chief Executive Officers | SCB Securities Company Limited |
| | | | | | 2017 - 2018 | Chief Executive Officers | Non-Brokerage |
| | | | | | Kiatnakin Phatra Financial Group | | |
| | | | | | 2020 - present | First Executive Vice President Head of Auto Finance Group | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2020 - 2022 | Acting Department Head of Auto Finance Performance Management and Salesforce Effectiveness | |
| | | | | | Jan. - Mar. 2021 | Acting Department Head of Auto Inventory Finance | |
| | | | | | Nov. - Dec. 2019 | First Executive Vice President Executive Office | |
| | | | | | Other Listed Companies | | |
| | | | | | 2015 - 2018 | Executive Vice President (Head of Marketing Division), | Bank of Ayudhya Public Company Limited |
| 2013 - 2015 | Chief Marketing Officer | Ayudhya Capital Auto Lease Public Company Limited | | | | | |
| 2008 - 2012 | Chief Risk Officer | | | | | | |
| Non-Listed Companies | | | | | | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|--------------------------|--|---|---|----------------------------------|--|--|
| | | | | | Period | Position | Organization/Company Name |
| 22. Mrs. Kessara Liengchayetz <ul style="list-style-type: none">• First Executive Vice President¹• Head of Priority Banking Group• Department Head of Sales | 52 | <ul style="list-style-type: none">• Master of Business Administration (Finance) University of Wisconsin - Madison, U.S.A.• Bachelor of Business Administration Chulalongkorn University Training Programs: <ul style="list-style-type: none">• Bond Trader (2021)• Thai Bond Market Association• IC Complex 1 (2021)• Association of Thai Securities Companies• Derivative license (2021)• Association of Thai Securities Companies• Refresher Course for Bond Traders (2019)• Thai Bond Market Association• TLCA Executive Development Program (EDP) (2017)• Thai Listed Companies Association• Treasury Dealer Certification (2017)• Association of Investment Management Companies | None | 50,000 (0.01) | Kiatnakin Phatra Financial Group | | |
| | | | | | 2022 - present | First Executive Vice President | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | | Head of Priority Banking Group | |
| | | | | | | Department Head of Sales | |
| | | | | | | Executive Vice President | |
| 2015 - present | Department Head of Sales | | | | | | |
| Appointed effective on March 1, 2022 | | | | | 2021- 2022 | Acting Head of Priority Banking Group and Department Head of Sales | Phatra Securities Public Company Limited |
| | | | | | 2005 - 2015 | Assistant Managing Director | |
| | | | | | | Private Wealth Management Department | |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|--|--|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| 23. Mr. Preecha Techarungchaikul <ul style="list-style-type: none">First Executive Vice PresidentHead of Financial Markets Group ¹Head of Finance and Budgeting Group ² ¹ Appointed effective on March 6, 2013 ² Appointed effective on May 10, 2019 <ul style="list-style-type: none">The person who is assigned the highest responsibility in the accounting and financial field | 52 | <ul style="list-style-type: none">Master of Science (Finance) University of Colorado, U.S.A.Bachelor of Business Administration (Industrial Management) Thammasat University <p>Training Programs:</p> <ul style="list-style-type: none">BOT Digital Finance Conference 2022 (Online)Bank of ThailandTLCA CFO Professional Development Program (TLCA CFO CPD) no. 3/2022 Topic "PDPA for Accounting and Finance" (Online) (2 hours)Thai Listed Companies AssociationTLCA CFO Professional Development Program (TLCA CFO CPD) no. 2/2022 Topic "Economic Update CFO" (Online) (2 hours)Thai Listed Companies AssociationTLCA CFO Professional Development Program (TLCA CFO CPD) no.1/2022 Topic "Improving the quality of financial reports of Thai listed companies"(Online) (2 hours)Thai Listed Companies Association <i>Total hours of continuing professional development on professional accounting has content related to accounting for the number of 6 hours for the year 2022</i>TLCA CFO Professional Development Program (TLCA CFO CPD) No.7/2021 Topic "Economic update for CFO" (Online) (2 hours)Thai Listed Companies AssociationTLCA CFO Professional Development Program (TLCA CFO CPD) No. 6/2021 Topic "ESG Integration in Sustainable Investing" (Online) (2 hours) Thai Listed Companies AssociationTLCA CFO Professional Development Program (TLCA CFO CPD) no.5/2021Topic "Fraud & Cyber Security Risk" (Online) (2 hours)Thai Listed Companies Association<i>Total hours of continuing professional development on professional accounting for the number of 6 hours for the year 2021</i>Analyze the present and know the future through financial statements. 2020 (7 hours)NYC Management Company Limited | None | None | Kiattakin Phatra Financial Group | | |
| | | 2019 - present | | | Head of Finance and Budgeting Group | Kiattakin Phatra Bank Public Company Limited | |
| | | | | | First Executive Vice President | | |
| | | 2013 - present | | | Head of Financial Markets Group | | |
| | | | | | Acting Department Head of Investor Relations and Business Planning | | |
| | | Jan. - May 2019 | | | Acting Head of Finance and Budgeting Group | | |
| | | | | | Member of the Risk Management Committee | | |
| | | 2013 - 2019 | | | | | |
| | | | | | | | |
| | | Other Listed Companies | | | | | |
| | | None | | | | | |
| | | Non-Listed Companies | | | | | |
| | | 2011 - 2013 | | | Head of Markets | Royal Bank of Scotland, Bangkok Branch | |
| | | | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|---------------------------------|----------|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| | | <ul style="list-style-type: none"> • TLCA CFO Professional Development Program (TLCA CFO CPD) 2020 no. 1/2563 topic "Update on IFRS9 and other new standards" (2 hours) • Thai Listed Companies Association <i>Total hours of continuing Professional development on Professional accounting has content related to accounting for the number of 6 hours for the year 2020</i> • Treasury Dealer Certification Course (Refresher course 2019) • Thai Financial Market • TLCA CFO Professional Development Program (TLCA CFO CPD 4/2019) • Thai Listed Companies Association • TFAC Conference 2019: Future of Finance-Digital Disruption (6 hours) • Federation of Accounting Professions Under the Royal Patronage of His Majesty the King <i>Total hours of continuing professional development on professional accounting has content related to accounting for the number of 6 hours for the year 2019</i> • Bond Trader's Refresher Course (2018) • The Thai Bond Market Association • CFO Focus (2018) (3 hours) • Federation of Accounting Professions Under the Royal Patronage of His Majesty the King • Bangkok Fin Tech Fair 2018: SME and Consumer Financial Solutions • Bank of Thailand | | | | | |

* KKP shareholding is included share numbers of spouse and minor children



| Name-Surname/ Present Position/ Date of Appointment | | Age: | Education/ Training Programs | | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|---|------|---|------|---|---|----------------------------------|---|---|
| | | | | | | | Period | Position | Organization/Company Name |
| 24. Mr. Panya Vechbanyongratana | • First Executive Vice President • Head of Information Technology Group ¹ • Head of Customer & Digital Group ² | 48 | • Master of Business Administration University of Colorado at Boulder, U.S.A. • Bachelor of Science in Computer Information Systems (Honor) Regis University, Denver, U.S.A. Training Programs: • BOT Digital Finance Conference 2022 (Online) Bank of Thailand • Advance Certificate for Political in Democracy System (Class of 22/2018) King Prajadhipok's Institute • Advance Management Program (Class of 2016) London Business School • Advance Certificate Course in Public Administration and Law for Executives (2013) King Prajadhipok's Institute | None | None | None | Kiatnakin Phatra Financial Group | | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | | | 2021 - present | Head of Customer & Digital Group | |
| | | | | | | | 2019 - present | First Executive Vice President Head of Information Technology Group | |
| | | | | | | | | | |
| Other Listed Companies | | | | | | | | | |
| ¹ Appointed effective on July 1, 2019 | | | | | | | 2018 - 2019 | Executive Vice President Chief Marketing Officer Head of Marketing Group | Total Access Communication Public Company Limited |
| ² Appointed effective on May 16, 2021 | | | | | | | 2017 - 2018 | Executive Vice President Chief Marketing Officer Head of Commercial Group | |
| | | | | | | | 2016 - 2017 | Executive Vice President Chief Sale Officer, Head of Sales Group | |
| | | | | | | | 2015 - 2016 | Senior Vice President Postpaid Branded Retail Sales | |
| | | | | | | | 2014 - 2015 | Senior Vice President Regional Bussiness Head | |
| | | | | | | | 2013 - 2014 | Senior Vice President Head of Network Operations Division | |
| Non-Listed Companies | | | | | | | | | |
| | | | | | | | 2017 - present | Director | Lerve Company Limited |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|----------------------------------|---|---|
| | | | | | Period | Position | Organization/Company Name |
| 25. Dr. Popanit Poommarapan • First Executive Vice President • Head of Risk Management Group ¹ • Acting Department Head of Operational Risk Management | 60 | <ul style="list-style-type: none"> Ph.D. (Engineering Management) Missouri University of Science and Technology, U.S.A. Operations Research Wichita State University, KS, U.S.A. Master of Science (Engineering Management) University of Louisiana at Lafayette, U.S.A. Bachelor of Engineering, Chulalongkorn University <p>Training Programs:</p> <ul style="list-style-type: none"> 5th Annual Advanced Credit Risk Management Modeling & Validation (2021) (Online) Marcus Evans, Singapore 3rd Edition Practical Guide to Excellence in Operation Risk (2018) Marcus Evans, Singapore Risk Management Committee Program (RMP 1/2013) Thai Institute of Directors Association | None | None | Kiatnakin Phatra Financial Group | | |
| | | | | | 2018 - present | Acting Department Head of Operational Risk Management | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2012 - present | First Executive Vice President Head of Risk Management Group | |
| | | | | | 2016 - 2020 | Director | Phatra Equity Market Neutral Asia Pacific Fund |
| | | | | | 2016 - 2020 | Director | Phatra Asset Management (Cayman) Limited |
| | | | | | 2008 - 2012 | Assistant Managing Director | Phatra Securities Public Company Limited |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|---|---|---|----------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| 26. Mrs. Penroong Suwannakudt <ul style="list-style-type: none">First Executive Vice PresidentHead of Human Resources Management Group¹ | 59 | <ul style="list-style-type: none">Human Resources Management Graduate Diploma Program Sasin Graduate Institute of Business Administration of Chulalongkorn UniversityBachelor of Social Work Program Thammasat University | None | None | Kiatnakin Phatra Financial Group | First Executive Vice President Head of Human Resources Management Group | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | Other Listed Companies | | |
| | | | | | 2013 - 2018 | First Executive Vice President Human Resources | Allianz Ayudhya Public Company Limited |
| ¹ Appointed effective on May 1, 2018 | | <ul style="list-style-type: none">HR STRENGTHS BASED LEADERSHIP WORKSHOP (2021) (Online)Miracle Coaching Company LimitedApplying OKRS into Your Company Mission and Value (2018)Personnel Management Association of Thailand7 Habits of Highly Effective People (2015)Allianz Ayudhya Public Company LimitedAllianz Excutive Presentation (2014)Allianz Ayudhya Public Company LimitedQuiet Leadership (2012)Neuro Leadership InstituteDavid Ulrich : HR Strategy Business Alignment and Creatively Organization Capabilities (2011)Director Certification Program (DCP 132/2010)Thai Institute of Directors AssociationRole of the Compensation Committee (RCC 11/2010) | | | 2008 - 2013 | Executive Vice President Human Resources Division | Thoresen Thai Agencies Public Company Limited |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|---------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| 27. Mr. Pattarapong Raktabutr • First Executive Vice President • Head of Consumer Finance Group ¹ • Head of Branch Network Group ² ¹ Appointed effective on December 1, 2015 ² Appointed effective on April 1, 2021 | 55 | • Master of Business Administration University of Louisville, U.S.A. • Bachelor of Political Science (Public Administrations) Thammasat University Training Programs: • Leading Across Boundaries (2009) University of Oxford, UK • Sales School (1995) Digital Equipment Corporation • Customer Quality Relation & Service (1994) Telecom Asia Corporation Public Company Limited | None | None | Kiatnakin Phatra | Financial Group | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2021 - present | Head of Branch Network Group | |
| | | | | | 2015 - present | First Executive Vice President Head of Consumer Finance Group | |
| | | | | | 2021 - 2022 | Head of Sales and Distribution Group | |
| | | | | | 2021 - 2022 | Acting Department Head of Planning & Analytics | |
| | | | | | 2020 - 2021 | Acting Head of Sales and Distribution Group | |
| | | | | | Other Listed Companies | | |
| | | | | | 2004 - 2015 | Executive Vice President (Head of Client Acquisitions), | Standard Chartered Bank (Thai) Public Company Limited |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|---------------------------------|---|---|---------------------------------|----------|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| 28. Mr. Worrakrit Jaruwongpak • First Executive Vice President • Head of Transactional Banking and Operations Group ¹ < | | | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|----------------------------------|---|---|
| | | | | | Period | Position | Organization/Company Name |
| 29. Mr. Somkiat Jompratchaya | 46 | <ul style="list-style-type: none"> Master of Business Administration Assumption University Bachelor of Business Administration (Finance and Banking) Assumption University <p>Training Programs:</p> <ul style="list-style-type: none"> Effective Debt Collection & Recovery Master Class (2019) Johannesburg, Bricaevents, South Africa Executive Development Program (2018) Thai Listed Companies Association Risk Management Program for Corporate Leaders (RCL 7/2017) Thai Institutes of Directors Association Credit lab module and Collection lab Module (2014) Banker lab How to Develop a Risk Management Plan (HRP 3/2013) Thai Institutes of Directors Association Reinventing Your Business Strategy, Sasin Graduate Institute of Business Administration of Chulalongkorn University Enterprise Risk Management KPMG | | | Kiatnakin Phatra Financial Group | | |
| | | | | | 2020 - present | First Executive Vice President | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | Jan. - Mar. 2020 | Head of Retail Credit and Collection Group | |
| | | | | | 2015 - 2019 | Executive Vice President Head of Retail Credit and Collection Group | |
| | | | | | 2018 - 2019 | Executive Vice President Department Head of Retail Credit Risk Management | |
| | | | | | | Acting Head of Collection Office | |
| | | | | | Other Listed Companies | | |
| | | | | | Oct. - Dec. 2014 | Senior Vice President | Bank of Ayudhya Public Company Limited |
| | | | | | 2003 - 2014 | Senior Vice President | Ayudhya Capital Auto Lease Public Company Limited |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|--|---|---|----------------------------------|---|---|
| | | | | | Period | Position | Organization/Company Name |
| 30. Mr. Anuwat Ruamsuke • First Executive Vice President • Head of Capital Markets Group ¹ ¹ Appointed effective on May 1, 2020 | 49 | <ul style="list-style-type: none"> Bachelor of Science in Statistics Chulalongkorn University Training Programs: <ul style="list-style-type: none"> CMA GMS (Class of 2018) Capital Market Academy TLCA Leadership Development Program (LDP 6/2018) Thai Listed Companies Association The effect of new financial reporting standards and accounting effects on the acquisition (2016) Thai Listed Companies Association Capital Market Academy Leadership Program (CMA22/2016) Capital Market Academy | None | None | Kiattakin Phatra Financial Group | | |
| | | | | | 2020 - present | First Executive Vice President Head of Capital Markets Group | Kiattakin Phatra Bank Public Company Limited |
| | | | | | 2016 - 2020 | Executive Vice President Department Head of Debt Capital Market | |
| | | | | | 2022 - present | Managing Director Head of Investment Banking & Capital Markets Group | Kiattakin Phatra Securities Public Company Limited |
| | | | | | 2016 - 2021 | Managing Director Head of Capital Markets Department | |
| | | | | | 2010 - 2016 | Deputy Managing Director | |
| | | | | | 2007 - 2010 | Senior Vice President | |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | 2020 - present | External Funding Management Subcommittee to promote and develop innovation | National Innovation Agency |
| | | | | | 2019 - present | Vice Chairman of Investment Banking Club | Association of Thai Securities Companies |
| | | | | | 2019 - present | Sub-committee on Consideration of Regulations on Issuance and Offering of Equity Instruments and Governance of Securities Issuing Companies and Takeover | The Securities and Exchange Commission |
| | | | | | 2018 - 2019 | Director of Investment Banking Club | Association of Thai Securities Companies |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|----------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| 31. Mr. Aphichart Chongsanguanpradab • First Executive Vice President ¹ • Head of Legal and Compliance Group ² | 48 | <ul style="list-style-type: none"> Master of Business Administration With Finance Concentration Eastern Michigan University, U.S.A. Bachelor of Accountancy Chulalongkorn University <p>Training Programs:</p> <ul style="list-style-type: none"> Transfer Pricing in Thailand Recent Development and Audit Trends 2022 (Online) Baker McKenzie What's next for banks: a regional review of global trends 2022 (Online) Webinar Invitations Improvement of announcements and guidelines about Boards 2022 (Online) The Securities and Exchange Commission Deep dive into Sustainability-linked bond 2022 (Online) United Kingdom Prosperity Fund Kingdom and EY Corporate Services Co., Ltd. Exchange of opinions between senior executives (CEO Dialogue) 2022, The Securities and Exchange Commission and Faculty of Law, Chulalongkorn University Compliance Knowledge for Head of Compliance 2021 (Online) Thai Bankers Association ASCO Compliance Training Program 2021 (Online) Association of Thai Securities Companies Seminar: Thailand - EU Seminar on E-Commerce and GDPR (2019) Royal Thai Embassy Brussels and Ministry of Digital Economy and Society Seminar: ASEAN Banking Cybersecurity Conference (2019) The Thai Bankers' Association | None | None | Kiatnakin Phatra Financial Group | | |
| | | | | | 2020 - present | First Executive Vice President Head of Legal and Compliance Group | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2020 - 2021 | Acting Department head of Law and Regulatory Compliance Acting Department head of Legal and Regulatory Monitoring | |
| | | | | | 2019 - 2020 | Executive Vice President Head of Legal and Compliance Group | |
| | | | | | 2014 - 2019 | Executive Vice President Office of Compliance | |
| | | | | | 2011 - 2014 | Head of Operations Department | Phatra Securities Public Company Limited |
| | | | | | 2004 - 2010 | Head of Compliance | |
| | | | | | Other Listed Companies | | |
| | | | | | 1997 - 1999 | Internal Auditor | Bangkok Bank Public Company Limited |
| | | | | | Non-Listed Companies | | |
| | | | | | 2010 - 2011 | Compliance Officer | Credit Suisse (Thailand) Securities Company Limited |
| | | | | | 2003 - 2004 | Compliance Officer | Merrill Lynch International Bank Limited (Merchant Bank) Singapore Branch |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|---------------------------------|--------------------|--|
| | | | | | Period | Position | Organization/Company Name |
| | | <ul style="list-style-type: none"> E - KYC for Digital Financial (Class no. 1/2019) Thai Institute of Banking and Finance Association Electronics Law Program (Class no. 4/2019) Thai Institute of Banking and Finance Association Personal Data Protection Act B.E. 2562 Process and Practice (Class no. 3/2019) Dharmniti Seminar on Latest Debt Collection Act, Announcement of Office of the Consumer Protection Board 2018 and Hire Purchase and Leasing Guidelines (2019) Thai Hire-Purchase Association The Business Law of New Financial Institution (Class no. 1/2018) Thai Institute of Banking and Finance Association The Law of the Office of the Consumer Protection Board in 2018 and Market Conduct (2018) Bank of Thailand The Practices of the Hire Purchase and Leasing (2018) Thai Hire-Purchase Association Anti-Money Laundering and Counter Financing of Terrorist (AML/CFT) Training for Transaction Reports under section 13 and section 16 Course 1 (Class no. 2/2018) Anti-Money Laundering Office The Information Technology Risk Supervision of Financial Institute (2018) Compliance Club of the Thai Bankers' Association Anti-Corruption Working Paper Program No. 3/2018 Federation of Accounting Professions under The Royal Patronage of His Majesty the King Workshop for Customer's Risk Management Framework (2018) The Securities and Exchange Commission Compliance and Compliance Audit Auditing 7.0 CPE Credits (2018) Institute of Internal Auditors of Thailand | | | 1999 - 2003 | Compliance Officer | Merrill LynchPhatra Securities Company Limited |

* KKP shareholding is included share numbers of spouse and minor children

| Name- Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|---------------------------------|----------|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| | | <ul style="list-style-type: none"> Roundtable Discussion 2018: Driving Business Value & Sustainability through Active (2018) The Securities and Exchange Commission Discussion on Privacy protection, Big Data and, GDPR in the Digital Economy Development (2018) Bank of Thailand and The College of Local Administration, Khon Kaen University Seminar: The Financial Instruments: TFRS 9 (2018) Department of Business Development, Ministry of Commerce Seminar: Insurance Expo 2018: Converging Insurance Business Model with Insurance in Digital Disruption (2018) Office of Insurance Commission Seminar: Re-Inventing Business Model Through Technological Lens (2018) The Securities and Exchange Commission and Business Software Alliance | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|----------------------------------|--|--|
| | | | | | Period | Position | Organization/Company Name |
| 32. Ms. Nilawan Treetitjamroon • Senior Vice President • Department Head of Accounting ^{1,2} • The person who is assigned in the supervision of accounting | 49 | <ul style="list-style-type: none"> Master of Arts (Applied Finance) Kasetsart University Bachelor of Accountancy Bangkok University Certified Public Accountant Registration No. 8140 | None | None | Kiatnakin Phatra Financial Group | | |
| | | | | | 2015 - present | Senior Vice President Department Head of Accounting | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2008 - 2012 | Vice President Accounting Department | |
| | | | | | Other Listed Companies | | |
| | | Training Programs: <ul style="list-style-type: none"> Effects of TFRS 16 on Lease Agreements on Financial Statements from the Perspective of Financial Information Users (2022) Federation of Accounting Professions Under the Royal Patronage of His Majesty the King TFRS 15 and TFRS 16 Accounting and Auditing Issues to Consider (Class no. 2/2022) Federation of Accounting Professions Under the Royal Patronage of His Majesty the King Understand fair value measurements according to TFRS 13 (Class no. 2/2022) Federation of Accounting Professions Under the Royal Patronage of His Majesty the King Continuing professional development in accounting contents (External trainings) total 18 hours for the year of 2022 DBD e-Learning in accounting (2021) Department of Business Development, Ministry of Commerce TFRS for PAEs 2021 (2021) The Stock Exchange of Thailand TFRS9 IBOR Reformation Phase 2 and Related disclosure (2021) Federation of Accounting Professions Continuing professional development in accounting contents (External trainings) total 39 hours for the year of 2021. Understanding TFRS for property, plant and equipment and non-current assets (2020) Department of Business Development, Ministry of Commerce | | | Non-Listed Companies | | |
| | | | | | None | | |
| | | | | | 2013 - 2014 | Vice President Accounting Department | Powerbuy Company Limited (a group company of Central Retail Corporation Limited), |
| | | | | | | | |

¹ Appointed effective on January 1, 2015

² Bookkeeper processing such qualifications and requirements of bookkeepers as prescribed by Notification of the Department of Business Development

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|---------------------------------|----------|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| | | <ul style="list-style-type: none"> Discussion on the direction of Thai Financial Reporting Standards (TFRSs / TFRS for NPAEs) (2020) Chulalongkorn Business School, Chulalongkorn University <i>Continuing professional development in accounting contents (External trainings) total 14 hours for the year of 2020</i> PwC Thailand's 2019 Symposium: Connecting the dots: Managing corporate challenges in 2020 and beyond - Financial Reporting Update (2019) PricewaterhouseCoopers ABAS Ltd. Thai Financial Reporting Standard 16 Leases (2019) EY Office Ltd. Accounting practices related to foreign exchange rates (2019) Dharmniti Seminar and Training Co., Ltd. <i>Continuing professional development in accounting contents (External trainings) total 17 hours for the year of 2019</i> | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|----------------------------------|---|--|
| | | | | | Period | Position | Organization/Company Name |
| 33. Mrs. Ketsuda Uthalye <div><div>• Executive Vice President¹</div><div>• Deputy Head of Transactional Banking and Operations Group²</div></div> | 49 | <div>• Master of Business Administration Assumption University</div> <div>• Bachelor of Economics Thammasat University</div> <div>Training Programs:</div> <div><div>• TLCA Executive Development Program (2019)</div><div>Thai Listed Companies Association</div><div>• Strategic CFO in Capital Market Program (2017)</div><div>The Stock Exchange of Thailand</div><div>• CFO in Practice Certificate Program (2017)</div><div>Federation of Accounting Professions Under the Royal Patronage of His Majesty the King</div></div> | None | None | Kiatnakin Phatra Financial Group | | |
| | | | | | 2022 - present | Executive Vice President Deputy Head of Transactional Banking and Operations Group | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2021- 2022 | Executive Vice President Deputy Head of Operations Group | |
| | | | | | 2020 - 2021 | Senior Vice President Deputy Head of Operations Group | |
| | | | | | 2018 - 2020 | Acting Department Head of Operations Strategy and Quality Management Department Head of Operations Strategy and Quality Management | |
| Other Listed Companies | | | | | | | |
| None | | | | | | | |
| Non-Listed Companies | | | | | | | |
| | | | | | 2017 - 2018 | Vice President After-sales Service Development Department | The Stock Exchange of Thailand |
| | | | | | 2016 - 2017 | Acting Head of Accounting Department | |
| | | | | | 2013 - 2017 | Vice President Investment Management Supervise and Control Investment Department | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|---|---|---|----------------------------------|---|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| 34. Mr. Jakrawarn Jakrawarnwibul • Executive Vice President ¹ • Department Head of Trading • Department Head of Treasury ¹ Appointed effective on August 20, 2015 | 51 | <ul style="list-style-type: none"> Master of Business Administration (Accounting) Thammasat University Bachelor of Business Administration (Finance) Thammasat University | None | None | Kiatnakin Phatra Financial Group | | |
| | | | | | 2022 - present | Department Head of Treasury | Kiatnakin Phatra Bank |
| | | | | | 2015 - present | Executive Vice President Department Head of Trading | Public Company Limited |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | 1985 - present | Director | Neo-Sac Company Limited |
| 35. Mr. Chainarong Rojanasintu • Executive Vice President ¹ • Department Head of Corporate Lending ¹ Appointed effective on June 13, 2013 | 54 | <ul style="list-style-type: none"> Master of Business Administration Sasin Graduate Institute of Business Administration of Chulalongkorn University Bachelor of Business Administration Chulalongkorn University | None | 82 (0.00) | Kiatnakin Phatra Financial Group | | |
| | | | | | 2013 - present | Executive Vice President Department Head of Corporate Lending | Kiatnakin Phatra Bank |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|---------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| 36. Mr. Naphat Theodthai • Executive Vice President ¹ • Department Head of Financial Crime Risk Management ¹ Appointed effective on February 1, 2022 | 45 | <ul style="list-style-type: none"> • Master of Political Science Ramkhamhaeng University • Bachelor of Laws Ramkhamhaeng University | None | None | Kiatnakin Phatra | Financial Group | |
| | | | | | 2022 - present | Executive Vice President Department Head of Financial Crime Risk Management | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | Other Listed Companies | | |
| | | | | | 2018 - 2022 | Senior Vice President Fraud Risk Management Officer | Bank of Ayudhya Public Company Limited |
| | | | | | 2014 - 2017 | Vice President Fraud Risk Management Officer | |
| 37. Dr. Narong Preedanani • Executive Vice President ¹ • Head of Internal Audit Office ¹ Appointed effective on January 11, 2012 | 60 | <ul style="list-style-type: none"> • Doctor of Business Administration (DBA) University of South Australia, Australia • Master of Business Administration University of Leicester, UK • Bachelor of Accountancy Chulalongkorn University <p>Training Programs:</p> <ul style="list-style-type: none"> • ESG on Credit Risk 2022 (Online) PricewaterhouseCoopers ABAS Ltd. • BOT Digital Finance Conference 2022 (Online) Bank of Thailand • Regulatory Data Transformation 2022 (Online) PricewaterhouseCoopers ABAS Ltd. | None | None | Kiatnakin Phatra | Financial Group | |
| | | | | | 2012 - present | Executive Vice President Head of Internal Audit Office | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | May - Oct 2021 | Acting Department Head of Commercial Banking General Audit | |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|---------------------------------|----------|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| | | <ul style="list-style-type: none"> Thailand Investment Conference 2022: Sustainability and Resiliency (Online) Kiatnakin Phatra Securities and BofA Securities Seminar: Easy listening: Accounting Knowledge that AC should not miss 2022 (Online) The Securities and Exchange Commission AI for Business Leader Course (2021) Absolute Alliances (Thailand) Co., Ltd. Building a safe business ecosystem with better digital identity (2021) Pricewaterhouse Coopers ABAS Ltd. and Forge Rock Fraud and Cybersecurity (2021) Pricewaterhouse Coopers ABAS Ltd. Chief Audit Executive (CAE) Forum: Internal Audit: Soaring Through Turbulent Times (2021) The Bank and Financial Institution Internal Auditors Club Privacy & Security: The Privacy Imperatives of Consumer Data (2021) Thai Digital Technology User Group Association Prepare Your Firm for the Crypto-Assets Revolution (2021) Thomson Reuters Integrating human rights into risk management (2021) Pricewaterhouse Coopers ABAS Ltd. How to Respond to Emerging Fraud Issues in 2021 Pricewaterhouse Coopers ABAS Ltd. Privacy & Security Summit 2020 Ministry of Digital Economy and Society in Collaboration with the Thai Digital User Association Risk and Compliance under a Digital Transformation (2020) Thomson Reuters Value Creation and Enhancement for Listed Companies with the New COSO 2017 Enterprise Risk Management (ERM) Thammasat University and the Stock Exchange of Thailand Director Certification Program (DCP 105/2008) Thai Institute of Directors Association Director Accreditation Program (DAP 56/2006) Thai Institute of Directors Association | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|--|---|---|----------------------------------|---|---|
| | | | | | Period | Position | Organization/Company Name |
| 38. Ms. Tongjai Chantwinyuyutt • Executive Vice President ¹ • Consumer Finance Product Head | 46 | <ul style="list-style-type: none"> Master of Business Administration Missouri State University, U.S.A. Bachelor of Business Administration (Finance) The University of the Thai Chamber of Commerce <p>Training Programs:</p> <ul style="list-style-type: none"> TLCA Executive Development Program (2565) Thai Listed Companies Association Risk Management Program for Corporate Leaders (RCL 19/2020) Thai Listed Companies Association How to Develop a Risk Management Plan (HRP 26/2020) Thai Listed Companies Association Insights into the Personal Data Protection Act B.E. 2562 (2019) and correct guidelines Leasing Association Analysis and risks for SMEs loans (2018) The Thai Institute of Banking and Finance Association Real Estate Law Integration 2016, Thai Real Estate Business School | None | None | Kiattakin Phatra Financial Group | Executive Vice President Consumer Finance Product Head | Kiattakin Phatra Bank Public Company Limited |
| | | | | | 2022 - present | Executive Vice President Department Head of Retail Credit Risk Management | |
| | | | | | 2021 - 2022 | Executive Vice President Department Head of Retail Credit Risk Management | |
| ¹ Appointed effective on March 1, 2021 | | | | | 2015 - 2021 | Senior Vice President Department Head of Retail Credit Risk Management | |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | 2006 - 2015 | VP Unsecured Products Risk Head Risk Management Department | Citibank, N.A. |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|----------------------------------|---|---|
| | | | | | Period | Position | Organization/Company Name |
| 39. Mr. Techin Dulyarittirong • Executive Vice President ¹ • Department Head of Auto Finance Marketing and Relationship Management | 38 | • Master of Science in Management Bayes Business School City University London, UK • Bachelor of Science in Business Kelley School of Business Indiana University, U.S.A. Training Programs: • TLCA Executive Development Program (EDP 2020) Thai Listed Companies Association • Young Leadership in Democratic Governance (PNP 4/2014) King Prajadhipok's Institute | None | None | Kiatnakin Phatra Financial Group | | |
| | | | | | 2022 - present | Executive Vice President Department Head of Auto Finance Marketing and Relationship Management | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2019 - 2022 | Senior Vice President Department Head of Auto Finance Marketing and Relationship Management | |
| | | | | | 2015 - 2019 | Vice President Team Lead - Credit Risk Auto Finance | |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | 2021 - present | Director | Thai Hire-Purchase Association |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|---------------------------------|---|---|
| | | | | | Period | Position | Organization/Company Name |
| 40. Ms. Natjakorn Chainit <ul style="list-style-type: none"> Executive Vice President¹ Deputy Head of Legal and Compliance Group | 43 | <ul style="list-style-type: none"> Master of Law Northwestern University, School of Law, U.S.A. Bachelor of Laws Chulalongkorn University <p>Training Programs:</p> <ul style="list-style-type: none"> Tax Law Course (Class no. 1/2020) Thammasat University Precision Contract Drafting (2018) Marcus Evans Professional Training Presentation Advantage (2016) PacRim Group | None | 500 (0.00) | Kiatnakin Phatra | Financial Group | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2022 - present | Executive Vice President Deputy Head of Legal and Compliance Group | |
| | | | | | 2014 - 2020 | Senior Vice President Department Head of Commercial Banking Business Legal | |
| | | | | | Other Listed Companies | | |
| | | | | | 2021 - 2022 | Chief Legal Officer Executive Director | WHA Corporation Public Company Limited |
| | | | | | 2011 - 2013 | Vice President Legal Advisor | CIMB Thai Bank Public Company Limited |
| | | | | | Non-Listed Companies | | |
| | | | | | 2010 - 2011 | Legal Advisor | Hunton & Williams (Thailand), Company Limited |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|-------------|---|---|---|----------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| 41. Ms. Nithivadee Tantipoj <ul style="list-style-type: none">Executive Vice President¹ Executive Office ¹ Appointed effective on August 20, 2020 | 41 | <ul style="list-style-type: none">Master of Business Administration in Management University of California at Los Angeles, U.S.A.Bachelor of Business Administration (International Program) Chulalongkorn University Training Programs: <ul style="list-style-type: none">Fundamental of Commercial Bank (2016) KiatnakinBank Public Company LimitedFintech Certificate Course: Future Commerce (2016) Get Smart OnlineRoles and responsibilities of financial institutions in preventing money laundering and preventing terrorist financing (2015) Kiatnakin Bank Public Company Limited | None | 18,000 (0.00) | Kiatnakin Phatra Financial Group | | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2022 - present | Executive Vice President Executive Office | |
| | | | | | 2020 - 2022 | Executive Vice President Department Head of Business Development | |
| | | | | | 2014 - 2020 | Senior Vice President Department Head of Business Development | |
| | | | | | 2015 - 2017 | Acting Department Head of Lombard Loan | |
| | | | | | 2013 - 2014 | Vice President Department Head of Business Development | |
| | | | | | 2017 - present | Executive Vice President Private Wealth Management Department | Kiatnakin Phatra Securities Public Company Limited |
| | | | | | 2016 - 2017 | Senior Vice President Private Wealth Management Department | |
| | | | | | 2014 - 2016 | Senior Vice President Capital Market Executive Office | Phatra Capital Public Company Limited |
| | | | | | 2012 - 2014 | Vice President Capital Market Executive Office | |
| | 2009 - 2012 | Assistant Vice President Capital Market Executive Office | | | | | |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|---|----------|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| 42. Ms. Pattanai Luangtrakul • Executive Vice President ¹ • Head of Corporate and Marketing Communication Office | 51 | <ul style="list-style-type: none"> Master of Business Administration Chulalongkorn University Bachelor of Business Administration (Marketing) Assumption University Training Programs: <ul style="list-style-type: none"> BOT Digital Finance Conference 2022 (Online) Bank of Thailand Everyday Coaching/Nestlé' Leadership Program (2017) Nestlé Group Issue & Crisis Management (2016) ABM Group (Co-developer) Overseas Mission Assignment-Digital and Communication, (Switzerland HQ) (2013) Nestlé Group | None | None | Kiatnakin Phatra Financial Group 2019 - present Executive Vice President Head of Corporate and Marketing Communication Office Kiatnakin Phatra Bank Public Company Limited | | |
| | | | | | Other Listed Companies None Non-Listed Companies 2016 - 2019 Corporate Communication & PR Group Manager Nestlé (Thai), Ltd. 2013 - 2016 Senior Marketing Manager - Coffee Mixes | | |
| 43. Mrs. Pichaya Sotangkur • Executive Vice President ¹ • Department Head of Commercial Credit Analysis | 52 | <ul style="list-style-type: none"> Master of Business Administration University of Colorado at Denver, U.S.A. Bachelor of Engineering (Mechanical Engineering) Chulalongkorn University Training Programs: <ul style="list-style-type: none"> Business Goal Management (2016) Kiatnakin Bank Public Company Limited | None | None | Kiatnakin Phatra Financial Group 2020 - present Executive Vice President Department Head of Commercial Credit Analysis Kiatnakin Phatra Bank Public Company Limited 2014 - 2019 Executive Vice President Department Head of Commercial Credit Analysis | | |
| | | | | | Other Listed Companies None Non-Listed Companies None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------------------------|--|---|---|----------------------------------|--|--|
| | | | | | Period | Position | Organization/Company Name |
| 44. Mr. Partsakorn Boonyaprasit <ul style="list-style-type: none">Executive Vice President¹Deputy Head of Information Technology Group ¹ Appointed effective on September 1, 2022 | 44 | <ul style="list-style-type: none">Master of Business Administration Kasetsart UniversityBachelor of Science Rangsit University Training Programs: <ul style="list-style-type: none">Fundamental of Commercial Bank (2016) Kiatnakin Bank Public Company Limited | None | 5,500 (0.00) | Kiatnakin Phatra Financial Group | | |
| | | | | | Sep. 2022 - present | Executive Vice President Deputy Head of Information Technology Group | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2021 - Apr. 2022 | Executive Vice President Deputy Head of Information Technology Group | |
| | | | | | 2020 - 2021 | Senior Vice President Deputy Head of Information Technology Group | |
| | | | | | 2018 - 2020 | Acting Department Head of Core Banking System | |
| | | | | | 2015 - 2017 | Senior Vice President Department Head of Services and Support System Development Acting Department Head of Services and Support System Development | |
| | | | | | Other Listed Companies | | |
| May. - Aug. 2022 | Deputy CTO, Technology | True Corporation Public Company Limited | | | | | |
| | 2014 - 2015 | First Vice President | Kasikorn Bank Public Company Limited | | | | |
| Non-Listed Companies | | | | | | | |
| | | | None | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|----------------------------------|--|--|
| | | | | | Period | Position | Organization/Company Name |
| 45. Mr. Romsai Tandakoseya • Executive Vice President ¹ • Department Head of Commercial and Financial Institutions Credit Risk Management | 46 | <ul style="list-style-type: none"> • Master of Management College of Management Mahidol University • Master of Business (Marketing) University of Technology, Sydney, Australia • Bachelor of Commerce (Finance) Deakin University, Melbourne, Australia | None | None | Kiatnakin Phatra Financial Group | | |
| | | | | | 2017- Present | Executive Vice President Department Head of Commercial and Financial Institutions Credit Risk Management | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | Other Listed Companies | | |
| | | | | | 2016 - 2017 | Executive Vice President Credit Risk Management | Standard Chartered Bank (Vietnam) Public Company Limited |
| | | | | | 2013 - 2016 | Senior Vice President Credit Risk Management | Standard Chartered Bank (Thai) Public Company Limited |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

¹ Appointed effective on
November 1, 2017

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------------------------|---|---|---|----------------------------------|---|---|
| | | | | | Period | Position | Organization/Company Name |
| 46. Mr. Wanakan Kanjanasoon <div><div><div>• Executive Vice President¹</div><div>• Department head of Retail Business Strategy and Innovation</div></div><div><div>Appointed effective on March 1, 2018</div></div></div> | 45 | <div><div><div>• Master of Science in Computer Information Systems (MSCIS) Assumption University</div><div>• Master of Business Administration (Finance) National Institute of Development Administration</div><div>• Bachelor of Engineering King Mongkut's Institute of Technology Ladkrabang</div></div><div><div>Training Programs:</div><div><div>• Successful Formulation & Execution the Strategy (2009) Thai Institute of Directors Association</div></div></div></div> | None | 56,500 (0.01) | Kiatnakin Phatra Financial Group | <div><div>Executive Vice President Department head of Retail Business Strategy and Innovation</div><div>Executive Vice President Department Head of Retail Strategy, Analytics, and Partnership Development</div><div>Executive Vice President Department Head of Retail Business Strategy</div><div>Executive Vice President Department Head of Marketing and Strategy</div><div>Senior Vice President Department Head of Marketing and Strategy</div><div>Acting Head of Hire Purchase Business Development</div><div>Assistant Managing Director Department Head of Consumers & Products</div></div> | <div>Kiatnakin Phatra Bank Public Company Limited</div> <div></div> <div></div> <div></div> <div></div> <div></div> <div>Kiatnakin Phatra Securities Public Company Limited</div> |
| | Other Listed Companies | | | | | | |
| | None | | | | | | |
| | Non-Listed Companies | | | | | | |
| | None | | | | | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|---|---|---|----------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| 47. Mrs. Wandee Srimonthol <div><div>Executive Vice President¹</div><div>(Assistant of President)</div><div>Executive Office</div></div> | 55 | <div><div>Master of Business Administration (Finance)</div><div>Dhurakij Pundit University</div><div>Bachelor of Accountancy Program</div><div>University of the Thai Chamber of Commerce</div></div> | None | None | Kiattakin Phatra Financial Group | | |
| | | | | | 2022 - present | Executive Vice President (Assistant of President) Executive Office | Kiattakin Phatra Bank Public Company Limited |
| | | | | | Other Listed Companies | | |
| | | | | | 2018 - 2021 | Executive Vice President Retail Banking Product & Strategy Group | Krung Thai Bank Public Company Limited |
| | | | | | 2014 - 2017 | Senior Vice President Marketing Department | Bank of Ayudhya Public Company Limited |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

¹ Appointed effective on
February 1, 2022

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|--|---|---|----------------------------------|---|--|
| | | | | | Period | Position | Organization/Company Name |
| 48. Dr. Weerawich Roekchamnong <ul style="list-style-type: none">Executive Vice President ¹Department Head of Product Management and Business Support ¹ Appointed effective on March 1, 2022 | 43 | <ul style="list-style-type: none">Ph.D. in Logistics Management Chulalongkorn UniversityMaster of Science Ramkhamhaeng UniversityMaster of Science in Finance Thammasat UniversityMaster of Science in Development Economics and Economic Policy Analysis University of Southampton, UKBachelor of Economics Thammasat University Training Programs: <ul style="list-style-type: none">Python Programming (Track 1: Introduction) (2022) (Online) Kiatnakin Phatra Bank Public Company LimitedPython for Data Analytic (Track 2: Advanced users) (2022) (Online) Kiatnakin Phatra Bank Public Company Limited | None | None | Kiatnakin Phatra Financial Group | | |
| | | | | | 2022 - present | Executive Vice President Department Head of Product Management and Business Support | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2017 - 2022 | Senior Vice President Product Management and Business Support Department | |
| | | | | | 2015 - 2017 | Vice President Product Management and Business Support Department | |
| | | | | | Other Listed Companies | | |
| | | | | | 2011 - 2015 | Senior Assistant Director Financial Product Development Department Global Markets Group | Bank of Ayudhya Public Company Limited |
| | | | | | 2011 | Senior Manager Financial Planning Department | Kasikornbank Public Company Limited |
| | | | | | Non-Listed Companies | | |
| | | | | | 2007 - 2011 | Manager Bond Pricing & Product Development | The Thai Bond Market Association |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|---|---|---|----------------------------------|--|--|
| | | | | | Period | Position | Organization/Company Name |
| 49. Mrs. Salinee Kumar <ul style="list-style-type: none">Executive Vice President¹Department Head of Retail Credit Risk Management | 49 | <ul style="list-style-type: none">Master of Science (Economics & Finance) University of Warwick, UKBachelor of Business Administration (Finance & Banking) Assumption University | None | None | Kiattakin Phatra Financial Group | | |
| | | | | | 2022 - present | Executive Vice President Department Head of Retail Credit Risk Management | Kiattakin Phatra Bank Public Company Limited |
| Other Listed Companies | | | | | | | |
| None | | | | | | | |
| Non-Listed Companies | | | | | | | |
| | | | | | 2019 - 2022 | Senior Vice President Retail Lending - Auto Finance Product, Retail Lending Product Management | The Siam Commercial Bank Public Company Limited |
| | | | | | 2017 - 2019 | Senior Vice President Mortgage Portfolio Management | |
| | | | | | 2016 - 2017 | Senior Vice President Head of Decision Management, Digital Banking & Training Departments | |
| | | | | | 2014 - 2016 | Senior Vice President Head of Decision Management | |
| Citibank N.A. | | | | | | | |

¹ Appointed effective on June 1, 2022

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|---|---|---|----------------------------------|---|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| 50. Mrs. Suwannee Wattanavekin <ul style="list-style-type: none">Executive Vice President¹Department Head of Foreclosed Property Management | 60 | <ul style="list-style-type: none">Master of Business Administration New Hampshire College, U.S.A.Bachelor in Management Northeastern University, Boston, U.S.A. Training Programs: <ul style="list-style-type: none">Top Executive Program in Industrial Development and Investment (2019)Development (IBID), Institute of Business and Industrial | None | 9,082,621 (1.08) | Kiatnakin Phatra Financial Group | Kiatnakin Phatra Bank | |
| | | | | | 2009 - Jan.1, 2023 | Executive Vice President Department Head of Foreclosed Property Management | Public Company Limited |
| | | | | | 2006 - 2009 | Senior Vice President Department of Foreclosed Property Management | |
| | | | | | 2001 - 2006 | Vice President Department of Property Management | |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|---|---|---|---------------------------------|---|---|
| | | | | | Period | Position | Organization/Company Name |
| 51. Mr. Hirunrooj Loutheeravong • Executive • Vice President ¹ • Deputy Head of Consumer Finance Group • Acting Department Head of Personal Acquiring ¹ • Acting Department Head of Telemarketing & Cross Sale | 57 | <ul style="list-style-type: none"> • Master of Finance Concentration Mercer University, Georgia, U.S.A. • Bachelor of Laws Thammasat University Training Programs: <ul style="list-style-type: none"> • Debt Collection Act (2015) Kiatnakin Bank Public Company Limited • Sales Compensation Management (2015) Kiatnakin Bank Public Company Limited • Fundamental of Commercial Bank (2015) Kiatnakin Bank Public Company Limited • Bancassurance Leadership WS (2015) Kiatnakin Bank Public Company Limited | None | None | Kiatnakin Phatra | Financial Group | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2021 - present | Acting Department Head of Personal Acquiring 1 | |
| | | | | | 2020 - present | Acting Department Head of Telemarketing & Cross Sale Executive Vice President Deputy Head of Consumer Finance Group | |
| | | | | | 2015 - 2020 | Acting Department Head of Sale and Distribution Channel | |
| | | | | | 2015- 2019 | Deputy Head of Sales and Distribution Group | |
| ¹ Appointed effective on September 26, 2015 | | | | | 2014 - 2015 | Executive Vice President Assistant Head of Sales and Distribution Group | |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|----------------------------------|--|--|
| | | | | | Period | Position | Organization/Company Name |
| 52. Mr. Chonnakarn Leeraphan <ul style="list-style-type: none"> • Senior Vice President¹ • Department Head of Branch Operation & Planning • Acting Department Head of Planning & Analytics • Acting Department Head of Branch Governance & Process Improvement | 44 | <ul style="list-style-type: none"> • Master of Science, Engineering & Technology Management Colorado School of Mines, U.S.A. • Master of Science, Industrial & Systems Engineering Colorado State University - Pueblo, U.S.A. • Bachelor of Engineering Chiang Mai University | None | None | Kiattakin Phatra Financial Group | | Kiattakin Phatra Bank Public Company Limited |
| | | | | | 2022 - present | Senior Vice President Department Head of Branch Operation & Planning Acting Department Head of Planning & Analytics Acting Department Head of Branch Governance & Process Improvement | |
| | | | | | 2021 - 2022 | Department Head of Consumer Finance Product | |
| | | | | | 2015 - 2020 | Department Head of Planning & Analytics | |
| | | | | | Other Listed Companies | | |
| | | | | | Jan - Nov. 2015 | Head of Personal Clients Acquiring | Standard Chartered Bank (Thai) PCL. |
| | | | | | 2013 - 2015 | Head of Sales Performance Management | |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

¹ Appointed effective on April 1, 2023

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|--|------|--|---|---|----------------------------------|--|---|
| | | | | | Period | Position | Organization/Company Name |
| 53. Mr. Thaworn Chuengoen <ul style="list-style-type: none">Senior Vice President¹Deputy Head of Branch Network Group | 58 | <ul style="list-style-type: none">Master of Public Administration Burapha University Training Programs: <ul style="list-style-type: none">Unit Linked - by OIC (2018) Kiatnakin Bank Public Company LimitedRenewal of investment advisor license (2017) Kiatnakin Bank Public Company LimitedCross Selling (2017) Kiatnakin Bank Public Company LimitedInternal Regulations and Control (2016) Kiatnakin Bank Public Company Limited | None | 17,000 (0.00) | Kiatnakin Phatra Financial Group | | |
| | | | | | 2020 - Present | Senior Vice President Deputy Head of Branch Network Group | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2015 - 2022 | Acting Regional Director-Commercial Bank Business | |
| | | | | | 2017 - 2019 | Acting Regional Director- Commercial Bank Business Province 1 | |
| | | | | | | Acting Regional Director- Commercial Bank Business Province 2 | |
| ¹ Appointed effective on November 15, 2017 | | | | | 2015 - 2017 | Senior Vice President Regional Director- Commercial Bank Province 2 | |
| | | | | | 2014 - 2015 | Head of Eastern Sales Office | |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|--|---|---|----------------------------------|--|--|
| | | | | | Period | Position | Organization/Company Name |
| 54. Ms. Naranont Lewchalermwongs • Senior Vice President ¹ • Deputy Head of Retail Credit and Collection Group ¹ Appointed effective on March 1, 2020 | 44 | <ul style="list-style-type: none"> • Master of Information System University of Tasmania, Australia • Bachelor of Arts Program in Sociology and Anthropology Thammasat University Training Programs: <ul style="list-style-type: none"> • Collection Management Course (2014) United Overseas Bank (Thai) Public Company Limited | None | None | Kiatnakin Phatra Financial Group | | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2020 - present | Senior Vice President Deputy Head of Retail Credit and Collection Group | |
| | | | | | 2018 - 2020 | Senior Vice President Department Head of Outsourced Collection Management Acting Department Head of Home Loan & SME Collection | |
| | | | | | 2017 - 2018 | Senior Vice President Department Head of Home Loan & SME Collection | |
| | | | | | Other Listed Companies | | |
| | | | | | 2012 - 2017 | Recovery Management Head | United Overseas Bank (Thai) Public Company Limited |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children



| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|----------------------------------|---|---|
| | | | | | Period | Position | Organization/Company Name |
| 55. Mr. Varanyu Thirapatthanon <ul style="list-style-type: none">Senior Vice President¹Deputy Head of Auto Finance Group | 50 | <ul style="list-style-type: none">Bachelor of Arts Chandrakasem Rajabhat University Training Programs: <ul style="list-style-type: none">Improve Skill for MKT Captive (2018) Kiathakin Bank Public Company LimitedRegulations and Insurance Product (2018) General Insurance (Thailand), Public Company LimitedSeminar on Growth or Direction of New and Used Cars Market (2018) Association of Used Car ThailandKnowledge of CQC and C2C products and leasing workflow (2016) Kiathakin Bank Public Company Limited | None | 3,000 (0.00) | Kiathakin Phatra Financial Group | | |
| | | | | | 2020- present | Senior Vice President Deputy Head of Auto Finance Group | Kiathakin Phatra Bank Public Company Limited |
| | | | | | Jul. - Dec. 2020 | Acting Regional Director- Auto Finance Business Province 3 | |
| | | | | | 2015 - 2020 | Senior Vice President Regional Director-Auto Finance Business BKK | |
| | | | | | 2011 - 2015 | Vice President Assistant Head of Regional Office - Regional Office - BKK1 | |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|--|---|---|----------------------------------|---|--|
| | | | | | Period | Position | Organization/Company Name |
| 56. Ms. Pornnip Chuprakhun <ul style="list-style-type: none">Corporate Secretary¹Senior Vice PresidentDepartment Head of Corporate Secretariat | 54 | <ul style="list-style-type: none">Master of Business Administration Assumption UniversityBachelor of Arts (Political Science) Kasetsart University Training Programs: <ul style="list-style-type: none">Seminar: PDPA Enforcement Preparation for the Corporate Secretary (2022) (Online)Thai Listed Companies AssociationIOD Open House 2022: Guidelines on Reporting and Disclosure (Online)Thai Institute of Directors AssociationSeminar: Techniques for minute taking (2022) (Online)Thai Institute of Directors AssociationGuidelines to prepare the Conflict of Interest Report and the Policy of the Internal Information Usage (2021) (Online)Thai Listed Companies AssociationThe Role of Corporate Secretary to enhance CG in Anti-Corruption (2021) (Online)Thai Private Sector Collective Action Against Corruption and Thai Listed Companies AssociationThe Correct Director Nomination Process in Accordance with CG Principles (2021) (Online)Thai Listed Companies AssociationSeminar: Topic: Appointment, Change and Retirement by Rotation of a Director, Independence Director and audit member (2020) (Online)Thai Listed Companies AssociationLegal Duties of Directors and Civil and Criminal Liability under Thai Laws (2019)Tilleke & Gibbins International Ltd. | None | 59,001 (0.01) | Kiatnakin Phatra Financial Group | | |
| | | | | | 2011 - present | Senior Vice President Department Head of Corporate Secretariat | Kiatnakin Phatra Bank Public Company Limited |
| | | | | | 2010 - present | Corporate Secretary | |
| | | | | | Other Listed Companies | | |
| | | | | | None | | |
| | | | | | Non-Listed Companies | | |
| | | | | | None | | |

* KKP shareholding is included share numbers of spouse and minor children

| Name-Surname/ Present Position/ Date of Appointment | Age: | Education/ Training Programs | Family Relationship with the Executive | KKP shareholding* (shares/ percentage) | Experiences in the Past 5 Years | | |
|---|------|---|---|---|---------------------------------|----------|------------------------------|
| | | | | | Period | Position | Organization/Company Name |
| | | <ul style="list-style-type: none"> Workshop for Professional Development in Forum "Beyond Regulation: The Evolution of the Company Secretary Role" (2018) Thai Listed Companies Association ASEAN Corporate Secretaries Professional Exchange Programme (PEP 2016) The Hong Kong Institute of Chartered Secretaries Thai Intelligent Investors Program (TIIP13/2559) Thai Investor Association Compliance Officer (7/2014) Faculty of Law, Chulalongkorn University Fundamental Practice for Corporate Secretary (FPCS23/2011) Thai Listed Companies Association Board Reporting Program (BRP 1/2009) Thai Institute of Directors Association Company Secretary Program (CSP 17/ 2006) Thai Institute of Directors Association Effective Minute Taking (EMT 2/2006) Thai Institute of Directors Association Corporate Secretary Development Program (11/2005) Faculty of Commerce and Accountancy, Chulalongkorn University | | | | | |

Remarks: No. 1-31, 33-55 executives are defined according to the notice of the Bank of Thailand.
No. 15-18, 21-32 executives are defined according to the notice of the Securities and Exchange Commission.

* KKP shareholding is included share numbers of spouse and minor children

Duties and Responsibilities of Corporate Secretary

The Corporate Secretary has duties to facilitate the work of the Board of Directors with respect to regulations, board meetings, and shareholder meetings. The responsibilities and duties of the Corporate Secretary include the following:

1. Advise directors on the basic laws and regulations that they need to know to administer the functions of the Board of Directors.
2. Organize and manage the meetings of shareholders, the Board of Directors, and committees in accordance with laws, the Bank's Articles of Association, good practices, and the charter of each committee. The Corporate Secretary is also responsible for ensuring and monitoring compliance with the resolutions of the shareholders' and Board of Directors' meetings, as well as laws and relevant regulations.
3. Prepare and maintain key corporate documents and records, including the current registration of directors, notices and minutes of the shareholders' meetings, the annual report, and notices and minutes of the Board of Directors' meetings.
4. Ensure that directors and management prepare reports of interest for themselves and related persons in accordance with the law, keep a record of such reports, and send a copy of such reports to the Chairman of the Board and the Chairperson of the Audit Committee as required by the law.
5. Manage the disclosure of information according to the regulations of the relevant agencies overseeing the Bank.
6. Process all matters pertaining to share registration, such as dividend payments, registered capital increases, etc.
7. Perform any other act as prescribed by the Capital Market Supervisory Board and the Board of Directors.

**Directorship of Directors and Executives of Kiatnakin Phatra Bank in Subsidiaries,
Associated Companies, and Related Companies**

[illegible]

[illegible]

[illegible]

[illegible]

| Name* | Position | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | Kiatnakin Phatra Bank Public Company Limited | | | | | | | | | | | | Subsidiaries & Associated Companies | | | | Related Companies | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 52. Mr. Chonnakarn Leeraphan | Senior Vice President Department Head of Branch Operation & Planning Acting Department Head of Planning & Analytics Acting Department Head of Branch Governance & Process Improvement | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Remarks: ¹ Resignation effective from December 1, 2022

² Retirement effective from January 1, 2023

No. 1 - 31, 33 - 55 are executives according to the definition of the Bank of Thailand.

No. 15 - 18, 21 - 32 are executives according to the definition of the Securities and Exchange Commission.

1. X = Chairman / = Director // = Executive Director * = Authorized Director

- | | | | | | |
|-----|--|-----|---|-----|--|
| 1. | KKP Capital Public Company Limited | 16. | Sub Supabundit Company Limited | 31. | Lerve Company Limited |
| 2. | Kiatnakin Phatra Securities Public Company Limited | 17. | Ocean life Insurance Public Company Limited | 32. | Veranda Resort Public Company Limited |
| 3. | Kiatnakin Phatra Asset Management Company Limited | 18. | Eastern Sugar Company Limited | 33. | WeEat Company Limited |
| 4. | KKP Tower Company Limited | 19. | Neo - Sac Company Limited | 34. | Squirrel (Thailand), Company Limited |
| 5. | KKP Dime Securities Company Limited | 20. | Bee System Company Limited | 35. | Eastern Spectrum Group Company Limited |
| 6. | Crystal Football Club Company Limited | 21. | BOT Lease (Thailand), Company Limited | 36. | Aksom Education Public Company Limited |
| 7. | Kruem Company Limited | 22. | PTT Public Company Limited | 37. | Alpha Absolute Company Limited |
| 8. | K S P Square Company Limited | 23. | Electricity Generating Public Company Limited | 38. | Arkitektura Company Limited |
| 9. | GMM Grammy Public Company Limited | 24. | Fourgle (Thailand), Company Limited | 39. | SCG Packaging Public Company Limited |
| 10. | Chino Italian Company Limited | 25. | Paholyothin Suite Company Limited | 40. | Eduvision Company Limited |
| 11. | Central Pattana Public Company Limited | 26. | Phuket Suite Pavilion Company Limited | 41. | Advanced Information Technology Public Company Limited |
| 12. | Set Venture Holding Company Limited | 27. | Muang Thai Insurance Public Company Limited | 42. | ASCO Business Promotion Company Limited |
| 13. | The Erawan Group Public Company Limited | 28. | Meyer Industries Limited | 43. | I.C.C. International Public Company Limited |
| 14. | WHA Corporation Public Company Limited | 29. | Ruam Wanthana Company Limited | 44. | Lao Telecommunication Public Company |
| 15. | WHA Industrial Development Public Company Limited | 30. | Buranburi Security Guard Company Limited | | |

Information on Directors of Subsidiaries

| Name - Surname | | KKP Capital Public Company Limited | Kiatnakin Phatra Securities Public Company Limited |
|----------------|----------------------------|------------------------------------|--|
| 1. | Mr. Banyong Pongpanich | X | X |
| 2. | Mr. Suvit Mapaisansin | / * | / * |
| 3. | Dr. Supavud Saicheua | / | / |
| 4. | Mr. Aphinant Klewpatinond | / * | / * |
| 5. | Mrs. Patchanee Limapichat | / * | / * |
| 6. | Mr. Norachet Sangruji | / * | / * |
| 7. | Ms. Thitinan Wattanavekin | / | - |
| 8. | Mr. Chavalit Chindavanig | / | / |
| 9. | Mrs. Patraporn Milindasuta | / | / |
| 10. | Mr. Krittiya Veeraburus | / * | / * |
| 11. | Mr. Trairak Tengtrirat | / * | / * |
| 12. | Mrs. Kulnan Tsanthaiwo | / * | / * |
| 13. | Mr. Supachoke Supabundit | / * | / * |

Remarks:

1. X = Chairman / = Director // = Executive Director * = Authorized Director
2. Subsidiary means a subsidiary with a significant revenue of more than 10% of the consolidated total income of the financial year.
3. Information as of December 31, 2022

Information on Internal Audit Head and Compliance Head

1. Internal Audit Head

1) Name and Position

Dr. Narong Preedanan
Executive Vice President, Internal Audit Office

2) Education

- Doctor of Business Administration (DBA), University of South Australia, Australia
- Master of Business Administration, University of Leicester, UK
- Bachelor of Accountancy, Chulalongkorn University

3) Professional Certificates

- CDPSE (Certified Data Privacy Solutions Engineer, ISACA)
- CFSA (Certified Financial Service Auditor, IIA)
- CCSA (Certification in Control Self Assessment, IIA)
- CRISC (Certified in Risk and Information System Control, ISACA)

4) Work Experiences

| | |
|----------------|---|
| 2012 - Present | Executive Vice President, Head of Internal Audit Office, Kiatnakin Phatra Bank Public Company Limited |
| 2004 - 2011 | Senior Vice President, Group Audit, TMB Bank Public Company Limited |
| 2001 - 2003 | Vice President, Financial Markets Audit, DBS Thai Dhanu Bank Public Company Limited |
| 1997 - 2000 | Vice President, Head of Internal Audit, Thailand Securities Finance Cooperation (TSFC) Securities Company Limited |
| 1992 - 1996 | Senior Manager, Finance One Public Company Limited |
| 1991 - 1992 | Management Internal Control, The Chase Manhattan Bank N.A. |
| 1987 - 1990 | Audit Officer, Siam Commercial Bank Public Company Limited |

5) Training Programs

- ESG on Credit Risk, organized by PricewaterhouseCoopers ABAS Ltd.
- BOT Digital Finance Conference 2022, organized by the Bank of Thailand
- Regulatory Data Transformation (RDT), organized by PricewaterhouseCoopers ABAS Ltd.
- Thailand Investment Conference 2022: "Sustainability and Resiliency," organized by KKPS and BofA Securities
- Easy Listening: Accounting Tips That AC Should Not Miss, organized by the SEC
- AI for Business Leader Course, organized by Absolute Alliances (Thailand) Co., Ltd.
- Building a Safe Business Ecosystem with Better Digital Identity, organized by PricewaterhouseCoopers ABAS Ltd., and ForgeRock
- Fraud and Cybersecurity, organized by PricewaterhouseCoopers ABAS Ltd.
- Chief Audit Executive (CAE) Forum: Internal Audit: Soaring Through Turbulent Times (2021), organized by The Bank and Financial Institution Internal Auditors Club
- Privacy & Security: The Privacy Imperatives of Consumer Data, organized by the Thai Digital Technology User Group Association
- Prepare Your Firm for the Crypto-Assets Revolution, organized by Thomson Reuters
- Integrating Human Rights into Risk Management, organized by PricewaterhouseCoopers ABAS Ltd.
- How to Respond to Emerging Fraud Issues in 2021, organized by PricewaterhouseCoopers ABAS Ltd.
- Privacy & Security Summit 2020, organized by the Ministry of Digital Economy and Society and the Thai Digital Technology User Group Association

- Risk and Compliance under a Digital Transformation organized by Thomson Reuters
- Value Creation and Enhancement for Listed Companies with the New COSO 2017 Enterprise Risk Management (ERM), organized by the Faculty of Commerce and Accountancy, Thammasat University, and the SET
- Director Certification Program (DCP), organized by the IOD
- Director Accreditation Program (DAP), organized by the IOD

2 Compliance Head

1) Name and Position

Mr. Aphichart Chongsanguanpradab
Executive Vice President, Legal and Compliance Group

2) Education

- Master of Business Administration with Finance Concentration, Eastern Michigan University, U.S.A.
- Bachelor of Accountancy, Chulalongkorn University

3) Professional Certificates

- ASCO Compliance Training Program in 2022, organized by the Compliance Club, the ASCO
- Operational Supervision for Head of Compliance in 2021, organized by the Thai Bankers' Association
- ASCO Compliance Training Program in 2021, organized by the Compliance Club, the ASCO
- Operational Supervision for Head of Compliance in 2019, organized by the Thai Bankers' Association
- ASCO Compliance Training Program in 2019, organized by the Compliance Club, the ASCO
- Taxation Law No. 1, organized by Thammasat University
- Compliance Professional Standards in 2018, organized by the ASCO

- Supervision of Insurance Business No. 1/2017, organized by Chula Unisearch, Chulalongkorn University
- Compliance Officer of Commercial Bank, organized by the Bank of Thailand together with the Faculty of Law, Chulalongkorn University, and the Thai Bankers' Association
- Bond Regulatory Update, organized by the Thai Bond Market Association
- Audit Program Development, organized by the Institute of Internal Auditors of Thailand (IIA)

4) Work Experiences

- | | |
|----------------|--|
| 2020 - Present | First Executive Vice President, Head of Legal and Compliance Group, Kiatnakin Phatra Bank Public Company Limited |
| 2019 - 2020 | Executive Vice President, Head of Legal and Compliance Group, Kiatnakin Phatra Bank Public Company Limited |
| 2014 - 2019 | Executive Vice President, Compliance Office, Kiatnakin Bank Public Company Limited |
| 2011 - 2014 | Head of Operation Department, Phatra Securities Public Company Limited |
| 2010 - 2011 | Compliance Officer, Credit Suisse (Thailand) Securities Company Limited |
| 2004 - 2010 | Head of Compliance, Phatra Securities Public Company Limited |
| 2003 - 2004 | Compliance Officer, Merrill Lynch International Bank Limited (Merchant Bank) (Singapore Branch) |
| 1999 - 2003 | Compliance Officer, Merrill Lynch Phatra Securities Company Limited |
| 1997 - 1999 | Internal Auditor, Bangkok Bank Public Company Limited |

5) Training Programs

- CEO Dialogue, organized by the SEC and the Faculty of Law, Chulalongkorn University
- Seminar on updating announcements and rules pertaining to debt instruments, organized by the SEC
- Seminar on Deep Dive into Sustainability-linked Bond, organized by the UK Shared Prosperity Fund and EY Corporate Services Limited
- Diploma in Taxation Law No. 1, organized by the Faculty of Law, Thammasat University
- Thailand-EU Seminar on E-Commerce and GDPR, organized by the Royal Thai Embassy in Brussels and the Ministry of Digital Economy and Society
- ASEAN Banking Cybersecurity Conference 2019, organized by the Thailand Banking Sector CERT (TB-CERT), the Thai Bankers' Association
- E-KYC for Digital Financial No. 1, organized by the Thai Institute of Banking and Finance Association
- Electronics Law Program No. 4, organized by the Thai Institute of Banking and Finance Association
- Personal Data Protection Act, B.E. 2562, Process and Practice No. 3, organized by Dharmniti
- Seminar on Latest Debt Collection Act, Announcement of Office of the Consumer Protection Board 2018 and Hire Purchase and Leasing Guidelines, organized by the Thai Hire-Purchase Association
- The Business Law of New Financial Institution Class 1, organized by the Thai Institute of Banking and Finance Association
- The Law of the Office of the Consumer Protection Board in 2018, Market Conduct of the Bank of Thailand and the Practices of the Hire Purchase and Leasing, organized by the Thai Hire Purchase Association
- Anti-Money Laundering and Counter Financing of Terrorist (AML/CFT) Training for Transaction Reports under Section 13 and Section 16 Course 1, Class 2, organized by the AMLO
- The Information Technology Risk Supervision of Financial Institute, organized by the Compliance Club, the Thai Bankers' Association
- Compliance Professional Standards in 2018, organized by the Compliance Club, the ASCO
- Anti-Corruption Working Paper Program No.3/2018, organized by the Federation of Accounting Professions under the Royal Patronage of His Majesty the King
- Workshop for Customer's Risk Management Framework, organized by the SEC
- Compliance and Compliance Audit Auditing 7.0 CPE Credits, organized by the IIA
- Roundtable Discussion 2018: Driving Business Value & Sustainability through Active Investors, organized by the SEC
- Discussion on the Privacy Protection, Big Data, and GDPR in the Digital Economy Development, organized by the Bank of Thailand and the College of Local Administration, Khon Kaen University
- The Financial Instruments: TFRS 9, organized by the Ministry of Commerce's Department of Business Development
- Insurance Expo 2018: Converging Insurance Business Model with Insurance in Digital Disruption, organized by the OIC
- Re-Inventing Business Model Through Technological Lens, organized by the SEC and Business Software Alliance (BSA)
- Financial Advisor' Code of Conduct and Working Procedures under Code of Conduct (Amended), organized by the Investment Banking Club, the ASCO

- Guideline for the Registration of Secured Transaction Contract of the Department of Business Development, organized by the Ministry of Commerce's Department of Business Development
- Review of Guidelines for the reporting entity to be in compliance with the AMLO
- The Focus Group: The Industry Utilizes Information Technology to Enhance Regulatory Processes (RegTech), organized by the SEC
- The Standardization of AML/CFT, organized by the AMLO
- The Annual Seminar: Future Banking Evolution or Revolution, organized by the Human Development Club, the Thai Bankers' Association
- The Preparation for the Financial Sector Assessment Program (FSAP), organized by the SEC
- Risk and Compliance, organized by Wells Fargo Bank and the Thai Bankers' Association
- The Market Conduct Guideline for Commercial Bank, organized by the Compliance Club, the Thai Bankers' Association

6) Roles and Responsibilities

1. Provide Legal and Compliance Group's strategic plan (business, budget, and resource plans), consistent with the organization direction and strategy.
2. Determine the Legal and Compliance Group's goals and objectives in relation to organizational direction, as well as their management benchmarks.
3. Prepare performance evaluation, conduct monitoring, follow up on guidelines, and perform assessments as such.
4. Determine and approve compliance policies.
5. Develop conclusive compliance system/process and update relevant laws, as well as distribute notices, guidelines, policies, and manual, including KM distribution.
6. Advise and provide training in relation to policies, processes, or other matters with respect to relevant laws, rules, and guidelines, especially those in connection with new products or financial transactions, to directors, management, and employees.
7. Assess the sufficiency and effectiveness of processes and provide solutions to other parties to improve processes related to compliance issues.
8. Determine guidelines for record retention of agreements between the Bank and clients, e.g., hire purchase agreements, loan agreements, etc.
9. Determine and assess guidelines for a compliance surveillance program in accordance with applicable laws and regulations enforced on financial institutions and report any potential regulatory risks.
10. Determine guidelines for the compliance surveillance program with the Bank's policies, notices, processes, and work manuals.
11. Determine guidelines with other parties to improve the work process in relation to regulatory compliance.
12. Monitor, analyze, and investigate transactions for any potentially suspicious transactions, as well as report to the AMLO and collectively consider a mutual resolution.

Assets for Business Operation

Details on the assets for business operation are shown in section 1.2 in Form 56-1 One Report.

Corporate Governance Policy

Kiatnakin Phatra Bank Public Company Limited

Introduction

Realizing its responsibility towards all stakeholders, the Board of Directors of Kiatnakin Phatra Bank Public Company Limited has continually run the business in line with corporate governance principles.

The Board of Directors has therefore regularly reviewed and approved the revision of the Bank's Corporate Governance Policy on an annual basis (Latest update on September 22, 2022) in order to maintain practical guidelines in the business operation and improve the standard of the Group's corporate governance to be more comparable with international standards. The Bank's Corporate Governance Policy is comprised of five sections as follows:

- Section 1: Rights of Shareholders
- Section 2: Equitable Treatment of Shareholders
- Section 3: Role of Stakeholders
- Section 4: Disclosure and Transparency
- Section 5: Board Responsibilities

The Board of Directors strongly believes that good corporate governance will enable the Bank and the Group companies to have a proper management system with efficiency, transparency, accountability and fairness to all related parties and allow the Group to build trust and increase competitiveness under a system of good ethics and social responsibility. This will build strong stability and a long-term foundation for the Group. For that reason, the practice of Corporate Governance Policy is one of the prime missions of the Board of Directors, executives and employees in order to benefit the Bank, the Group, shareholders, clients, stakeholders, the community and the overall society.

Section 1: Rights of Shareholders

The Board of Directors has realized and emphasized the importance of rights of shareholders. The statutory rights of shareholders embrace the right to attend and vote in the shareholders' meeting, the right to appoint a third party as a proxy for attending and voting

in the shareholders' meeting on his/her behalf, the right to vote on the election or removal of each individual director, the right to vote on directors' remuneration annually, the right to appoint external auditors and fix their remuneration, the right to obtain information, participate and vote in the shareholders' meeting if there are any significant corporate changes - capital structure, controlling authority or major asset transfer of the Bank. In addition, the Bank provides shareholders the right to express their opinions and raise questions during the shareholders' meeting, the right to perceive regulations and procedures of the shareholders' meeting, the right to propose agenda items for the shareholders' meeting, the right to nominate directors, the right to be involved in improving the Bank's business performance, the right to share in the Bank's profit and the right to receive sufficient and up-to-date information in a timely manner. Meanwhile, the Board of Directors aims to encourage all shareholders to fully exercise their rights. The Bank will not execute any tort affecting or derogating the rights of shareholders.

Practical Guidelines

In order to protect the shareholder's rights and facilitate the shareholders to exercise their rights, the Board of Directors establishes the practical guidelines as follows:

1. Shareholders' meeting

1.1 Meeting schedule and venue

- The Annual General Meeting of Shareholders ("AGM") is held within four months from the end of the Bank's fiscal year or as stipulated by law.
- The Board of Directors may call an Extraordinary General Meeting of Shareholders ("EGM") to consider a special agenda item. On the other hand, shareholders have the right to submit the joint letter to the Board of Directors to call an EGM at any time as prescribed by the Bank's Articles of Association. In this case, the Board

of Directors will call the meeting within forty-five days from the joint letter submission date.

- The Board of Directors fully facilitates all shareholders, including institutional shareholders, to attend the shareholders' meeting, which is not held on a commercial bank holiday. The shareholders' meeting is set up at the Bank's office or any other place, which offers convenience in transportation for shareholders, or as stipulated by law.

1.2 Notice of shareholders' meeting

- The notice of shareholders' meeting shall clearly indicate the meeting date, time, venue, agendas, the fact and reason. Moreover, the proposed agendas are clearly identified as either for acknowledgement, approval or consideration (case by case). The Board of Director's opinion is fully presented together with the criteria and procedures for attending the meeting and voting in each agenda.
- The Bank fully endeavors to deliver the notice of shareholders' meeting by post to shareholders at least twenty-eight days prior to the shareholders' meeting date. In addition, the Bank discloses the information on AGM on its website at least thirty days prior to the shareholders' meeting date in order for shareholders to have enough time to consider the meeting information in advance prior to receiving the notice of shareholders' meeting in a hard copy format.
- The notice of shareholders' meeting is publicized in daily newspapers not less than three days prior to the shareholders' meeting date for three consecutive days.
- The Bank also prepares the notice of shareholders' meeting in English version and publishes at the same

time as the Thai version to facilitate foreign shareholders.

1.3 Granting proxy to attend the shareholders' meeting and vote

- The Bank allows shareholders who are unable to attend the shareholders' meeting to appoint a third party as their proxies and vote on their behalf.
- The Bank encourages shareholders to use the proxy form on which shareholders are able to specify their votes by providing such proxy form together with the notice of shareholders' meeting. Shareholders can also download such proxy form from the Bank's website.
- The notice of shareholders' meeting clearly informs shareholders of all necessary documents for granting proxy. The Bank avoids requiring any condition which makes proxy granting be complicated.
- The Bank proposes at least one independent director as an option for shareholders, who cannot attend the shareholders' meeting in person, to appoint as their proxies.

1.4 Rights of shareholders in AGM

- The Bank allows shareholders to submit questions in advance prior to the AGM date and discloses the criteria for submission of questions in advance on its website.
- The Bank facilitates shareholders and proxies in attending the shareholders' meeting. On the meeting date, the registration will be open not less than two hours before the meeting commences. The Bank gives shareholders and proxies, who show up after the meeting has started, the chance to vote on agenda items still under deliberation.
- The Bank arranges sufficient staffs and technology to review each shareholder's document and facilitate

the exercise of shareholders' right in participating the meeting and voting.

- Before the meeting commences, shareholders will be informed about the number and ratio of meeting attendants, meeting rules, and voting and vote-counting procedures.
- Voting cards are used in all voting agendas. Vote-counting in each agenda item shall be open and within an appropriate time by counting one share for one vote. The majority vote or a vote required by law for that agenda is the resolution. The voting cards will be kept for later inspection for an appropriate period of time.
- The Bank utilizes a reliable meeting platform and/or allows an independent person to jointly examine the voting in the shareholders' meeting with the Bank's staff.
- In the shareholders' meeting, the Chairman of the meeting will run the meeting in accordance with the agenda items prescribed in the notice of meeting without adding any other agenda item which is not notified to shareholders in advance.
- The Bank allows shareholders to vote for director election individually.
- The Bank allows shareholders to consider and approve the directors' remuneration, both in the form of monetary remuneration and other benefits, as well as presents the policy and guidelines for fixing directors' remuneration for shareholders' consideration.
- During the meeting, the Chairman of the meeting will allow shareholders to express their opinions and make inquiries within an appropriate time and request relevant directors or executives to clarify and provide complete information to shareholders.

1.5 Agenda proposal for the shareholders' meeting and director nomination

- The Bank provides opportunity for shareholders to propose agenda items, which are considered important, for the AGM and nominate qualified candidates to be elected as the Bank's directors to the Nomination and Remuneration Committee and the Board of Directors for consideration.
- The Bank discloses details, criteria and procedures for proposing the shareholders' meeting agendas and nominating directors, including required qualifications of directors and independent directors, on its website in order to ensure that shareholders are equitably treated.
- The Bank announces via the SET's channels and its website in advance for at least three months prior to the end of its fiscal year the opportunity to propose the agenda items and nominate directors for the next AGM.

1.6 Participation of directors and executives in the shareholders' meeting

- The Board of Directors gives the importance on the shareholders' meeting. Thus, it encourages directors, Chairman and members of the sub-committees, executives, related head departments, and auditor to attend the shareholders' meeting to answer questions to shareholders.

1.7 Resolution and minute of the shareholders' meeting

- Comprehensive minute of the shareholders' meeting is recorded. It includes names, numbers and proportion of attending directors, names, numbers and proportion of non-attending directors (if any), voting and vote-counting procedures, key discussion issues, questions raised, clarifications, comments, resolution

results and complete voting results (for approve/against/abstaining and voided cards) of each agenda item.

- The Bank discloses the resolutions of the shareholders' meeting with voting results within the following business day of the shareholders' meeting date through the SET's channel and on its website.
- The Bank ensures that minute of shareholders' meeting is submitted to regulators within specified period of time and encourages the disclosure of the minute of shareholders' meeting on its website within fourteen days from the meeting date so that shareholders can review.

2. Dividend payment

- The Board of Directors establishes the dividend payment policy by considering on its financial position, business trend, industry outlook and demand for capital usage. Dividend will be paid out from the net profit after deducting all capital reserves under relevant laws. Dividend payment policy includes the annual dividend and interim dividend and can be changed upon the capital plan or other necessities and appropriation in the future.
- For the dividend agenda, the Bank will present to shareholders its dividend payment policy, proposed dividend amount, supporting reasons and other information for consideration. In the case the dividend is proposed to be omitted, the Bank shall also disclose the reasons and information for consideration.
- The Bank will rapidly notify the resolution of the shareholders' meeting or the Board of Directors' meeting to shareholders regarding a dividend payment through the SET's channel and on its website and make a dividend payment within thirty days from the date on which the shareholders or the Board of Directors have approved.

3. Appointment of auditor

- The AGM appoints auditors and approves their remuneration annually. The auditors and auditors' remuneration, proposed to the shareholders' meeting for approval, must be pre-approved by the Audit Committee and the Board of Directors.
- The Bank shall disclose complete details of proposed auditors, such as auditors' names, audit firm and background as well as their audit and non-audit fees the Bank and its subsidiaries paid to auditors in order for shareholders to consider their competency and appropriateness.

4. Request for the Bank's information

- The Bank provides channels for shareholders to contact and request for the Bank's information directly from the Bank's corporate secretary or investor relations officer.

5. Share repurchase

- The Bank will comply with related regulations on share repurchase and conduct the share repurchase (if any) in a transparent manner.

6. Communications among shareholders

- The Bank will not obstruct or block any communications among shareholders.

Section 2: Equitable Treatment of Shareholders

The Board of Directors respects and values the importance of equitable treatment of shareholders.

Practical Guidelines

To ensure that shareholders are equally treated and protected for their basic rights, the Board of Directors establishes the practical guidelines as follows:

1. The Bank treats shareholders equitably for participating in the shareholders' meeting, receiving information and voting by one share for one vote. Shareholders who have a special business stakeholding in any agenda item shall not have the right to vote on such agenda item.

2. The Bank facilitates shareholders by allocating appropriate time and opportunity to express their opinions and raise questions during the meeting.

Section 3: Role of Stakeholders

The Board of Directors is beholden to shareholders. Each director is considered a representative of shareholders in the administration of the Bank and the Group by being independent and free from bias, ensuring the benefits of shareholders. In its operations, there are many stakeholders, namely the shareholders, clients, employees, counterparties, competitors, creditors, as well as community, society and environment. Every group of stakeholders shall be justly treated and fairly receive treatments according to their statutory rights and agreements.

Practical Guidelines

1. The Bank's and the Group's websites have been developed so that they can become channels through which the stakeholders can participate to enhance the operation of the Bank and the Group. Stakeholders can make suggestions and give advice through the websites. This promotes cooperation among the Bank, the Group and its stakeholders to create financial stability and sustainability of the business.
2. The Bank has arranged for reporting channels for whistleblower, e.g. the report on the inaccuracy of financial reports, deficient internal controls or any illegal or unethical activities or any suspected corruption or improper behavior of all employees. Employees and other stakeholders can communicate these actions to the Bank through various channels, e.g. electronic email to independent directors or KKP Contact Center. Moreover, employees can directly contact the Chairman of the Board of Directors, the Chairperson of the Audit Committee, the Chief Executive Officer (CEO), the President or the Head of the Internal Audit Office to file complaints on such wrongdoing.
 The Bank has set the whistleblower protection process and will not commit any unfair treatment to

all employees, temporary staff or contract staff who report any suspected acts. The Bank realizes the importance of keeping whistleblower's information, reported information and evidence confidential. Such information will be acknowledged only among the responsible parties or only be disclosed by law as stipulated. In addition, the whistleblowers can submit a complaint confidentially. The Bank will handle complaints according to the Bank's whistleblowing process as well as investigation and disciplinary regulation.

3. To ensure all stakeholders are well and fairly treated according to their statutory rights and agreements, the Board of Directors has defined treatment guidelines for various stakeholder groups as follows:

3.1 Role, practice and responsibilities of the Group towards shareholders

The Group strives to conduct business in a careful and cautious manner so as to obtain a good performance, competitive capability and steady and sustainable growth and takes into account the current and future risks in order to add value to shareholders in the long term. The Group has duties to operate businesses, disclose information transparently and fairly to all shareholders for the utmost benefit of shareholders as a whole and try its best to protect the assets and reputation of the Group.

3.2 Role, practice and responsibilities of the Group towards employees

All employees are valued resources and a key success factor in the business operation. Therefore, the Board of Directors has defined guidelines for employee treatment as follows:

- Trainings are continually provided on a regular basis throughout the organization to encourage the development of knowledge, skills and working capabilities of employees. The Group also supports employees to partake in external trainings and seminars arranged by specialists.
- The Group arranges for a system of remunerations and benefits accordingly and equivalent to standards of other firms

- in the same industry and also provides retirement compensation adequate for a secure life.
 - The Group has in place a system of appointment, transfer as well as rewards and punishments based on the knowledge, capability and suitability of employees.
 - The Group respects the rights of every employee by treating each employee and individual with dignity and maintaining secrecy on personal information. The Group does not tolerate discrimination on the grounds of race, nationality, religion, gender, age, disability, sexual orientation and any other forms of illegal maltreatments.
 - The Group supervises, manages and justly treats all employees with kindness, politeness and respect and provides working opportunities for employees at every level. Also, the Group strives to develop a positive corporate culture and working atmosphere.
 - In terms of safety and health, the Group sets up a working environment taking into account safety, health and environment suitable for employees to work. The Group provides all employees with medical care and yearly health check-up with accident and medical insurance coverage.
 - The Group sets up the Guidelines for Business Conduct Policy prescribing the framework for employees in business dealings so as to obtain the best value as required by the Group and set standard of behaviors with a sense of honest. The Group arranges for the dissemination of the Guidelines for Business Conduct Policy to be used in conjunction with the employees' rules and regulations of which the compliance is to be reviewed periodically.
 - The Group communicates with employees on its objectives, goals, culture and strategies so that they have the same target in creating corporate value.
 - The Group sets up regulations and procedures in connection with complaints from employees.
- 3.3 Role, practice and responsibilities of the Group towards clients
- The Board of Directors realizes that clients' satisfaction and trust in the Bank and the Group are essential, therefore, the Board of Directors has defined guidelines for client treatments as follows:
- The Group strives to initiate innovation in product and service development including process improvement to provide best-quality products and services to clients by keeping in mind their needs and benefits.
 - The Group provides complete and accurate information about products and services without any distortion of fact, bearing in mind the clients' benefits.
 - The Group does advertising and public relation activities responsibly without misrepresentation or exploitation of clients' misunderstanding to avoid promoting undesirable behavior.
 - The Group implements market conduct without any practice which is unjust and ensures that clients are consistently treated in accordance to the terms agreed with care and honesty.
 - The Group respects clients' information privacy and does not release client information to third parties, except upon clients' authorization or when permitted or required by law. The Group will not make profit by selling clients' personal information. Employees do not discuss on their clients with any other employees not relating to the matter. Furthermore, the Group abides by all legal regulations and additional rules in regard to clients' information. In the event of doubt, employees must consult with their direct supervisors or the Legal and Compliance Group.

- The Group carries out client satisfaction surveys, monitors its result, and welcomes clients' complaints on products and services. Upon receipt, such complaints are investigated and remedial actions are provided promptly.

3.4 Role, practice and responsibilities of the Group towards counterparties

- The Group treats all counterparties equally and justly in all transactions.
- The Group shall strictly adhere to all terms of any agreement. In the event that the Bank or the Group companies fail to do so, the counterparties will be informed immediately in order to find a reasonable and mutually-acceptable solution.
- The Bank and the Group companies have their procurement policy and implement a procurement system in which the selection process for seller, counterparties and consultants must be based on the premise that the Bank/the Group will receive maximum benefit. This is done in a transparent manner, free from any bias and able to be audited. Employees are not allowed to receive any benefit from parties entering the bidding process. If there is evidence of dishonest request or benefit receipt, counterparties will be informed so the problem will be fairly solved in a timely manner.
- The Group has in place an audit system which will not permit the disclosure of any information of counterparties or the use of such information for conducting business in any illegal manner.
- The Group uses a proper form of agreement for each case. This is to be administered and reviewed to ensure that all conditions of the agreement have been met.
- The Group does not cooperate or encourage any person or entity related with illegal conduct or threat to society and the security of the nation or any activity connected with corruption.

3.5 Role, practice and responsibilities of the Group towards competitors

The Bank and the Group companies conduct the business ethically and in accordance with rules and regulations. The Bank and the Group companies avoid any search for confidential information of business competitors by dishonest or improper means and refrain from tarnishing competitors' reputation without truth.

3.6 Role, practice and responsibilities of the Group towards creditors including creditor guarantees

- The Bank and the Group companies strictly abide by all terms and conditions as stipulated in agreements with creditors and creditor guarantees in respect to the purpose and utilization of loan, repayment and proper maintenance of collateral in compliance with related laws and regulations.
- The Bank and the Group companies provide correct and honest status and financial reports to creditors periodically and in the event that the Bank/the Group companies are unable to comply with any conditions of agreement, the Bank/the Group companies will immediately inform the creditor so as to find a reasonable and mutually-acceptable solution. The Bank and the Group companies strive to maintain good relationships and mutual trust with creditors.
- The Group has established a strategy in the treasury function to promote security and strength in capital management to prevent the Group from experiencing difficulties in repaying creditors. There is also a liquidity management on debt repayment to meet the maturity in a timely manner.
- The Risk Oversight Committee is responsible for planning, monitoring and controlling the Group's capital to ensure its sufficiency while considering the Group's position and business activities. In doing so, the Group has an appropriate

Internal Capital Adequacy Assessment Process (ICAAP) which is able to cover the Group's significant risks under normal circumstances or crisis and is in accordance with the capital management standards under Pillar II of the Bank of Thailand (BOT).

3.7 Role, practice and responsibilities of the Group towards the community, society and the environment

The Board of Directors places importance on the responsibility for the community, society and environment, therefore, the following guidelines are defined.

- The Group acts as a responsible citizen, supporting democracy under the democracy system and remains unbiased in politics. Employees are permitted to exercise their rights and political freedom, which is an individual right, but are not permitted to do so under the name of the Bank/the Group.
 - The Group strictly conducts the business under relevant laws and regulations.
 - The Group will not take part in any activity which causes harm to the community, society or the environment and will not partake of any profit which can arise from burdening society.
 - The Group stands firm in its commitment to the synergy of the benefit of organization, employees, clients and shareholders with economic development and financial and capital markets of Thailand. The Group strives to keep growing together with Thailand's financial and capital markets.
 - The Group tries to assist the financial and capital and securities markets to steadily grow.
 - The Group supports the use of knowledge and expertise of the Bank, the Group companies and its employees on different fields, such as management, financial and investment management, systems implementation, law, etc., for the benefit of society and the community.
 - The Group supports employees at every level in developing their skills with periodic training seminars to instill a sense of responsibility towards the community, society and the environment. The Group promotes and creates awareness among employees of the need for natural resources and energy conservation and how to use them wisely.
 - The Group supports and encourages employees to volunteer and participate in social activities and charity works.
 - The Group sets aside an appropriate budget for community, social and charity works without being limited to projects which can be used for tax reduction purpose only.
 - The Group supports projects which help maintain culture and traditions as well as promotes religious activities.
 - The Group supports the strengthening of the community in which it is located as well as other communities so that they can become self-reliant, help each other, improve the quality of life and live with happiness.
4. The Bank and the Group companies have implemented internal policies and guidelines ensuring stakeholders and society, in which the Bank and the Group companies are conducting businesses, are fairly treated, such as:
- 4.1 Prevention of the use of internal information of the Bank for illegal purposes or for their own personal gain or others
- The Group has issued a written directive forbidding the use of internal information for personal or others' gain, which will be taking advantage of others. The Group forbids directors, executives, employees and related persons including spouse, children and adopted children who are under the legal age to use any undisclosed information which can affect the change in the value of the shares or for securities

trading of the Bank.

- The Bank forbids any directors, executives and employees, who are aware of the important information and financial statements, to trade the Bank's shares seven days prior to the end of quarter until at least one trading session has elapsed after the Bank's financial statements have been made available to the public.
- Directors, executives and employees, who can access such undisclosed information, must ask for approval prior to trading shares of the Bank at least one day and the approval is valid from the next business day until the end of the third business day.
- Reports on the changes in the Bank's shares and derivatives holding of directors and executives are presented to the Board of Directors' meetings at least quarterly.
- The Group continually provides information on the practices of the usage of internal information among directors, executives and employees at all levels throughout the entire organization, so that they are aware of the duties and responsibilities as set out in the regulations.

4.2 Protection against conflict of interest

- "Conflict of interest" occurs when an individual's private interest interferes in anyway or even appears to interfere with the interest of the Group as a whole.
- Directors, executives and employees of the Group must avoid activities, interests or associations which may interfere with the independent exercise of their judgement or the best interests of the Group, clients, shareholders or the public or activities which are unethical or can damage the Group's good reputation.
- The Group puts in place measures to protect against any conflict of interest which may arise by creating awareness so that directors, executives and employees of the Group avoid any contacts with individuals who may cause a conflict of Interest with the Group. However,

the Group may not be able to foresee all circumstances and in the event that incidents do occur, the matter shall be conducted with ethics and responsibility.

4.3 Connected transactions

- The Group does not encourage any transactions entered into between the Group and directors, executives, major shareholders or related persons. This is to avoid any potential conflict of interest. However, in the course of doing business, it may be necessary for the Group to enter into such transactions. This is to be done within the procedures and framework of regulations of such matters.
- The Group has established the guidelines relating to connected transactions and transactions which may lead to a conflict of interest. In order for the Group to enter into any connected transaction and where there is the possibility of a conflict of interest, this transaction must go through a rigorous process of consideration, which must be clear, free from bias and within the boundaries of good ethic practices, keeping in mind the importance of its being beneficial to both the Group and overall shareholders.
- Directors and executives, who have an interest in any transaction or matter affecting the Group, are required to report such interest and not participate in the decision-making process on such issue for the utmost benefit of the Group.
- The Bank's Audit Committee has the authority in considering and disclosing the connected transactions or transactions which may lead to a conflict of interest to ensure that they are in compliance with the laws and the SET's regulations, reasonable and for the highest benefit of the Group.

4.4 Securities trading by directors and executives

- Directors and executives have to maintain their securities trading accounts with the securities companies in the Group, unless they are exempted under the

specified regulations. The securities trading transactions with directors and executives must be on an arm's-length basis without taking unfair advantage of anyone through unethical or illegal means. The transactions must be entered into in the ordinary course of business on substantially the same terms as those prevailing at the time for comparable transactions with other similarly situated clients.

4.5 Engaging in business outside the Bank/ the Group companies

- Directors, executives and employees may engage in any outside business of the Bank/the Group companies. Outside business activities and interests include serving as a partner or shareholder in another business, an officer in a family-owned corporation or an outside director of another company. The appropriateness of engaging in these and other types of outside business activities depends on several factors, such as the nature and extent of the outside interest, the relationship between the Bank/the Group companies and the outside entities and the duties involved.
- Prior to taking up a post as director or executive in any other business, directors, executives and employees must receive written approval from the unit assigned by the Bank and be in accordance with the Bank's regulations.
- Directors, executives and employees must strictly abide by the policy and regulations governing outside interests, such as reporting all of their outside business dealings, including partnerships or shareholdings in other companies, to the Bank/the Group companies in order to consider for any conflict of interest that may arise.

4.6 Respect intellectual property

- The Group respects the intellectual

property of other parties and complies with the intellectual property laws.

- The unauthorized use of another party's patented, trademarked or copyrighted (audio, video, text) materials is strictly prohibited; regardless of their sources. In addition, the Group does not permit the use of software or other devices whose primary purpose is the circumvention or violation of another's intellectual property rights.

4.7 Anti-corruption and anti-bribery

- The Group intends and is committed to taking a stand against corruption in any form by adhering to the Anti-corruption Policy and regulations according to Thai laws on anti-corruption.
- The Group discloses its Anti-corruption Policy to the public and will not cooperate or support any person or entity involving in illegal activity, corruption or threat to society and nation security.
- The Group communicates its Anti-corruption Policy and regulations with employees and regularly arranges training courses for directors, executives and employees to reiterate on anti-corruption.
- The Group arranges for reporting channels for complaints and whistleblowing on any suspected corruption or improper behavior of employees of the Bank and the Group companies. The Group also sets the whistleblower protection process and realizes the importance of keeping reported information and evidences confidential.

Section 4: Disclosure and Transparency

The Board of Directors realizes the importance of important information disclosure, both financial and non-financial. The information disclosure must be conducted properly, accurately, transparently and promptly through the channels that are easily accessible and trustworthy and under the regulations of the SEC, the SET and the BOT.

Practical Guidelines

In order to ensure that important information will be disclosed completely, with transparency and promptly, the Board of Directors has defined the following guidelines:

1. All important information, both financial and non-financial, is disclosed correctly, accurately, on a timely basis and in a transparent manner through the SET's channel, the annual registration statement/ annual report (Form 56-1 One Report), the website in both Thai and English as well as through public media (in some circumstances) so that shareholders can equally receive information.
2. The information disclosure will not cause damage to the relationship between clients and the Bank/the Group or in any way infringe on the right to secrecy of the clients, shareholders and other stakeholders.
3. In discharging duty in respect to communications of confidential information, every employee must follow the regulations.
4. The Bank publicizes the Corporate Governance Policy and the guidelines and policies on conducting business with social responsibility including its practices through various channels, such as the Form 56-1 One Report, website, etc.
5. The Bank discloses the responsibility of the Board of Directors to the financial report, which is signed by the Chairman of the Board of Directors and the CEO, together with a report from the auditor, in the Form 56-1 One Report .

6. The Bank ensures that its Form 56-1 One Report and management discussion and analysis (MD&A) reflect its financial status and performance adequately and encourages the disclosure of MD&A on a quarterly basis together with the disclosure of financial statements.
7. The Bank discloses the duties and responsibilities of the Board of Directors and sub-committees, number of meetings, attendant record, opinion in performing duties, as well as reports of sub-committees in the Form 56-1 One Report.
8. The Bank discloses the process, criteria and result of the Board of Directors' and sub-committees' performance evaluation in the Form 56-1 One Report.
9. If any advisor to the Nomination and Remuneration Committee is appointed, its independency will be disclosed in the Form 56-1 One Report.
10. The Bank discloses in its Form 56-1 One Report the remuneration policy and guidelines for the Board of Directors and executives which reflects their duties and responsibilities, directors' remuneration structure, directors' remuneration received from holding directorship at subsidiaries, audit and non-audit fees, related party transactions, shareholding structure of the Group, guidelines and process on selecting directors and executives and other information of directors and executives, such as direct and indirect shareholding, directorship in other listed companies, trainings, etc.
11. The Bank discloses the duties, responsibilities and experiences of the Bank's corporate secretary in the Form 56-1 One Report.
12. The Bank discloses the important information relating to corporate governance to shareholders and the public to promote and demonstrate that the Bank is committed to good corporate governance in the Form 56-1 One Report.

13. The Bank discloses in its Form 56-1 One Report/Sustainability Report the policy and practices relating to environmental management of the Bank and the Group companies. This is to reflect the commitment to reduce negative impacts on various environmental issues, such as energy, water, garbage, waste, pollution and mitigation of greenhouse gas problems (if any).
14. The Bank discloses in its Form 56-1 One Report the information relating to important changes and major developments of the Group, as well as the developments of innovation in work processes, products and/or services (if any), in order to demonstrate the continuing development to serve the needs of stakeholders and prepare for economic, social and environmental changes.
15. The Bank discloses in its Form 56-1 One Report the risk management policies and plans to demonstrate that the Bank monitors and assesses the risks affecting the achievement of its vision, objectives, goals or business strategies. Current and emerging risk factors, including measures for controlling such risks to be in an acceptable level, are also disclosed.
16. All disclosed Information, as well as that made public to shareholders and investors, is disseminated through websites of the Bank/ the Group, which are upgraded, regularly updated and made bilingual to benefit shareholders.
17. The CEO, the President and any other personnel that have been assigned as investor relations officer will be responsible for the relationship with investors and providing information to shareholders, securities analysts and others with interest in shares of the Bank. This is another channel through which investors and shareholders may communicate with the Bank. The Bank and the Group companies have set proper protocol for information disclosure, which must be followed in both normal and urgent circumstances.
18. The CEO, the President and any other personnel, who have been authorized by the CEO or the President, have the authority to issue press release or publicize important information about the Bank/the Group. However, the CEO or the President may assign executives of each business group to disclose the information relevant to its particular business.
19. The Group ensures that its staffs, who are responsible for arranging and disclosing information of the Bank and the Group, such as high level executive of accountancy and finance, investor relations officer and corporate secretary, possess proper knowledge and are sufficient in number.

Section 5: Board Responsibilities

The Board of Directors has an important role in administering and governing operations of the Bank and the Group Companies. The proper structure and the well-defined duties of the Board of Directors are essential to their performance quality. The elected directors of the Bank must be faithful to their duties, visionary, skillful and willing to devote their time so as to perform their duties to the fullest extent. They must also be independent and free to make their decisions in order to benefit the Bank, the Group and the shareholders. Furthermore, to obtain the best performance of the Board of Directors, the Bank has set up sub-committees to assist in administering, studying and scrutinizing the work as needed.

Practical Guidelines

The structure of the Board of Directors must be appropriate for conducting businesses and the framework of the authority, duties and responsibilities of the Board of Directors needs to be clearly defined, making benefit to its performance. Therefore, the Board of Directors has defined the following guidelines:

1. Board structure

1.1 Board composition

- The Bank's Board of Directors is comprised of no less than five directors and no less than half must have a domicile in Thailand.

- The ratio of independent directors to the total number of directors on the Board should be at least 1:3 with no less than three independent directors. Also, at least half of the Board members must be independent directors or non-executive directors.
- The Chairman of the Board of Directors must be an independent director or non-executive director, unless approved otherwise by the BOT.
- The Board members must be varied in skills, specialized experiences, gender, age, etc., which commensurate with size, complexity, business nature, risks and strategies of the Group. There must be at least one non-executive director who has experience in main business of the Bank and at least one director on the Board who has knowledge or experience in IT field.

1.2 Director qualification

- Directors need to be knowledgeable, skilled and experienced in conducting a business, understand the business obstacles that can arise, be capable in performing their duties proficiently and in consistent with both short- and long-term business strategies, as well as able to offer a different perspective relating to important risks. These factors will benefit the Bank and the Group and create competitive advantage in the industry.
- Directors must be honest, truthful and have ethics.
- All directors must have these abovementioned attributes and none of the characters considered to be illegible under the regulations governing listed companies as well as government agencies. In the case of independent directors, they must have qualifications that meet those of

the Bank, the BOT and those set by the Capital Market Supervisory Board.

- Directors must devote time to the Bank and the Group and prepare to attend all meetings of the Bank.

1.3 Term of directorship

- At every AGM, at least one-third (1/3) of the directors shall be retired from their positions. Should the number of directors not be divisible into three equal parts, the nearest number to one-third shall retire from office. Directors retiring by rotation can be re-elected as directors.
- Independent directors can hold their positions for no more than nine consecutive years. For any independent director who has held the position for nine years and wants to be re-appointed as an independent director, such director must have been discharged from the position at least two years before the day the appointment request is submitted to the BOT.
- For any independent director who has held the position for less than nine years, if he/she has been discharged from the position, such independent director may be re-appointed as an independent director. Yet, the term of directorship of such independent director must all be counted.

1.4 Director nomination

- Through the Bank's website, the Bank allows shareholders to nominate persons to be elected as the Bank's directors to the Nomination and Remuneration Committee and discloses the required qualifications for the directors and independent directors so shareholders can propose candidates with complete qualifications as specified.
- The Nomination and Remuneration Committee is responsible for selecting

and determining appropriate persons with experiences, knowledge and competencies beneficial to the Bank and the Group to be nominated as the Bank's directors, independent directors or Audit Committee members and to be proposed to the Board of Directors or the shareholders' meeting in accordance with the Bank's Articles of Association.

- In case the Nomination and Remuneration Committee nominates the existing director to be re-elected, the previous performance of such director should be also considered.
- For nominating new directors, the Bank prepares the board skill matrix or may use a consultancy firm or a director pool to determine qualifications of new directors by considering competencies, skills and experiences, which are necessary but still lacking for the Board of Directors and in line with the Bank's and the Group's business strategies.
- When the term of an independent director of the Bank is complete or there is a need for a new election, the Nomination and Remuneration Committee will recruit the appropriate candidate based on experiences, knowledge and competencies beneficial to the Bank and the Group and the Bank's required qualifications and propose to the Board of Directors' or the shareholders' meeting for consideration and election in accordance with the Bank's Articles of Association.
- In the event that any directorship becomes vacant prior to the completion of the term and the remaining term is no less than two months, the Nomination and Remuneration Committee may nominate a candidate with required

qualifications and without any legal provisions to the Board of Directors for consideration. The resolution to appoint a director requires the votes of not less than three-fourths of the remaining number of directors and such director will be in the post for the remaining term of the directorship that is vacated.

1.5 Directorship in other companies of directors

- The Bank is well aware of the value of the experience the directors will gain by being directors of other agencies. Nevertheless, in order to allow executive directors to have sufficient time to perform their duties to the fullest extent, the position held at other agencies must be under the condition that they will not have an adverse effect on the performance of their duties as directors of the Bank.
- The Bank's directors may hold the position of Chairman of the Board, executive director or authorized director, one or more of these positions, at no more than three business groups. If the company in which a director holds a title is a single company, then it will be counted as one group. If the company is acquired through debt restructuring, it will be considered as the company in the same group of the Bank.
- The Bank's directors can serve as directors of other listed companies on the SET and overseas stock exchanges for no more than four companies, excluding listed companies on the SET acquired through debt restructuring.
- The Bank's executive directors shall be director of no more than two listed companies outside the Group.
- The Bank's directors may not be partner or director in any private or

public company which operates in the same industry and is considered in direct competition with the Bank, unless the shareholders' meeting has been informed prior to being elected.

- Prior to taking up the post of director, officer or employee in any other business, the Bank's executive director must receive approval from the Bank. If the Bank's executive director wishes to take up a post of director in a listed company in Thailand or overseas, he/she must receive pre-approval from the Executive Committee of the Bank. This is in order to prevent any conflict of interest which may arise.
- All new directors must disclose all activities and interests outside the Bank/the Group and all directors are duty-bound to disclose any changes to the status of their interests outside the Bank/the Group to the Bank.

2. Roles, duties and responsibilities of the Board of Directors

2.1 Determine short and long-term business directions and strategic goals of the Group for both financial and non-financial aspects and efficiently allocate significant resources within the Group to ensure objectives and goals are achieved. The Board of Directors shall consider and approve the Group's business plans, proposed by the Executive Committee, by taking into account all changes to the Group's ecosystem and factors and define and approve policies which are required by laws and regulators and oversee and monitor the implementation of those policies through the Executive Committee to ensure that they are carried out efficiently and effectively in order to protect the benefits of the Group and its shareholders and for business sustainability.

2.2 Oversee to ensure adequate and efficient allocation of significant resources, for instance, capital investment, personnel, technology, etc. and promote the utilization of innovation to create business opportunities, improve business operation and risk management and enable the Bank to achieve key business objectives and goals. The Board of Directors shall also define the proper remuneration structure to incentivize employees to fully perform their duties with honesty and consistent with its risk culture. The Board of Directors may delegate the authority to other committees or designated persons to carry out and report the result to the Board of Directors as appropriate.

2.3 Ensure that the Bank's Guidelines for Business Conduct, including business ethics and ethics for directors, controlling persons and employees, are in place. These principles are to be adopted as practice guidelines for management and employees in the organization.

2.4 Define or approve the effective risk governance framework to support business operations in accordance with the specified directions and objectives under the rapidly changing business environment. The Board of Directors shall define the appropriate risk appetite level for the Bank's business operation, monitor the business so it is operated within such specified risk appetite level, ensure that the Bank has a system and risk management process which can address the overall and significant risks (Comprehensive Risk Management Policy and Process) and ensure that the Bank, through the Risk Oversight Committee, establishes policies, procedures and controls relating to risk management. These policies, procedures and controls, at the

minimum, shall include credit risk, market risk, investment risk, liquidity risk, operational risk, reputational risk, legal risk, strategic risk and information technology risk, as well as risks which may arise from the launch of new products and certain significant business changes. The Board of Directors shall approve such policies and review them regularly or immediately after any significant changes. Furthermore, the Board of Directors has the duty to oversee the Group's risks, ensure that the Group's business is operated within specified risk management policies and strategies, support the building of risk culture, as well as ensure the communication of such policies and strategies throughout the organization.

- 2.5 Ensure that the Bank and the Group companies have effective control, oversight and audit mechanism, adequate and proper internal control and internal audit systems, as well as the organizational structure which promotes independent and effective control, oversight audit functions (three lines of defense) to make certain that transactions are made efficiently and in accordance with the specified policy and system and relevant laws and regulations.
- 2.6 Study and understand the shareholder structure and relationship, which may affect business management and operation, and oversee that the checks and balances of power between the management and/or major shareholders is suitable. This should be done with emphasis on creating a good proportion of independent directors among Board members.
- 2.7 Appoint and specify roles and duties of committees as appropriate to support its oversight responsibility, such as the Audit Committee, Nomination and

Remuneration Committee, Risk Oversight Committee, Compliance and Governance Committee and Executive Committee, etc. The review of committees' roles and responsibilities should be regularly conducted at least once a year.

- 2.8 Ensure that committees require the management to define and implement a system for the Bank's corporate governance in accordance with applicable laws and business nature. Consider and approve the corporate governance system including monitoring the effectiveness of the Bank's corporate governance system and give advice on further improvement.
- 2.9 Ensure that the management inform and update the Board of Directors on any important matters so that the Board of Directors has sufficient information to be able to perform its roles and carry out its duties and responsibilities efficiently.
- 2.10 Approve the Bank's annual financial reports, which are audited by an external auditor and reviewed by the Executive Committee and Audit Committee, prior to proposing to the shareholders' meeting for approval. In addition, the Board of Directors shall receive recommendations through the Management Letter provided by the external auditor and recommendations provided by the Executive Committee.
- 2.11 Define policy for risk assessment, capital adequacy and liquidity of the Bank and strategy and guideline to maintain the Bank's capital consistent with the approved risk appetite level. Define the stress test policy which is in line with the Bank's transactions and material risks.
- 2.12 Appoint the CEO nominated by the Nomination and Remuneration Committee and determine the performance evaluation criteria for the CEO which aligns with the business performance. Perform or delegate authority to the Nomination

and Remuneration Committee to perform the annual performance evaluation of the CEO and approve the remuneration according to the pre-determined criteria. Such remuneration should incentivize competency to perform duties to achieve the Group's long-term key objectives and goals.

- 2.13 Appoint and establish the scope and authority of executives of the Bank and the highest-level executive of KKP Capital Public Company Limited as recommended by the Nomination and Remuneration Committee.
- 2.14 Ensure that the Bank has in place policies on loans and investment with related parties.
- 2.15 Review and approve, through committees, the management's proposal relating to the authorization on lending, investments, commitments or any transactions with loan-like characteristics, as well as purchasing and management expenditures. This is for the benefit of the Bank and in compliance with related laws and regulations.
- 2.16 Regularly review the Board of Directors' roles and responsibilities at least once a year to be in line with the changing business environment, industry, relevant factors, regulations and laws, as well as enable the Bank to adapt in an appropriate and timely manner. Perform an annual performance evaluation of the Board of Directors.
- 2.17 Oversee that the Bank discloses important corporate governance information at the shareholders' meeting and to the public.
- 2.18 Ensure that each individual director participates in no less than 75% of all Board of Directors' meetings held in a year, unless with reasonable grounds or necessity.

Furthermore, the Board of Directors may seek further professional opinion from external consultants on the operations of the Bank and

the Group companies with the expenses borne by the Bank or the Group companies. In order to separate out the responsibilities and duties of the Board of Directors and that of the management, the Chairman of the Board of Directors and the CEO will not be the same individual.

The Board of Directors provides recommendations in relation to planning, proposing strategies and providing oversight of the administration of the management, ensuring that the appropriate policies and procedures are being used in a proficient manner. Its duties also include administering the performance of the management to be due care and honest, providing the best benefits for the Bank and stakeholders, and increasing the economic value of the Bank and the Group.

The Chairman of the Board of Directors is responsible for leading the Board. The Chairman's duties shall at least cover the following aspects:

- (1) Oversee, monitor, and ensure that the Board of Directors efficiently carries out its duties to achieve its objectives and main goal;
- (2) Ensure that all directors contribute to the Bank's ethical culture and good corporate governance;
- (3) Set the Board meeting agendas by discussing with the CEO and ensure that important matters are included;
- (4) Allocate sufficient time for management to propose topics and for directors to debate on important matters thoroughly. Encourage directors to exercise independent and careful judgement; and
- (5) Promote a culture of openness and debate through ensuring constructive relations between executives and non-executive directors and between the Board and management.

The management under the supervision of the CEO has the duties and responsibilities to manage the day-to-day operations of the

Bank and the Group companies. The Board of Directors will not interfere in the performance of these duties. The relationship between the Board of Directors and the management is one of collaboration.

The Executive Committee is responsible for presenting the direction and the overall strategic goals of the Bank and the Group companies to the Board of Directors for approval. The Executive Committee reviews the policies and plan as proposed by the CEO prior to proposing to the Board of Directors and oversees that the performance of the CEO is efficient and according to the approved policies.

3. Leadership and Vision

The Board of Directors shall be ethical and performs for the benefit of the Bank and the Group by considering on stakeholders and impact to society and environment. Directors should be independent in making decisions and expressing opinions and understand and aware of their duties and responsibilities as the leaders of organization in order to manage the sustainable business of the Bank and the Group and appropriately adapt to changes, which will create value for the Bank, the Group and the shareholders in long term.

4. Board meeting

- Each year the Bank schedules regular meeting dates and agendas for the Board of Directors' meetings in advance and the corporate secretary will inform the Board members of those meeting schedules and agendas for the coming year. Each director must have at least 75% attendance of all Board meetings held in a year, unless with reasonable ground or necessity.
- The number of Board meetings shall be consistent with the duties and responsibilities of the Board of Directors and no less than six times per year. In the event that there is no monthly meeting,

non-executive directors may request a monthly performance report from the management or the corporate secretary so that they can monitor the performance of the management continually and promptly.

- In case any director is not able to attend a meeting, the corporate secretary is to be notified of the reason for not attending prior to the meeting so that minutes of the meeting may be forwarded to the absent director.
- The Chairman of the Board of Directors and the CEO will jointly be responsible for compiling the important and necessary agendas to be discussed during the meeting. However, any director may freely request to add any agenda item for consideration.
- Directors will receive the notice of the meeting along with documents pertaining to the agendas at least five days prior to the meeting date so that they will have ample time to review them in detail.
- In order to make the most benefit from the Board meetings, the meeting agendas are prioritized as matters to be followed through (sequel), matters for consideration and finally matters to be acknowledged. The Chairman of the Board of Directors will arrange for ample time so that directors may use it at their discretion and debate the important problems cautiously. Directors are able to exchange their ideas and independently arrive at their decisions.
- The quorum of the Board meeting, while making the decision at the meeting, must consist of no less than two-thirds of the total number of directors of the Bank. The meeting's resolutions must be passed by a majority vote of the Board members attending the meeting and the Chairman of the Board of Directors does not have the casting vote.

- The Board of Directors encourages the CEO to invite senior executives to attend the Board meetings to present additional information and get acquainted with the Board members so that they can use it when considering a succession plan.
- Directors may meet with management of the Bank and the Group companies as deemed appropriate, request for information and reports directly or ask the corporate secretary to coordinate or contact the persons concerned. Furthermore, directors may seek further professional opinion from independent consultants with the expenses borne by the Bank.
- In the event that any director has a conflict of interest in any matter, directly or indirectly, he/she must disclose it to the Board of Directors before that matter is considered and must not take part in the decision-making process of such matter and it will be recorded in the minutes of the meeting.
- Non-executive directors may meet at least once a year or as deemed appropriate to discuss among themselves on matters relating to the management of the Bank/ the Group companies without the presence of the management and report the results of the meeting to the Board of Directors.
- Corporate secretary is responsible for recording the minutes of the meeting, which encompasses queries, answers and opinions, in a clear manner. Especially for the case where any director is not in agreement with the decision of the meeting, such director may request the corporate secretary to record his/her objection in the minutes of the meeting.

5. Reports of the Board of Directors

The Board of Directors is well aware of its duties and responsibilities to arrange for the annual financial statements to be presented to the shareholders' meeting, accompanied with the report from the auditor in the Form

56-1 One Report, so that stakeholders can assure that the financial reports are in accordance with the regulations of the SET and relevant laws.

The Board of Directors has assigned the Audit Committee to oversee the accuracy and adequacy of its financial reports and correctly disclose any connected transactions or transactions which may have any conflict of interest.

6. Performance evaluation of the Board of Directors and sub-committees

- The Bank arranges for a performance evaluation of the Board of Directors, as a whole and individually, and sub-committees once every year. The results will be reported to the Board of Directors and used for their self-improvement.
- The Bank is in agreement with the use of the performance evaluation form as collated by the Nomination and Remuneration Committee for the Board of Directors. The evaluation of the Board of Directors and sub-committees can be done as a whole and/or on specific matter.
- The Board of Directors encourages for its self-assessment as an individual by both self-evaluation and cross-evaluation.
- The Nomination and Remuneration Committee may use the services of external consultants to provide guidelines and point out certain criteria in the performance evaluation of the Board of Directors and sub-committees as deemed appropriate.

7. Remuneration of directors and executives

- The Nomination and Remuneration Committee has the duty to initially review the remuneration packages of directors prior to proposing to the Board of Directors for consideration and to the AGM for approval. The directors' remuneration is reviewed by considering on the duties, responsibilities, related risks and performance of the directors and financial status of the Bank and shall be

comparable with that of other companies in the same industry.

- The Nomination and Remuneration Committee has the duty to review the remuneration and benefits of the CEO and present them to the Board of Directors. Also, the Nomination and Remuneration Committee shall define the remuneration policy for other senior executives, from the level of Executive Vice President and above, to be a guideline for the Human Resource Management Committee to determine the executives' remuneration and benefits.

8. Development of directors and executives and succession plan

- The Bank encourages its directors and executives to participate in seminars and training courses relating to their duties so that they will continuously improve their performance.
- Upon taking up position as a director of the Bank, each director will be briefed on important information related to the Bank and the Group and the framework of authorities, duties and responsibilities of the Board of Directors of the Bank. Directors will receive advice on legal issues, regulations and other conditions in being a director of a listed company in the SET as well as information on the Bank's and the Group's businesses.
- The Nomination and Remuneration Committee has been assigned with the duty of succession planning and recruiting candidates for the position of Executive Vice President and above for proposing to the Board of Directors.
- The management development and succession plan is periodically reported to the Board of Directors as deemed appropriate.

9. Director protection

- To enhance the performance quality of directors, the Bank offers them protection so long as they act in good faith without

any misconduct and undue negligence.

10. Directorship in other companies of executives

- The Bank is well aware of the value of the experiences the CEO and the President of the Bank will gain by being directors of other agencies. Nevertheless, the positions held at other agencies must be under the condition that they will not have an adverse effect on the performance of their duties. The CEO and the President of the Bank must not serve as a full-time employee of other organizations, unless the BOT considers that it does not affect the effectiveness of their duties at the Bank.
- The CEO and the President of the Bank may hold the position of Chairman of the Board, executive director or authorized director at no more than three business groups. If the company in which they hold title is a single company, then it will be counted as one group. If the company is acquired through debt restructuring, it will be considered as the company in the same group of the Bank.
- The CEO and the President of the Bank can serve as directors of other listed companies on the SET and overseas stock exchanges for no more than four companies, excluding listed companies on the SET acquired through debt restructuring.
- The CEO and the President of the Bank may not be partner or director in any private or public company which operates in the same industry and is considered in direct competition with the Bank.
- Prior to taking up the post of director, officer or employee of any other business, the CEO and the President of the Bank must receive written approval from the Legal and Compliance Group. In the case where the CEO or the President of the Bank takes up the post of director in a listed company in Thailand or overseas, he/she must be pre-approved by the Executive

Committee of the Bank in order to avoid any conflict of interest which may arise.

- Upon entering employment with the Bank, all senior executives must disclose all activities and interests outside the Bank/ the Group and are duty-bound to inform the Bank of any changes in status of interests outside the Bank/the Group.

11. Executive performance evaluation

- The Bank conducts a performance evaluation of the CEO at least once a year and the result will be taken into account in determining the remuneration of the CEO and served as feedback to the CEO reflecting the needs to review strategies, policies and management approaches to improve the management effectiveness and efficiency.
- The evaluation result shall be shared with the CEO by the Chairman of the Board of Directors to establish mutual understanding on expectations of the Board of Directors.

12. Corporate secretary

- The Bank has appointed the corporate secretary to facilitate the work of the Board of Directors with respect to laws and regulations that they need to know and ensure that the resolutions of the Board of Directors have been carried out.
- Corporate secretary must have appropriate qualifications and experiences to perform his/her duties. He/she may have a degree in law or accountancy or have undergone a training course for corporate secretary. Such qualifications and experiences of the corporate secretary shall be revealed in the Form 56-1 One Report.
- The Bank encourages the corporate secretary to continually undergo further trainings in law, accountancy or duties of the corporate secretary.

Guidelines for Business Conduct Policy

Kiatnakin Phatra Financial Group

Introduction

Kiatnakin Phatra Financial Group (“the Group”) realizes the importance of our good reputation. Maintaining our tradition of trust with clients, colleagues, shareholders, regulators and the general public is the obligation of every director, management, officer and employee. We must comply with laws, rules and regulations and policies that govern or apply to our businesses, adhere to high professional standards of integrity, ability, prudence and discretion and to key principles of business conduct in the performance of our duties. This is because our business is predicated on trust and respect of clients and general public.

These guidelines set key principles for the performance of our duties. We recognize that no set of policies and procedures, however, can be all encompassing, and employees are encouraged to consult compliance or senior management for advice. Nevertheless, in many instances, you must rely on your own personal ethical standards in assessing difficult situations. Consider the following questions:

- Is the proposed action legal?
- Does it endanger anyone’s financial stability, life, health or safety?
- Is it consistent with the Group’s policy?
- Will it enhance the Group’s reputation?
- Would we lose clients if this action were known to them?
- Would you like to see it become a general industry or public practice?
- Would you be embarrassed if all the details were known by your manager, peers, subordinates, family or friends, or if they were published in a newspaper?
- Could this action in any way be interpreted as, or appear to be, inappropriate behavior?
- What would you think of your manager, peers or subordinates if any of them behaved similarly?
- Does the action you are considering make you feel uncomfortable?

- Are you compromising your own personal ethics in any way?

Honest mistakes made in the course of business may occur, but the Group will not tolerate violations of law or regulation or lapses in ethics or integrity since the improper behavior is just as damaging to the trust and respect of our clients.

All of us should always recognize that by adhering to exemplary standards and conducting our business with excellence and integrity, we enhance our good reputation and cultivate the sustainable growth of our business.

Conflicts of Interest

The Group’s directors and employees must avoid engaging in any outside business or other activities that might create a conflict of interest, create a perception of impropriety or jeopardize the Group’s integrity or reputation. Every director and employee must avoid activities, interests or associations that might interfere or even appear to interfere with the independent exercise of good judgment in the conduct of his or her duties or with the best interests of the Group, clients, shareholders or the public. Also, all directors and employees must be sensitive to potential conflicts and avoid them where possible.

Business Activities; Ownership of Securities

All employees and directors of the Group must strictly comply with the Outside Interest Policy. For instance, they must report all outside business activities, including ownership of privately held stock and limited partnership interests, to the Group so a review for potential conflicts of interest can be conducted. Outside business activities and interests include serving as a partner or a stockholder in another business, as an officer in a family-owned corporation or as an outside director of another company. The appropriateness of engaging in these and other types of outside business activities, interests or investment opportunities depends on many factors, including the nature and extent of the outside interest, the potential for conflicts of interest, and the relationship between the Group and the outside

entities and the duties involved.

Service as a director or employee of any other corporation or business running for a political office or taking on a formal role in someone else's campaign for political office must not be on behalf of the Group and must be authorized in writing by the Group. Unless approved in writing by the Group, no employee or director may serve as a director of a publicly traded company.

Transactions with Related Persons

The Group does not encourage any transaction entered into between the Group and any member of the Board, management, major shareholders or its related persons ("Related Transaction"). This is to avoid any potential conflict of interest among the Group and those persons. However, from time to time, to the extent permitted by relevant laws and regulations and in connection with operation of the Group's business, the Group may need to engage in any Related Transaction.

Corporate Opportunities

Every director and employee owes a duty to the Group to advance the Group's legitimate interests to the best of their abilities whenever the opportunity arises and must not take for themselves personally opportunities they discover through the use of the Group's property, information or position in violation of the Group's policies. In addition, the Group's property, information or position must not be used for personal gain. No director or employee may compete with the Group.

Confidentiality Obligations

Nonpublic Information

The Group's directors and employees must maintain the confidentiality of information entrusted to them by the Group and provided by our clients and vendors. In the conduct of its business, the Group receives a great deal of nonpublic information. Much of this information may be sensitive, with the potential to affect market conditions, negotiations, strategic positioning and relationships with clients, competitors or vendors. The Group's directors and employees must exercise care not to misuse nonpublic information obtained during their employment, including disclose such information to other persons, either directly or indirectly and by any means, to exploit such information

for trading securities, either for the benefit of oneself or other persons. The obligation to maintain the confidentiality of information may be subject to legal or regulatory requirements to disclose that information.

Media, Publishing and Public Appearances

The Group's directors and employees must not provide nonpublic corporate information to persons outside the Group, including the media, unless authorized to do so. In all cases, directors and employees must refer media inquiries to the Group Corporate Communication. Only designated spokespersons of the Group may provide comments to the media.

Before publishing, making speeches or giving interviews, employees must get pre-approval from their managers. If a publication, speech, interview or appearance may be of public interest and may reflect on the Group, employees must receive pre-approval from the Group Corporate Communication. In addition, if such publication, speech or interview involve or appear to involve regulatory issue, pre-approval from the compliance is required.

Client Information Privacy

The Group protects the confidentiality and security of client information. The Group does not sell or rent clients' personal information or release client information to third parties, except upon a client's authorization or when permitted or required by law. Employees of the Group may not discuss the business affairs of any client with any other person, except on a strict need-to-know basis. Third-party service providers and vendors with access to client information are required to keep client information confidential and use it only to provide services to or for the Group.

Fair Dealing

Providing Suitable Products and Services to Clients

The Group emphasizes the provision of suitable products and services to meet clients' demand and capability. Product and service information of the Group including any relevant conditions and risks shall be disclosed to ensure that our clients obtain sufficient data to make their decisions. In addition, advertising and publication must be communicated transparently and clearly without misleading phrases.

Unethical Behavior; Relationships with Competitors, Clients and Partners

The Group seeks to excel and outperform our competitors honestly and fairly. Competitive advantage must result from superior performance, not unethical or illegal business dealings.

The Group fairly treats all partners with business ethics and strictly complies with agreements or conditions mutually agreed upon. In case of non-compliance with any conditions, the Group will notify partners immediately to jointly seek solutions on a rationality basis.

Every employee must deal fairly with the Group's clients, vendors, competitors and fellow employees. No employee may take unfair advantage of anyone through unethical or illegal measures, such as manipulation, concealment, abuse of privileged information, misrepresentation of material facts or any other unfair dealing practices, such as setting purchasing and selling prices or conditions on services that are unfair to clients. It is improper, and may be illegal, to hire competitors' employees for the purpose of obtaining trade secrets or other proprietary information. In addition, the Group shall handle dispute solution or mediation in appropriate manners.

It is also against the Group's policy to seek increased sales by disparaging the products and services of other banks or companies. Our goal is to increase business by offering superior products and services. Accordingly, all advertisements of the Group must be truthful, not deceptive and in full compliance with applicable laws, regulations and the Bank's policies. The Group shall not obstruct our clients from switching to use other competitors' services.

Gifts, Gratuities and Other Payments Related to The Group's Business

No director, employee or member of their families may, directly or indirectly, accept or receive gifts, frequent or excessive entertainment, or any similar form of consideration that is of more than nominal value from any person or entity with which the Group does, or seeks to do, business.

The Group's policy forbids bribes, payoffs or payments of any kind to any person, government official or entity for the purpose of improperly obtaining or retaining business or influencing consideration of

any business activity. This policy covers all types of payments that may or may not be considered legal under the circumstances. Special rules may apply to payments or gifts (including entertainment) to officers, directors, employees or other affiliates of government owned or controlled entities.

Customer Complaints

Complaints or disagreement with clients must be reported promptly to Compliant Handling Center or responsible business units as designated by each company within the Group so that necessary investigations can be conducted, remedial actions are taken and regulatory reporting obligations are met. The complaints must be dealt with fairly and promptly.

Respect for the Individual

The Group strives, on a personal level, to treat each individual with dignity, consideration and respect. All directors and employees of the Group should be honest and fair with others, share the credit when credit is due, avoid public criticism of one another and encourage an atmosphere in which openness, cooperation and consultation are the norms. Internal relationships with fellow employees should be based on the same high standards of integrity and ethical responsibility that are observed with the Group's clients, shareholders and the public.

The Group is committed to promoting diversity within our workforce; achieving it is an important competitive advantage in the marketplace. The Group has a strict policy of equal opportunity in hiring, developing, promoting and compensating employees. The Group seeks to attract, retain and reward employees who perform their works to the highest standards, basing promotions on qualification and merit.

Discrimination is not tolerated on the grounds of race, national origin, religion, gender, age, disability and sexual orientation as the Group does not tolerate illegal discrimination in any form and at any level of the Group. Employees who experience or observe work-related discrimination, harassment or similar problems are urged to report it to their department manager, human resources or relevant compliance unit(s) of each company within the Group so that further investigations and disciplinary actions shall be conducted.

Indebtedness between employees should be best avoided and must not reach a level that may compromise the objectivity essential in manager-employee relationships or in the discharge of job-related responsibilities.

Safeguarding the Group's Information, Assets and Property

Business Use

The Group's assets include our capital, facilities, equipment, proprietary information, technology, business plans, ideas for new products and services, trade secrets, inventions, copyrightable materials and client lists. Employees must protect the Group's assets and ensure their efficient uses. Employees may only use the Group's property for legitimate business purposes. Any suspected fraud or theft of the Group's property must be reported for investigation immediately.

Proprietary Information and Intellectual Property

The obligation to protect the Group's assets applies to our Group's proprietary information. Proprietary information includes business, marketing and service plans, unpublished financial data and reports, databases, client information and salary and bonus information as well as intellectual property such as trade secrets, patents, trademarks and copyrights. Unauthorized use or distribution of this material is a violation of the Group's policy. It may also be illegal and result in civil and criminal penalties.

Intellectual property refers to the Group's intangible assets, such as the Group's business methods, inventions, trademarks and publications. All inventions and copyrightable materials conceived by an employee within the scope of his or her employment are the exclusive property of the Group.

It is the responsibility of every employee to protect the Group's intellectual property. In the meantime, the Group also respects the intellectual property of other parties. The unauthorized use of another party's patented, trademarked or copyrighted (audio, video, text) materials is strictly prohibited, regardless of their sources. In addition, the Group does not permit the use of software or other devices whose primary purpose is the circumvention or violation of another's intellectual property rights.

Compliance with Internal Controls

The Group maintains a system of internal controls to safeguard and preserve the information and assets of our Group, clients and shareholders. These controls are designed to ensure that business transactions are properly authorized and carried out, and that all reporting is truthful and accurate.

All business transactions require authorization at an appropriate management level. Any director or employee who is responsible for the acquisition or disposition of assets for the Group, or who is authorized to incur liabilities on the Group's behalf, must act prudently in exercising this authority and must be careful not to exceed his or her authority. Equally important, every director and employee must help ensure that all business transactions are executed as authorized.

Transactions must be properly reflected on the Group's books and records. It is important that all reporting be done honestly and accurately and that employees cooperate fully with both internal and independent audits.

The Group's Written and Electronic Communications

Access to the Internet

The Group has strict policies on Internet access. Only authorized connections are permitted and access to the Internet must be accomplished via an approved security gateway. Furthermore, employees are not permitted to link to the Internet from the Group's office via modem dial-up services or other external service providers without the Group's approval. Employees of the Group are reminded to be sure that their system passwords are secure. Additionally, employees should exercise good judgment when using the Internet during business hours for personal, non-business purposes.

Written and Email Communications

Electronic communications should be treated with the same care as any other business communication. Any communication relating to the Group's business must be of an appropriate nature and must not violate the legal rights of the Group, any employee or third party. All written communications, including those electronically delivered, should be clear, concise and professional in tone and content.

Communications Monitoring

All electronic communications relating to the Group's business must be made through the Group's network unless the Group has expressly authorized another means. Electronic communications, including emails and connections to Internet using the Group's computing or network resources, are the property of the Group and are subject to monitoring and surveillance to the extent permissible by applicable laws and regulations.

Compliance with Law

The Group actively promotes compliance with the laws, rules and regulations that govern our Group's business. Obeying both the letter and spirit of the law is one of the foundations of the Group's ethical standards. While no one is expected to be an expert on every detail of all the laws that govern our business, employees are expected to understand the laws and regulations applicable to their duties at the Group and to understand the regulatory environment within which the Group operates well enough to know when to seek advice from the manager or from Compliance.

These guidelines have been written to promote compliance with law. However, should compliance with the guidelines bring you into conflict with applicable law, you must obey the law and notify your manager of the conflict as soon as possible. When you have questions or concerns about practices or policies that might violate the guidelines or if at any time you find yourself in a situation you believe is or may be a violation of the Group's policies, you must bring them to the attention of your manager, Compliance or senior management, as appropriate.

Compliance with Investigations

It is our policy to cooperate with government investigators and law enforcement officials. Every employee must also cooperate with investigations by non-governmental regulators with oversight of our business as well as with our internal investigations.

Specific Policies and Regulations Affecting the Group

The Group actively promotes compliance with the laws, rules and regulations that govern our business. We will take appropriate disciplinary action, including termination of employment against an employee for any violations of laws and regulations governing our business.

Certain significant policies and regulations are highlighted below. This is not meant to be an exhaustive review of these policies and regulations. Nor does it constitute a complete listing of the laws, rules, regulations and policies that must be adhered to by every employee in the conduct of his or her duties at the Group.

- **Employee Accounts and Insider Trading**

In order to supervise and prevent our directors, executives and employees who may access to inside information or material nonpublic information derived from their positions, duties or works for personal gain or other benefits from exploiting such inside information, directors, executives and employees must comply with relevant policies or rules as designated by the Group.

Our policy prohibits every person from acting upon material nonpublic information to benefit themselves or others. Information is "material" if there is a substantial likelihood that a reasonable investor would consider it important in making an investment decision, or it could reasonably be expected to affect the price of an issuer's securities.

Those having access to confidential or nonpublic information must not use or share that information except in connection with the legitimate conduct of our business. We strive to prevent the misuse of material nonpublic information by, among other things, limiting access to confidential information and limiting and monitoring communications between some areas. In addition to civil and criminal penalties, misuse of confidential information or engaging in insider trading will result in disciplinary action, including termination.

- **Money Laundering: Anti-terrorism Laws**

We comply fully with Anti-Money Laundering Act B.E. 2542 (1999) (as amended), (the "AML Act") and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Act B.E. 2559 (2016) (as amended), the processing of Know Your Customer (KYC) and Customer Due Diligence, screening customer information using sanctions lists and watch lists that are announced or provided by

AMLO, as well as using other sanctions lists or additional lists under the AML/CFT Act and relevant laws, or lists that are announced or provided by AMLO in the future to determine client risk levels on money laundering and terrorism financing prior to any transactions and continuous review customer information and transaction. Any suspicious transaction by customer in accordance with AML/CFT laws shall be reported to the Anti Money Laundering Office.

- **Improper and Corrupt Payments; Anti-Bribery Law Violations**

The Group comply strictly with the Thai anti-bribery laws. If you suspect that any activity you are involved in may violate the anti-corruption laws, or if you become aware of such activity by any persons, you must notify relevant compliance unit(s) immediately.

In addition, the capital market business group of the Group is committed to full compliance with the U.S. Foreign Corrupt Practices Act (FCPA) which prohibits providing money or anything else of value to government officials, political parties or public employees for the purpose of improperly influencing their actions in order to obtain or retain business.

- **Proper Record-Keeping and Disclosure Requirements**

We require honest and accurate accounting and recording of financial and other information in order to make responsible business decisions and provide an accurate account of our performance to shareholders and regulators. It is a violation of law and the Group's policy for any person to attempt to improperly influence or mislead any accountant engaged in preparing our audit. We are committed to full compliance with all requirements applicable to our disclosures. We require that our financial and other reporting fairly present the financial condition, results of operations and cash flow of the Group and that we comply in all respects with applicable law, rules and regulations,

including generally accepted accounting principles (GAAP) and applicable rules of the SEC.

- **Document Retention and Destruction**

Without exception, all employees must fully comply with the Group's relevant Record Retention Guidelines. Destruction of documents may result in legal regulatory sanction. If you are aware of litigation or potential litigation or a regulatory inquiry related to a client's assets/transactions or other relevant information that the Group may possess, documents related to such client must not be destroyed until after the litigation or inquiry is completely settled. Relevant compliance unit(s) must be consulted in these circumstances. Failure to comply with this policy, as well as industry regulations and laws, is subject to termination and may also face criminal or civil prosecution, with possible fines and prison terms.

Commitment to Promoting Ethical Conduct

Protecting the Group's reputation is everyone's duty. Every director and employee has an obligation to question situations that may violate the Group's standards of business conduct and report violations of law, rules, regulations and the code of ethics through each company's channel immediately. Waivers of any provision of the guidelines will only be given when deemed absolutely appropriate under the circumstances and then strictly in accordance with the procedures established by the guidelines and other policies of the Group. The Group shall not tolerate retaliation against those reporting violation or possible violation of guidelines in good faith. Relevant reports and evidences are deemed confidential. The Group shall investigate allegations of potential wrongdoing in accordance with complaint procedures. Disciplinary actions may be taken against employees who breach laws, rules and regulations on the extent of their wrongdoing and on a fair basis. Furthermore, the Group shall conduct periodic audits of compliance with the guidelines.

Summary of Anti-corruption Policy

Kiatnakin Phatra Financial Group

Purpose

Kiatnakin Phatra Financial Group (“the Group”) intends and is committed to taking a stand against corruption in any form by adhering to the the Group’s Guidelines for Business Conduct and Corporate Governance Principles, as well as regulations according to the laws on anti-corruption, which are to be strictly followed. The Group has defined this Anti-corruption Policy to be used by its directors, executives, and employees as guidelines to perform their duties in a transparent manner against corruption, paving the way to building a mutual attitude towards anti-corruption and a sustainable organization.

Principle

The Group’s policy forbids its directors, executives, and employees from giving any bribes, payoffs, or payments, of any kind to any person, government official, or entity, for the purpose of improperly obtaining or retaining business or influencing consideration of any business activity, as well as, directly or indirectly, requesting or accepting gifts, frequent or excessive entertainment, or any similar form of consideration that is of more than nominal value from any person or entity with which the Group does, or seeks to do, business. Also, the Group will not cooperate with or support any activities that are illegal, involve corruption, or are a threat to society and national security.

The Group will not demote or take disciplinary action against anybody who refuses to be involved in a corruption scheme, even though it may have made the Group lose a business opportunity.

Political Contributions

“Political contributions” mean giving financial or in-kind support or participating in an event, as well as encouraging employees to participate in political activities on behalf of the Group. This does not include directors’, executives’ and employees’ participating in activities according to their personal rights.

The Group has a policy of conducting business with impartiality. It does not pay attention to any politics, political parties, or politicians affiliated with any political party and will not provide capital or assistance in any other form for political contributions as defined in the first paragraph.

Sponsorships

“Sponsorships” mean money, assets, or any other benefits given for the purpose of the business, brand, or reputation of the Group, such as the presentation of the Group’s logo, being named in an opening or closing speech, receiving tickets to attend the event, etc.

The Group does not have a policy of providing financial support to third parties or making promises or offers to provide financial support to third parties in order for the Group to gain an improper competitive advantage or for other unlawful purposes that can damage the Group’s reputation.

Charitable Contributions

The Group donates to or supports the budget by focusing on creating benefits for society or for the purpose of clearly promoting the development of communities, society, and the environment in a transparent manner that is not contrary to the requirements of the law. There must be no donations of any kind made to evade or cover up corruption.

Receiving and Giving Gifts, Hospitality, and Other Benefits

Receiving gifts, hospitality, and other benefits must not, directly or indirectly, affect the decision-making or the performance of duties in a way that impairs the ability to use neutral judgment in decision-making or leads to inappropriate benefits or conflicts of interest.

Giving gifts, hospitality, and other benefits must proceed with caution and prudence and have no characteristic that leads to corruption, whether directly

or indirectly, or that leads to the exercise of discretion in the performance of duties that may be biased in a favorable manner.

Receiving and giving gifts, hospitality, and other benefits must be of reasonable value and not contrary to the requirements of the law. It must not be different or have a frequency beyond the normal practice of general people or not be according to the customs and traditions in society. It must be consistent with the business principles of the Group and not cause damage to the Group's reputation.

Facilitation Payments

"Facilitation payments" mean any money, item, or benefit given to government officials, whether directly or indirectly, to reduce steps or speed up operations according to the work process that government officials already have a duty to perform.

The Group has no policy to pay facilitation payments in any case.

Conflict of Interest

The Group has a policy on the prevention of conflicts of interest, about which the Group is careful because conflicts of interest can lead to corruption.

Revolving Door

The Group may consider hiring or appointing government officials or former government officials to work for or hold positions in the Group, which must be done in accordance with the relevant laws, and such employment or appointment must not create a conflict of interest between the interests of the Group and the public interest or government benefits, causing the Group to gain an unfair advantage or affecting the independence of such government officials. The Group will disclose information on compliance with such a policy to the public.

Procurement of Goods and Services

The procurement of goods and services by the Group must be based on the principle that the Group must get the most benefit from the selection process of vendors, contractors, or consultants that are transparent, honest, unbiased, and verifiable. Directors, executives, and employees are strictly prohibited from receiving any benefits from those who participate in the selection

process. The Group will notify the seller, contractor, or consultant of its Anti-corruption Policy, and they must comply with the anti-corruption laws of Thailand, as well as the Group's Anti-corruption Policy and procurement regulations specified by each company in the Group.

Human Resources Management

The Group has established a human resources management process that reflects its anti-corruption commitment, ranging from establishing an efficient organizational structure that strengthens the Group's transparency to establishing a human resources management process that reflects its anti-corruption commitment. There is a separation of duties and responsibilities. The working process of each department must have a clear chain of command in order to maintain an appropriate balance of power. It includes recruitment or selection of personnel for promotion, training, employee performance appraisal, and compensation; determining appropriate procedures to penalize employees who do not comply with the Anti-corruption Policy; internal communication to directors, executives, and employees of the Bank and the Group companies for their acknowledgment, understanding, and awareness of compliance with such an anti-corruption policy; and encouraging executives to communicate with employees to understand business operations and supervise the operations under their responsibility to be in accordance with the policy set by the Group.

Communication and Channels for Complaints and Whistleblowing

Communication

The Group has arranged the dissemination of its Anti-corruption Policy. This is part of the key principles in the Group's business ethics. Directors, executives, and employees of the Group must generally be aware of such a policy and use it as a practical guideline along with regulations and operational regulations.

In addition, the Group has arranged to communicate its Anti-corruption Policy to business partners of the Group, companies that the Group has control over as business agents, and stakeholders through email, the Group's website, the annual report, the sustainability report, as well as its various public relations media.

Channels for Complaints and Whistleblowing

Directors, executives, and employees of the Group must not neglect or ignore when they see or have doubts about actions that may be considered corrupt. The whistleblowing must be reported through the channels specified by the Group, and the whistleblower must cooperate in the investigation of various facts. Otherwise, they may be presumed to have participated in such acts.

In order to facilitate complaints or whistleblowing for people within the Group and outsiders, the Group has provided channels for complaints or whistleblowing including any other channels that the Group uses.

| Complainant or Whistleblower | Channel |
|--|--|
| Directors, executives, and employees of the Group | <ol style="list-style-type: none"> 1. Independent Director 2. Chairman of the Board of Directors 3. Chairperson of the Audit Committee 4. Chief Executive Officer 5. Head of department 6. KKP Contact Center 7. The website's online form 8. Compliance via email: GroupCompliance-Advisory@kkpfg.com |
| Third parties or stakeholders (e.g., shareholders, clients, partners, including employees of partners) | <ol style="list-style-type: none"> 1. Independent Director 2. KKP Contact Center 3. The website's online form |

In this regard, the Group will protect whistleblowers and information providers acting in good faith (such as acting fairly without intent to bully, etc). The information and evidence will be kept confidential and will only be known to the people assigned and involved. This includes not taking disciplinary action or punishing those who deny corruption. The Group will proceed

according to the complaint handling process, investigate the facts, and consider disciplinary actions as specified by the Group.

Internal Control and Risk Assessment

Internal Control

The Group has established internal controls covering finance, accounting, record keeping, and other processes within the Group related to anti-corruption practices. There are internal control and internal audit systems that are appropriate and effective, namely: 1) control of the environment, such as organizational structure with segregation of duties, checks and balances, policy and business ethics formulation, and personnel readiness; 2) risk assessment; 3) control activities, such as ensuring the completeness and accuracy of financial reports and storing supporting documents; 4) information and communication systems; and 5) monitoring and evaluation.

Risk Assessment

The Group has established operational risk management that designs and develops risk assessment tools for use in the Bank and the Group companies by requiring all units to identify and conduct risk control self-assessment (RCSA), including assessing risks that may cause corruption in accordance with policies, rules, regulations, and tools set by the risk management unit. They should then report the risk assessment results to the Bank's Operational Risk Management Department on a regular basis so as to review, analyze, and prepare reports for submission to the Bank's Risk Oversight Committee and senior executives, to be able to effectively monitor and control operational risks under acceptable risk levels and be prepared to handle risks that may occur in the future. This includes reviewing and recommending policies, rules, regulations, and operational risk management practices for the Bank and the Group companies to manage the risk of corruption through the Risk Management Group.

Board of Directors Charter

Kiatnakin Phatra Bank Public Company Limited

Roles, Duties and Responsibilities

As the representative of shareholders, the Board of Directors has roles, duties and responsibilities to conduct business with integrity to achieve stability and good returns. The Board of Directors should refrain from having any conflict of interest. The scope of authorities and duties of the Board of Directors are as follows:

1. Determine short and long-term business directions and strategic goals of the Group for both financial and non-financial aspects and efficiently allocate significant resources within the Group to ensure objectives and goals are achieved. The Board shall consider and approve the Group's business plans, proposed by the Executive Committee, by taking into account all changes to the Group's ecosystem and factors; define and approve policies which are required by laws and regulators and oversee and monitor the implementation of those policies through the Executive Committee to ensure that they are carried out efficiently and effectively in order to protect the benefits of the Group and its shareholders and for business sustainability.
2. Oversee to ensure adequate and efficient allocation of significant resources, for instance, capital investment, personnel, technology, etc., and promote the utilization of innovation to create business opportunities, improve business operation and risk management and enable the Bank to achieve key business objectives and goals. The Board of Directors shall also define the proper remuneration structure to incentivize employees to fully perform their duties with honesty and consistent with its risk culture. The Board of Directors may delegate the authority to other committees or designated persons to carry out and report the result to the Board of Directors as appropriate.
3. Ensure that the Bank's Guidelines for Business Conduct, including business ethics and ethics for directors, controlling persons and employees, are in place. These principles are to be adopted as practice guidelines for management and employees in the organization.
4. Define or approve the effective risk governance framework to support business operations in accordance with the specified directions and objectives under the rapidly changing business environment. The Board of Directors shall define the appropriate risk appetite level for the Bank's business operation, monitor the business so it is operated within such specified risk appetite level, ensure that the Bank has a system and risk management process which can address the overall and significant risks (Comprehensive Risk Management Policy and Process) and ensure that the Bank, through the Risk Oversight Committee, establishes policies, procedures and controls relating to risk management. These policies, procedures and controls, at the minimum, shall include credit risk, market risk, investment risk, liquidity risk, operational risk, reputational risk, legal risk, strategic risk and information technology risk, as well as risks which may arise from the launch of new products and certain significant business changes. The Board of Directors shall approve such policies and review them regularly or immediately after any significant changes. Furthermore, the Board of Directors has the duty to oversee the Group's risks, ensure that the Group's business is operated within specified risk management policies and strategies, support the building of risk culture as well as ensure the communication of such policies and strategies throughout the organization.

5. Ensure that the Bank and Group companies have effective control, oversight and audit mechanism, adequate and proper internal control and internal audit systems as well as the organizational structure which promotes independent and effective control, oversight and audit functions (three lines of defense) to make certain that transactions are made efficiently and in accordance with the specified policy and system and relevant laws and regulations.
6. Study and understand the shareholder structure and relationship, which may affect business management and operation, and oversee that the checks and balances of power between the management and/or major shareholders is suitable. This should be done with emphasis on creating a good proportion of independent directors among Board members.
7. Appoint and specify roles and duties of committees as appropriate to support its oversight responsibility, such as the Audit Committee, Nomination and Remuneration Committee, Risk Oversight Committee, Compliance and Governance Committee and Executive Committee. The review of committees' roles and responsibilities should be regularly conducted at least once a year.
8. Ensure that committees require the management to define and implement a system for the Bank's corporate governance in accordance with applicable laws and business nature. Consider and approve the corporate governance system including monitoring the effectiveness of the Bank's corporate governance system and advice on further improvement.
9. Ensure that the management inform and update the Board of Directors on any important matters so that the Board of Directors has sufficient information to be able to perform its roles and carry out its duties and responsibilities efficiently.
10. Approve the Bank's annual financial reports, which are audited by an external auditor and reviewed by the Executive Committee and Audit Committee, prior to proposing to the shareholders' meeting for approval. In addition, the Board of Directors shall receive recommendations through the Management Letter provided by the external auditor and recommendations provided by the Executive Committee.
11. Define policy for risk assessment, capital adequacy and liquidity of the Bank and strategy and guideline to maintain the Bank's capital consistent with the approved risk appetite level. Define the stress test policy which is in line with the Bank's transactions and material risks.
12. Appoint the CEO nominated by the Nomination and Remuneration Committee and determine the performance evaluation criteria for the CEO which aligns with the business performance. Perform or delegate authority to the Nomination and Remuneration Committee to perform the annual performance evaluation of the CEO and approve the remuneration according to the pre-determined criteria. Such remuneration should incentivize competency to perform duties to achieve the Group's long-term key objectives and goals.
13. Appoint and establish the scope and authority of executives of the Bank and the highest-level executive of KKP CAP as recommended by the Nomination and Remuneration Committee.
14. Ensure that the Bank has in place policies on loans and investment with related parties.
15. Review and approve, through committees, the management's proposal relating to the authorization on lending, investments, commitments or any transactions with loan-like characteristics as well as purchasing and management expenditures. This is for the benefit of the Bank and in compliance with related laws and regulations.
16. Regularly review the Board of Directors' roles and responsibilities at least once a year to be in line with the changing business environment, industry, relevant factors,

regulations and laws as well as enable the Bank to adapt in an appropriate and timely manner. Perform an annual performance evaluation of the Board of Directors.

17. Oversee that the Bank discloses important corporate governance information at the shareholders' meeting and to the public.
18. Ensure that each individual director participates in no less than 75% of all Board of Directors' meetings held in a year, unless with reasonable grounds or necessity.

Furthermore, the Board of Directors may seek further professional opinion from external consultants on the operation of the Bank and the Group companies with the expenses borne by the Bank or the Group companies.

The Chairman of the Board of Directors must be an independent director or non-executive director. The number of Board meetings should be consistent with the duties and responsibilities of the Board of Directors and no less than six times per year. The quorum of the Board of Directors' meetings must consist of at least two-thirds of the Board members. The meeting's resolution must be passed by a majority vote of the Board members attending the meeting. The Chairman of the Board of Directors does not have the casting vote.

Matters under the Authority of the Board of Directors of the Bank

The Board of Directors of the Bank has responsibility for the administration of all activities of the Bank and is empowered to proceed under the provision of law, the Bank's Articles of Association and resolution of the shareholders' meeting. These matters, which are under the authority of the Bank's Board of Directors, consist of the following:

1. To determine business direction and overall strategic goal of the Bank.
2. To approve the Bank's business plan and annual budget as proposed by the Executive Committee.
3. To review and approve the Bank's policies as required by laws or regulatory agencies including the main policies for operating business, for example, the overall risk management policy for the Bank and the Group companies, the credit policy, etc.
4. To approve the Corporate Governance Policy and Guidelines for Business Conduct Policy for the Bank and the Group companies as proposed by the Compliance and Governance Committee.
5. To appoint, remove and delegate authority and duty to the committees under the supervision of the Bank's Board of Directors including the executive officers from the Executive Vice President level and higher.
6. To approve the remuneration and other benefits for high level executives of the Bank.
7. To appoint and remove the Corporate Secretary.
8. To approve the payment and omission of the interim dividend for shareholders.
9. To propose an increase or reduction in capital or change of share value and the amendment or alteration of the Memorandum of Association, Articles of Association and/or objectives of the Bank to shareholders.
10. To approve or cancel loans, credit guarantees or credit limits in excess of the Executive Committee's authorized limit.
11. To approve the granting of loans or credit guarantees for companies which have a business relationship with the Bank as shareholders.
12. To approve the incorporation, merger or termination of subsidiary companies.
13. To approve the modification, demolition and writing off of fixed assets and intangible assets, which deteriorate or are decommissioned, out of order, lost, damaged or outdated and no longer usable, with book values exceeding the Executive Committee's authorized limit.
14. To sell or mortgage any immovable property of the Bank or any rental of immovable property of the Bank for a period exceeding three years.
15. To approve the acquisition or disposal of assets and connected transactions in accordance with the notifications of the Capital Market Supervisory Board.

Audit Committee Charter

Kiatnakin Phatra Bank Public Company Limited

Roles, Duties and Responsibilities

The Audit Committee has roles, duties and responsibilities as assigned by the Board of Directors as follows:

Financial reporting and auditors

1. Review the Group's financial reporting to ensure its accuracy and adequacy and receive information about improper transactions in financial statements or other issues from employees.
2. Consider, select and nominate an independent person to be the Group's auditor; propose remuneration for the auditor as well as attend a non-management meeting with the auditor at least once a year.
3. Consider the plan or scope of the audit to ensure that it has covered all substantive risks and financial reporting requirements. Monitor and ensure that the issues found by the auditor are corrected appropriately and timely.
4. Consider the Group's policy relating to non-audit services provided by the auditor and review to ensure that the use of such services does not interfere with the auditor's independency.

Internal control system and internal audit

5. Review the Group's internal control, including information technology security and control, to ensure that they are suitable and effective.
6. Determine the internal audit unit's independence; review the Group's internal audit to ensure that it is suitable and efficient and approve the appointment, transfer and dismissal as well as appraise the performance efficiency and effectiveness of the chief of the internal audit unit or any other unit in charge of an internal audit.
7. Review the implementation of remedial actions on the audit issues raised by the regulators, external auditors and internal auditors.

Compliance with laws and regulations

8. Review the performance of the Group companies to ensure compliance with the law pertaining to financial institutions, the law on securities and exchange, the SET's regulations, the Bank of Thailand's regulations, other laws and regulations relating to financial institution and securities businesses and any other laws.
9. Review to ensure that the Group companies follow the Group's policies.

Connected transactions or transactions that may have conflicts of interest

10. Review the connected transactions or the transactions which may lead to a conflict of interest, and the disclosure thereof, to ensure that they are in compliance with the laws and the SET's regulations and are reasonable and for the highest benefit.

Reporting

11. Report on the committee's performance to the Bank's Board of Directors at least every quarter.
12. Prepare and disclose the following information in the Group's annual report and the Audit Committee's report, which must be signed by the Audit Committee's Chairperson:
 - (a) opinion on the accuracy, completeness and credibility of the Group's financial report;
 - (b) opinion on the adequacy of the Group's internal control system;
 - (c) opinion on compliance with the law on securities and exchange, the SET's regulations and laws relating to the Group's businesses;
 - (d) opinion on the suitability of the auditor;
 - (e) opinion on the transactions which may lead to a conflict of interest;
 - (f) the number of the Audit Committee's meetings and the attendance of such

- meetings by each committee member;
 - (g) opinion or overview comment received by the Audit Committee from its performance of duties in accordance with the charter; and
 - (h) other transactions which, according to the Audit Committee's opinion, should be known to shareholders and general investors, subject to the scope of duties and responsibilities assigned by the Bank's Board of Directors.
13. Report to the Bank's Board of Directors in order that remedial actions can be taken within the timeframe which the Audit Committee deems appropriate in case the Audit Committee finds or suspects any misconduct as follows:
- (a) Any transaction which causes a conflict of interest;
 - (b) Any fraud, irregularity or material defect in an internal control system; or
 - (c) Any violation of the laws pertaining to financial institutions, the law on securities and exchange, the SET's regulations, the Bank of Thailand's regulations, other laws and regulations related to the banking and securities businesses and any other laws such as the Anti-terrorism Financing Act and the Proliferation of Weapons of Mass Destruction Financing (AML/CTPF), requirements of the OIC, and Personal Data Protection Act, etc. If the Bank's Board of Directors or the management fails to rectify the matter within the period specified by the Audit Committee, the Audit Committee shall disclose such transaction or act in the annual report and report to the Bank of Thailand, the SEC or the SET accordingly.

Others

14. Investigate immediately when receiving information of suspected misconduct from the auditor and report the preliminary investigation

result to the SEC and auditor within thirty days from the notification date.

- 15. Inspect or question any relevant personnel regarding any related issues of the Group. The Audit Committee is authorized to hire or bring in specialists to assist with the auditing process, as deemed appropriate.
- 16. If necessary, the Audit Committee may invite the management or any relevant person(s) to join the meeting to give additional information related to the matter being audited.
- 17. Consult and exchange views with the Risk Oversight Committee in order to assess if the risk management policies and strategies cover all existing and emerging risks and if the implementations of such policies and strategies are effective and efficient.
- 18. Review the accuracy of the Anti-corruption Self-evaluation Report and reference documents which are prepared and audited by the Legal and Compliance Group and the Internal Audit Office, respectively, in accordance with the review period as prescribed by the CAC.
- 19. Perform any other act as assigned by the Bank's Board of Directors and accepted by the Audit Committee.
- 20. Perform any other act as the law prescribes on the authority of the Audit Committee.

The Audit Committee shall meet at least once every quarter or as it deems appropriate and also meet with the Audit Committee of the Group companies at least twice a year. The quorum of the Audit committee's meetings must consist of no less than half of the Audit Committee members. The meeting resolution is passed by a majority vote of the committee members attending the meeting. The Audit Committee may adopt a resolution without holding a meeting if all committee members sign their names on a copy of the text of such resolution and such resolution shall be in the same force and effective as if it has been adopted at a duly convened meeting of the Audit Committee. The Chairperson of the Audit Committee or the committee member who has been assigned to act as the Chairperson of the meeting has the casting vote.

Nomination and Remuneration Committee Charter

Kiatnakin Phatra Bank Public Company Limited

Roles, Duties and Responsibilities

The Nomination and Remuneration Committee has roles, duties and responsibilities as assigned by the Board of Directors as follows:

1. Establish policy, criteria and process in nominating directors and persons with management authority for the Bank and the Group companies in order to propose to the Bank's Board of Directors; select and propose qualified persons to be the Board members, members of sub-committees directly reporting to the Board of Directors, persons with management authority, advisors of the Bank and the highest-level executive of KKP CAP to the Bank's Board of Directors for consideration as well as give consent to the directors and persons with management authority of the Group companies prior to being proposed for appointment.
2. Consider the size and composition of the Board of Directors of the Bank and the Group companies which are appropriate with the changing circumstances. Oversee that the Group has a mechanism or tool to support the process for selecting and nominating director candidates to ensure that the Board of Directors of the Bank and the Group companies consist of qualified individuals with a wide range of knowledge, capabilities and experiences favorable to long-term business growth and directions and strategies of the Group, such as developing a skill matrix which is necessary for the Bank's Board of Directors, etc.
3. Ensure that the Board members and persons with management authority of the Bank and the Group companies receive remuneration and benefits which are commensurate with their duties and responsibilities. Consider the remuneration and other benefits for the Board members and the CEO of the Bank which reflect the objectives, duties and responsibilities and relevant risks¹ prior to proposing to the Board of Directors. In addition, the committee shall establish a transparent payment policy of the remuneration and other benefits for other persons with management authority as a guideline for consideration by the Human Resource Management Committee/Capital Market Human Resources Management Committee. The committee may also consult with the Risk Oversight Committee to ensure that the remuneration can reflect important risks.
4. Consider and establish guidelines for the performance evaluation of the Board members and the CEO of the Bank to propose for the Board of Directors' consideration. The evaluation of the Board members should be in the form of self-evaluation and cross-evaluation or third-party evaluation. The committee shall also establish guidelines for the performance evaluation of the persons with management authority for the Human Resource Management Committee. These guidelines will assist the Human Resource Management Committee in considering the annual remuneration by taking into account the roles and responsibilities, the related risks, the management of business in accordance with the organization's goal and strategies and the increasing value of shareholders' proportion in the long term.
5. Oversee the disclosure of the policy and process for the selection of directors and persons with management authority of

¹ The remuneration should not relate, too much, to short-term profits or targets and must not create incentives for entering into too risky transactions which can affect the Group's stability.

the Bank and the remuneration policy and various forms of benefits as well as prepare the committee's report in the Bank's annual report.

6. Oversee that the Bank has a succession plan for executives in place to ensure planning and preparation for critical positions.
7. Report on the committee's performance to the Board of Directors at least once a year.

The Nomination and Remuneration Committee shall meet at least twice a year or as it deems appropriate. The quorum of the Nomination and Remuneration Committee's meetings consists of no less than half of the Nomination and Remuneration

Committee members. The meeting resolution is passed by a majority vote of the committee members attending the meeting. The Nomination and Remuneration Committee may adopt a resolution without holding a meeting if all committee members sign their names on a copy of the text of such resolution and such resolution shall be in the same force and effective as if it has been adopted at a duly convened meeting of the Nomination and Remuneration Committee. The Chairman of the Nomination and Remuneration Committee or the committee member who has been assigned to act as the Chairperson of the meeting has the casting vote.

Compliance and Governance Committee Charter

Kiatnakin Phatra Bank Public Company Limited

Roles, Duties and Responsibilities

The Compliance and Governance Committee has roles, duties and responsibilities as assigned by the Board of Directors as follows:

1. Through the Compliance unit, oversee that the Bank and the Group companies conduct business in compliance with laws, regulations, rules, standards, ethics, corporate governance principles and compliance policy.
2. Ensure that the Bank and the Group companies have an efficient and independent compliance system and corporate governance practice.
3. Oversee that the Bank and the Group companies establish the process to take corrective actions for issues raised by regulatory agencies, the external auditor, the internal auditor and the compliance unit.
4. Approve the Annual Compliance Plan of the compliance unit and monitor the performance of the compliance unit to ensure that it completes tasks and achieves targets according to the plan.
5. Provide an opinion on the Annual Compliance Report and report to the Board of Directors.
6. Develop the Guidelines for Business Conduct to be used as a performance framework for the Board members, executives and employees of the Bank and the Group companies and propose to the Board of Directors for consideration.
7. Regularly review the corporate governance principles of the Bank and the Group companies and their compliance with international standards and suggestions of regulators; consider the assessment result of the Bank's and the Group companies'

corporate governance carried out by external entities and recommend the development of the Bank's Corporate Governance Policy to the Board of Directors for approval.

8. Approve the appointment, transfer and performance evaluation of the highest executive of the compliance unit.
9. Report on the committee's performance to the Board of Directors at least once a year and immediately in case there is any significant incompliance with rules of the regulators and/or the Bank and the Group companies.
10. Review the Compliance Policy and any policies and guidelines in relation to good corporate governance as well as the performance of the compliance unit. Endorse and/or approve any amendments which are non-significant matters and report to the Board of Directors once a year.

The Compliance and Governance Committee shall meet at least once every quarter or as it deems appropriate. The quorum of the Compliance and Governance Committee's meetings consists of no less than half of the Compliance and Governance Committee members. The meeting resolution is passed by a majority vote of the committee members attending the meeting. The Compliance and Governance Committee may adopt a resolution without holding a meeting if all committee members sign their names on a copy of the text of such resolution and such resolution shall be in the same force and effective as if it has been adopted at a duly convened meeting of the Compliance and Governance Committee. The Chairman of the Compliance and Governance Committee or the committee member who has been assigned to act as the Chairperson of the meeting has the casting vote.

Executive Committee Charter

Kiatnakin Phatra Bank Public Company Limited

Roles, Duties and Responsibilities

The Executive Committee has roles, duties and responsibilities as assigned by the Board of Directors as follows:

1. Determine short and long-term business directions and strategic goals of the Group for both financial and non-financial aspects by analyzing the ecosystem and factors prior to proposing to the Board of Directors for consideration.
2. Consider the policy and operating plan of the Bank and the Group companies, as proposed by the CEO, prior to proposing to the Board of Directors for consideration by emphasizing on adequate and efficient allocation of key resources and ensure that the CEO operates the business in accordance with the approved policy effectively and efficiently.
3. Consider and approve policies, guidelines and working rules of the Bank and the Group companies.
4. Oversee the business operation of the Bank and the Group companies in order to carry out business in accordance with the laws and approved policies as well as assign operating matters of the Bank and the Group companies to the CEO and sub-committees in order to propose to the Board of Directors for consideration.
5. Establish the overall organizational structure in accordance with the business directions and goals as well as give consent to any revision on the Bank's organizational structure at the group level (in case of setting up a new business or dismissal of any business) prior to proposing to the Board of Directors for consideration. Meanwhile, the CEO and President are authorized to approve the revision on the organizational structure at

the department level or group level (excluding setting up a new business or dismissal of any business) according to line authority as deemed appropriate.

6. Supervise the performance and establish the roles and responsibilities of the CEO, sub-committees and executives, who are assigned by the Executive Committee to be responsible for a specific matter.
7. Consider and approve loans, restructuring loans and sales of main foreclosed property; set the asset price to be purchased from auctions; exercise the right to object in accordance with the specified limit; approve the legal expenses and litigation against debtors and approve the securities underwriting and securities commitment of the Bank or the Group companies within the specified limit and propose to the Board of Directors for acknowledgement.
8. Approve the unreviewed/unaudited financial statements in order to disclose to the SET and relevant supervisory agencies and consider the reviewed/audited financial statements before proposing to the Board of Directors for approval.

The Executive Committee shall meet at least once a month or as it deems appropriate. The quorum of the Executive Committee's meetings consists of no less than half of the Executive Committee members. The meeting resolution is passed by a majority vote of the committee members attending the meeting. In cases where unanimity is not reached, the committee member may propose such agenda to the Board of Directors for consideration. The Executive Committee may adopt a resolution without holding a meeting if all committee members sign their names on a copy of the text of such resolution and such resolution shall be in the same force and effective as if it has been adopted at a duly convened meeting of the Executive Committee.

Risk Oversight Committee Charter

Kiatnakin Phatra Bank Public Company Limited

Roles, Duties and Responsibilities

The Risk Oversight Committee has roles, duties and responsibilities as assigned by the Board of Directors as follows:

1. Set up the overall policy on risk management for the Bank and the Group companies and propose to the Board of Directors for consideration. This includes major policies on credit risk, market risk, liquidity risk, operational risk including IT risk, risk appetite and any risk which could adversely affect the Bank and the Group companies' reputation.
2. Develop strategies which are consistent with the Bank's risk management policy. The strategies should enable the committee to assess, monitor and control risks to be at acceptable levels. Additionally, it is the responsibility of the committee to set up criteria in considering reserve for asset classification.
3. Consider and approve criteria relating to lending, commitments and any transactions with loan-like characteristics which are within the risk management framework set by a regulatory agency or the Bank. It is the committee's responsibility to consider and establish credit policies in order to propose to the Board of Directors for approval.
4. Oversee the risk management of the Bank and the Group companies and report to the Board of Directors.
5. Give suggestions to the Board of Directors about the financial institution's risk management framework.
6. Report to the Audit Committee and/or the Compliance and Governance Committee to acknowledge the issues that need to be improved to be consistent with the risk management policies and guidelines.
7. Oversee that senior executives including the Head of Risk Management Group comply with the risk management policies and strategies as well as the specified risk appetite.
8. Oversee that strategies on capital and liquidity management for absorbing various types of risks of financial institution are in line with the approved risk appetite.
9. Revisit and review the sufficiency and effectiveness of the overall risk management policies and strategies as well as risk appetite at least once a year or when there is any significant change, where the Risk Oversight Committee should consult and exchange views with the Audit Committee in order to assess if the risk management policies and strategies cover all existing and new types of risks and if the implementation of such policies and strategies are effective and efficient.
10. Report the committee's performance to the Board of Directors at least once a year. And also report the following to the Board of Directors: risk exposures, effectiveness of risk management, progress on the implementation of risk culture, as well as important factors and problems, and the required revisions to meet the risk management policies and strategies. Review the adequacy of the risk management policies and systems as well as the effectiveness of such systems and implementation according to specified policies.
11. Express an opinion or take part in the evaluation of the effectiveness and efficiency of the Head of Risk Management Group.

The Risk Oversight Committee shall meet at least once every quarter or as it deems appropriate. The quorum of the Risk Oversight Committee's meetings

consists of no less than half of the Risk Oversight Committee members. The meeting resolution is passed by a majority vote of the committee members attending the meeting. The Risk Oversight Committee may adopt a resolution without holding a meeting if all committee members sign their names on a copy of the text of such resolution and such resolution shall be in the same force and effective as if it has been adopted at a duly

convened meeting of the Risk Oversight Committee. The Chairman of the Risk Oversight Committee has the casting vote.

The Chairman of the Risk Oversight Committee must be an independent director or non-executive director. At least half of the committee members must be independent directors or non-executive directors.

Report of the Audit Committee

The Audit Committee of Kiatnakin Phatra Bank Public Company Limited (the “Committee”) comprises the following three independent directors, each of whom possesses extensive knowledge and experience in finance, accounting, economics, and organization management.

- January 1, 2022 - April 21, 2022: consists of Mrs. Dayana Bunnag as chairperson, with Mr. Chet Pattrakornkul and Mr. Veravat Chutichetpong as members.
- April 22, 2022 - November 30, 2022: consists of Mrs. Dayana Bunnag as chairperson, with Mr. Chalee Chantanayingyong and Mr. Veravat Chutichetpong as members.
- December 1, 2022 - December 31, 2022: consists of Mrs. Dayana Bunnag as chairperson, with Mr. Chalee Chantanayingyong as a member.

In 2022, the Committee had thirteen meetings, with the attendance record of each committee member reported under section 8.2 (Performance of the Audit Committee in the previous Year) in the Form 56-1 One Report, to perform duties in accordance with the role set forth in the Committee’s charter, in summary:

- In each quarter, the Committee reviewed the financial reports through a meeting with executives of the Finance and Budgeting Group and external auditors to consider all comments made during the auditing and reviewing of financial statements. The Committee acknowledged the additional relief measures issued by the Bank of Thailand and the new accounting relief for entities assisting debtors affected by the COVID-19 pandemic issued by the Federation of Accounting Professions. In this regard, the Committee discussed with auditors and management the appropriateness of the expected credit loss allowance and any additional expected credit loss by management overlay. In addition, on a half-

yearly basis, the Committee and external auditors had meetings arranged without the attendance of the executives.

- By working together with the internal auditor and external auditor, the Committee reviewed the internal control system, including information technology security and control as well as cyber security, to assess the efficiency and sufficiency of these systems. The Committee was of the opinion that the Group had sufficient and appropriate internal control systems. In the past year, the Bank and its subsidiaries had some deficiencies in the internal control systems, and management gave serious attention to these issues in order to correct and improve the performance of the system. The external auditor did not make any remarks that could be deemed to have any significance for the Group’s internal controls. Moreover, in 2022, the Bank’s management was engaged in assessing the adequacy of internal control, using the SEC’s checklist, which was developed under the COSO 2013 framework. The assessment results were reviewed by the Committee and the Board of Directors in order to exchange views and develop a mutual understanding of the state of internal controls so that appropriate actions could be further determined.
- The Committee reviewed and approved the Annual Internal Audit Plan. In this regard, the Committee supported the internal auditor’s initiatives on improving efficiency by adopting data analytics and agile auditing in response to changing risks and business circumstances. In addition, the Committee recommended the internal auditor increase the internal auditor’s risk awareness, manage and retain talented personnel, and ensure sufficient resources, including headcount, team capability,

training and development, and a qualified information technology auditor in accordance with the SEC's requirement. Furthermore, the Committee determined the independence of the internal audit function and reviewed the annual performance of the Head of the Internal Audit Office.

- The Committee reviewed the Group's risk management system and measures as reported by the risk management function. These included the key risk factors and the management response to address those risks in line with the Group's policies, strategies, and plans. In addition, the Committee had a meeting with the Risk Oversight Committee to consult and exchange views so as to assess whether the risk management policies and strategies covered all existing and emerging risks and if the implementations of such policies and strategies were effective and efficient.
- The Committee reviewed related-party transactions or transactions that may lead to a conflict of interest, including the disclosure thereon, to ensure that they were in compliance with the laws and regulations imposed by the SET and were reasonable and for the highest benefit of the Group.
- On a quarterly basis, the Committee reviewed the internal audit's report to assess whether disclosure and appropriate surveillance and monitoring programs were in place. This was to ensure compliance with the laws and regulations relating to the Group's business, including those imposed by the Bank of Thailand, the SEC, the OIC, the AMLO, etc.
- The Committee reviewed the performance of the Bank's external auditors on their duties over the year. The Committee was of the opinion that the auditors of PricewaterhouseCoopers ABAS Ltd. were independent, possessed great skill and knowledge about international auditing standards, demonstrated a high level

of proficiency in auditing banking and capital markets businesses, and had sufficient resources. As a result, the Committee considered and re-nominated PricewaterhouseCoopers ABAS Ltd. as the auditors of the Bank for the year 2023 and submitted its recommendation on the appointment and remuneration of the Bank's external auditors to the Board of Directors, to be proposed to the shareholders' meeting for approval.

- The Committee considered the Group's policy on non-audit services provided by the Bank's external auditors and reviewed such services to ensure that non-audit engagement did not impair the independence of the Bank's external auditors.
- The Committee arranged meetings with other Audit Committees within the Group to exchange views and opinions regarding the role of the Audit Committee, in accordance with the good governance, risk and control (GRC) framework so as to allow all committee members to be able to assess the overall picture of the Group's internal control.

According to a self-assessment carried out in 2022, the results suggested that the Committee has satisfactorily discharged its duties in accordance with the requirements set out in the Committee's charter.

In summary, the Committee has performed its duties independently and has been open in expressing its opinions for the best benefit of the Bank. The Committee is of the opinion that the Bank has an appropriate and efficient risk management and sound internal controls in place to undertake transactions with related parties and monitor compliance with the rules and policies as well as for other bank operations. The financial statements of the Bank are reliable and have been constructed with sufficient control systems and in accordance with Thai financial reporting standards.

The Committee has recommended to the Board of Directors that communication be continuously made to all staff that the Group emphasizes the importance of observing good business conduct and that fraudulent

behavior is unacceptable (Zero Tolerance to Fraud Policy). In late 2022, the Bank engaged an outside independent party to assess the adequacy of the

Bank's code of conduct, including the results of its conformance.

As of January 10, 2023

On behalf of the Audit Committee



(Mrs. Dayana Bunnag)

Chairperson of the Audit Committee

Report of the Board of Directors' Responsibility for Financial Statements

The Board of Directors is accountable for the consolidated financial statement of the Bank and its subsidiaries, the separate financial statement of the Bank as well as other financial information as presented in the Form 56-1 One Report. The financial statements have been prepared in accordance with Thai financial reporting standards with appropriate accounting policies applied on a consistent basis, careful consideration and reasonable estimations. Adequate disclosures have been made in the notes to the financial statements. These are transparent and reasonable presentations that reflect a true and fair financial position and performance, which is useful to all shareholders and investors. Moreover, these financial statements have been audited by an independent certified public accountant, whose unqualified opinions are stated therein.

The Board of Directors has adopted and maintained appropriate and effective systems of risk management, internal control, internal audit, and compliance to ensure that all accounting records are accurate, complete, and sufficient. These systems facilitate the Bank in maintaining

all of its assets as well as preventing any damage from other significant irregularities in the Bank's operations.

In this respect, the Board of Directors has appointed the Audit Committee, consisting of independent directors, to be responsible for the following duties: ensuring the accuracy and sufficiency of the Bank's financial reports; overseeing and cross-examining the Bank's internal control system as well as its internal audit; and reviewing all disclosures of the Bank's related transactions or conflicts of interest for the greatest accuracy and completeness. The opinion of the Audit Committee related to these matters is stated in the Report of the Audit Committee section of the Form 56-1 One Report.

The Board of Directors is of the opinion that the overall internal control system of the Bank is sufficient, well-managed, and satisfactory to provide reasonable confidence in the reliability of the consolidated financial statement of the Bank and its subsidiaries and the separate financial statement of the Bank for the year ended December 31, 2022.



(Mr. Supol Wattanavekin)
Chairman



(Mr. Aphinant Klewpatinond)
Chief Executive Officer



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