

FUTURE → FORWARD

FORWARD23+

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



Vision

To be a digital-led bank with ASEAN reach

Purpose

To build a high performing sustainable organisation to help advance customers and society, through leveraging our best-in-class financial solutions, ASEAN network and technology

Core Values

In January 2022, CIMB Group launched a refreshed set of core values called EPICC which captures critical themes identified from employee engagement studies and focus groups. These themes are pivotal in shaping and improving our organisational effectiveness and ensuring we deliver impact together as an organisation. To align ourselves to the new set of core values introduced by CIMB Group, CIMB Thai is revamping our original set of values from Performance, Integrity & Accountability and Passion to EPICC.

E

Enabling Talent

P

Passion

I

Integrity & Accountability

C

Collaboration

C

Customer Centricity

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Move Forward with Added Value

CIMB Thai Bank is committed to becoming a digitally driven ASEAN bank to provide the best customer experience and create greater value to services, business operations, and the betterment of society.

In spite of the difficulties posed by the ever-evolving social and economic landscape, CIMB Thai Bank and the CIMB Group have worked together to enhance operations through the FORWARD 23+ strategy through flexibility to change and innovation to overcome limitations gracefully, until products are embraced by customers, business networks, employees, investors, and civil society alike.

We are thus assured that we will continue on the path we have taken and proudly provide the value created from this effective work to all applicable areas.

Creative Product Value

CIMB Thai Bank is dedicated to creating products that are tailored to meet the unique needs of target customer groups and effectively address their needs, resulting in innovative financial solutions that are distinctive and impactful, which bring direct benefits to customers and are continuously enhanced with the cutting-edge digital technologies, providing seamless accessibility to services and products, regardless of time and location.

Our products and services are widely accepted in the banking and financial markets, with customers from these sectors proudly using them.



- The Speed D+ deposit product with attractive yields tailored to investor groups offer opportunities to simultaneously grow savings and make investments.
- Online banking services for BizChannel@CIMB

- 5 Awards from ThaiBMA
 - Most Active Bank in Corporate Bond Secondary Market
 - Best THOR Derivatives Desk
 - Best Secondary Market Contributor
 - Best Bond Dealer
 - Best Outright Primary Dealer
- Open Architecture: Wealth One Stop Shop where customers can purchase mutual funds from 12 of the top asset management firms.
- Subscription for Primary and Secondary bonds through the CIMB THAI Digital Banking mobile application
- The "Best Bank Award" for sophisticated instruments in derivatives from The Asset Triple A
- Wealth Management Platform of the Year Award in Thailand from The Asian Banking & Finance Retail Banking Awards 2020-2022 for 3 consecutive years.

Customer Trusted Value

CIMB Thai Bank employs a customer-centric approach to deliver the best experience, beginning with careful consideration of customer needs through attentive listening to understand their needs and develop tailored products and services to deliver solutions with a service-oriented mindset.

For the customer's impression to transfer into a true trust in us.

- CIMB Preferred: portfolio consulting services, personal investment, and financial privileges

- RED CHAIR Start by putting yourself in your customers' shoes: listen to them, understand their needs, and pay close attention to their thoughts and feelings to gain valuable insight into what they truly desire.

- 2 Awards from Digital CX Awards
 - Outstanding Digital CX – Cash Management Platform
 - 2022 Digital CX Awards



Value of Team Growth

CIMB Thai Bank empowers human resources to foster a growth mindset through skill-building, knowledge-sharing, and the encouragement of innovation while providing opportunities and freedom to create a culture of ownership and collaboration, allowing individuals to grow together and sustainable motivation.

- Gold Employer of the Year Award and Silver Excellence in Workplace Wellbeing Award in Excellence in Learning and Development from HR Excellence Awards Thailand 2022 hosted by Human Resources Online, Singapore

- HR Asia Awards Best Company to work for in Asia (2019, 2021)
- HR Excellence Awards Gold Award Excellence in Graduate Recruitment & Development

Value of Strong Network

In the face of the recent global crisis, CIMB Thai Bank's strong network as one of ASEAN's financial conglomerates has been a testament to its power in providing mutual support and shared solutions for the benefit of all customers and partners worldwide.

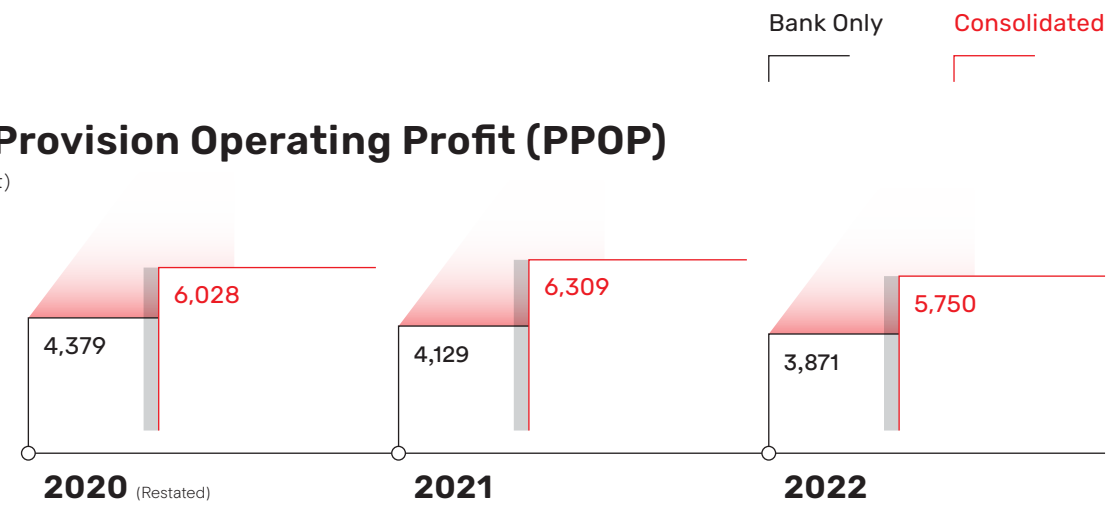
Even in times of market volatility, a strong network will provide customers a sense of security and ensure that they will never have to face difficulties alone.

- Awarded in the Consumer Banking and Treasury segment
 - Outstanding Marketing Initiative for a New Product - The Digital Banker
 - Thailand House of the Year - Asia Risk
 - Best THB FX Data Contributor (THB Spot) - Refinitiv
 - Best THB FX Data Contributor (Local Cross Currency) - Refinitiv

- Best Foreign Currency FX Bank - Runner Up - Refinitiv
- Government Savings Bond's Selling Agent - Ministry of Finance Thailand
- Top Sell Side Firms in Asian Currency Bonds - The Asset
- Best Secondary Market - Ministry of Finance Thailand
- Best SOE Bond Contributor - Ministry of Finance Thailand

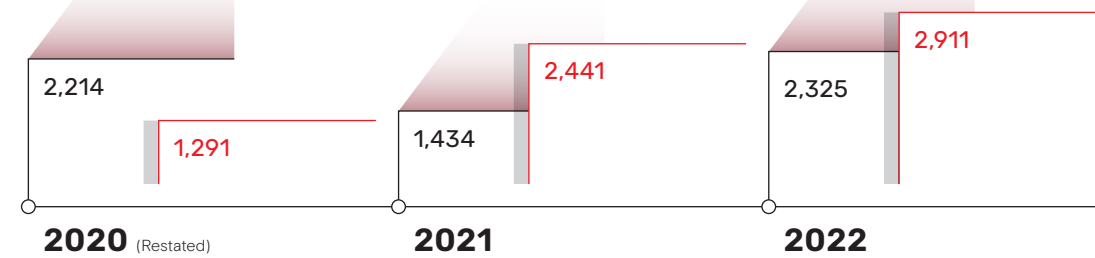
Pre - Provision Operating Profit (PPOP)

(Million Baht)



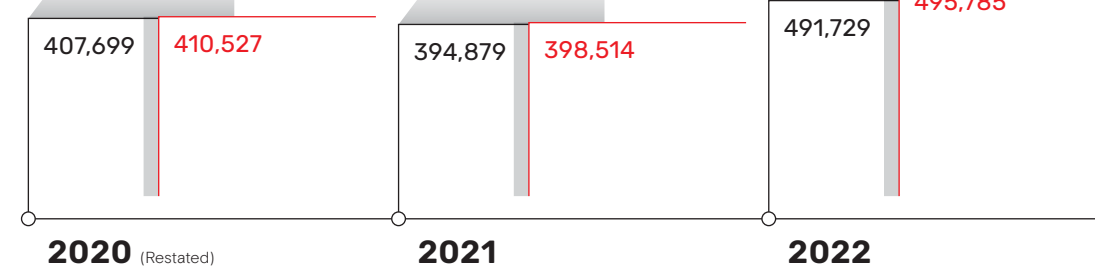
Net Profit

(Million Baht)



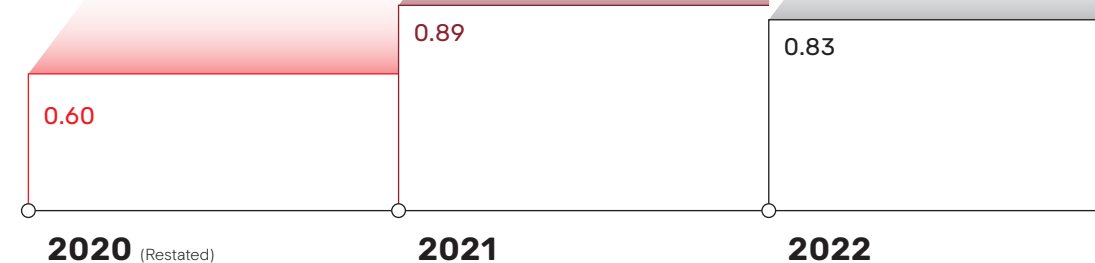
Assets

(Million Baht)



Share Price

(Baht / Share)



Net Profit YoY
19.3%

BIS Ratio
21.8%

Loan Growth YoY*
11.0%

Net Interest Margin (NIM)
2.7%

*Loans excluding money market net deferred revenue

(Million Baht)

At Year End	Bank Only			Consolidated		
	2020 (Restated)	2021	2022	2020 (Restated)	2021	2022
Total liabilities	368,468	354,821	449,819	368,983	355,111	449,935
Shareholders' equity	39,232	40,058	41,910	41,544	43,403	45,850
Net interest income	7,147	6,694	6,859	10,939	9,951	9,605
Non - interest income	3,735	3,285	3,074	3,988	4,209	3,996
Total income	10,881	9,979	9,933	14,927	14,160	13,601
Basic earnings per share (Baht)	0.06	0.04	0.07	0.04	0.07	0.08
Book value per share (Baht)				1.19	1.21	1.28
Share price (Baht)				0.60	0.89	0.83

	2020 (Restated)		2021		2022	
	Bank Only	Consolidated	Bank Only	Consolidated	Bank Only	Consolidated
Gross Loans* (Million Baht)	220,802	226,950	205,198	211,894	228,092	235,257
Deposits (Million Baht)	194,150	193,956	182,779	182,167	237,434	236,694
BIS Ratio (%)	20.8	21.4	21.8	22.4	20.8	21.8
ROE (%)	5.8	3.1	3.6	5.8	5.7	6.6
ROA (%)	0.5	0.3	0.4	0.6	0.5	0.6
Gross NPL Ratio (%)	4.5	4.6	3.6	3.7	3.1	3.3

*Including loans guaranteed by other banks and loans to financial institutions

Message from the Chairman of the Board of Directors

Dear Shareholders,

The Year after the Pandemic

In 2022, the much-anticipated global economic rebound was disrupted by the unprecedented war between Russia and Ukraine, which increased uncertainty regarding the post-pandemic recovery and caused price surges in trade, food and fuel worldwide. Supply chain woes worsened due to the extension of strict lockdown policies in China, particularly in Shanghai, the world's largest container port. To tame the rising inflation rate, the U.S. Federal Reserve raised federal fund interest rates 7 times throughout the year from 0.25% to 4.50%. This change in U.S. monetary policy not only affected the U.S. but reverberated throughout the global economy. The stronger US dollar prompted other countries to raise their own interest rates to manage the depreciation of their currencies, which analysts warned that could lead to an impending global recession. High inflation, unsettling anxiety and ambiguity plagued global financial markets and became common headlines across the year.

The pandemic and rise of Fintech companies have reemphasised how important digitalisation is for the financial industry especially for traditional banks to remain competitive and reach a broader spectrum of customer pools. The year saw increasing investments by traditional banks and non-banks in Fintech, both directly and through partnerships so as to accelerate their digital transformation. However, not all digitalisation efforts and tech hype lived up to expectations. In the U.S., major cryptocurrency players collapsed, and the crypto segment faces heightened regulatory scrutiny. Among those affected included FTX, BlockFi and LUNA resulting in the stagnation in crypto markets. The take up of the metaverse and NFTs have dwindled as small user bases and unfulfilling customer experiences failed to generate scalable profit for companies invested in those pilots. Shockingly, the market capitalisation of the top 10 largest tech companies in the U.S. plunged by a magnitude of a USD 4.6 trillion amidst a risky interest rate environment - resulting in massive layoffs in the tech sector with over 90,000 layoffs in U.S.-based public and private tech companies in just 2022 alone.

As we look to the east, the Bank of Thailand increased interest rates in stages from 0.25% to 1.25% in tandem with other markets globally and across the region. Thailand remained resilient despite the global economic tensions, with the tourism industry and private retail consumption as key drivers. Following the Thai government's introduction of stimulus schemes such as We Travel Together and Let's Go Halves, Thai private consumption increased 9% in the third quarter of 2022 - an encouraging sign for the country's post pandemic recovery. While there was heavy pressure on Thailand's tourism industry due to the Russia- Ukraine conflict and China's rigorous lockdown, the industry saw an increase in tourist arrivals, especially from our South East Asian neighbours. In December, the number of tourist arrivals surpassed the Tourism Authority of Thailand's target of 10 million visitors in 2022. However, these numbers only account for 25% of pre-pandemic tourist figures. With the easing of Beijing's pandemic measures in 2023, I truly believe that Thailand's attractiveness as a tourist haven and the growing popularity of Thai exports following the APEC 2022 event, brighter days are ahead as we enter 2023.

2022 Financial Performance Highlights

In 2022, CIMB Thai and its subsidiaries recorded a net profit of THB 2,911 million, 19.3% higher YoY; an encouraging sign amidst volatile economic conditions. The improvement is primarily driven by better cost controls and credit cost management albeit with a marginal drop in operating income. CIMB Thai's operating income declined 4.0% to THB 13,601 million, due to higher interest expense and lower interest income; adversely affecting the Bank's net interest income (NII). The drop in our NII was offset by stronger performance in our net fee and service income, which grew THB 47.5 million or 3.4% in 2022, driven by higher underwriting fee income. Our cost-to-income ratio (CIR) for the year stood at 57.7% compared to 2021's 55.5% due to the tepid operating income performance despite our improved efforts in managing our operating costs.



Despite the drop in interest income, CIMB Thai saw a positive recovery in our total gross loans, which grew 11.0% YoY to THB 235 billion across our Consumer Banking and Wholesale Banking business portfolios. Total deposits also saw a pickup in performance, growing 21.0% to THB 290 billion, following the introduction of several key deposit campaigns across the year.

Asset quality continues to play an important aspect to CIMB Thai's business where we improved the efficiency of our risk management policies, asset quality management and loan collection processes. These efforts have assisted CIMB Thai in securing a lower NPL ratio of 3.3% from 3.7% the previous year. The loan loss coverage ratio as at 31 December 2022 stood at 114.6% and total allowance for expected credit losses were well above the Bank of Thailand's requirements at THB 8.2 billion. At the end of 2022,

our total consolidated capital funds stood at THB 57.7 billion, with a BIS ratio of 21.8% of which 16.2% comprised Tier-1 capital.

Team CIMB Thai: Our People and Culture

With the pandemic restrictions easing in the country, CIMB Thai held more physical staff engagement activities across the organisation. Throughout the year, we organised core values EPICC Culture Cascade Workshops touching all departments and levels of talent to strengthen our organisation's health while further instilling our new refreshed set of values. In August 2022, we were honoured to welcome Khun Gurdip Singh Sidhu, who double hats as CIMB Group's Chief People Officer and Group Chief Sustainability Officer, together with Khun Luanne Sieh, Head of Group Sustainability to Thailand's bi-annual CEO Town Hall to share their views of the EPICC values and sustainability progress across the region. The Town Hall was significant in many ways as it articulated the importance and impact of our core values to our organisation's growth, and gave a chance to our employees to raise their awareness on pressing sustainability issues.

CIMB Thai also hosted a sustainability event for both our staff and vendors, themed "Facilitating Equal Opportunities", as a sub event to the Group's bigger Cooler Earth Summit in September 2022. In this event, CIMB Thai collaborated closely with the Department of Empowerment of Persons and Disabilities, Vulcan Coalition (an AI start-up for the blind), and the Thailand Association of the Blind to raise awareness on climate change and to drive inclusiveness in social development. This is one of the vital first steps in community engagement activities that the organisation wishes to expand as a part of our sustainability aspirations.

On a lighter note, I finally had the opportunity to visit Thailand for Board meetings after two years of pandemic travel restrictions. It was definitely a refreshing and invigorating experience to once again see my fellow Board Members, the CIMB Thai leadership team and staff in person. I believe that these in-person interactions will drive synergies and renewed vigour at the Board and Management level, which I hope, will also be cascaded down to all our employees in the year ahead.

Renewed Leadership Team

In July 2022, CIMB Thai welcomed Khun Vera Handajani from Indonesia as one of our newest members to the Board of Directors. Prior to joining CIMB Thai's Board, Khun Vera was CIMB Niaga's Chief Risk Officer and now Chief Risk Officer of the Group. With over 25 years of experience in the banking industry and a strong risk management background, she is an asset to the team and we are delighted to have her join us.

Additionally, we have expanded our leadership team in the Management Committee with three new members; Khun Konthee Prasertwongse, Khun Wut Thanittiraporn and Khun Panida Tangsriwong. Their experience and expertise in various businesses surrounding Wholesale Banking have been a valuable resource to CIMB Thai. These changes at the senior management level will support our ambition to reach greater heights in the Bank as we continue to leverage and strengthen our ASEAN proposition.

I would like to also express my gratitude to Khun Hafriz Abdul Rahman, who left the CIMB Thai Board of Directors in 2022 after being a part of the Board since September 2020. His expertise in accounting and finance was invaluable in guiding CIMB Thai, especially through the hard-hit pandemic years. His contributions to our organisation will be treasured and remembered, and we wish him all the best in his new role at CIMB Group as Director of CIMB Bank Berhad, CIMB Thai's parent company. Another person we will miss is Khun Sutee Losoponkul, Advisor to President and CEO. His leadership and time with the organisation will definitely be ingrained deeply within the firm for many years to come, and I would like to wish him a very happy retirement and to thank him for all that he has contributed to CIMB Thai.

Awards and Recognition across the Year

Our wealth management franchise is a key proposition for our customers' financial needs. Thus, CIMB Thai has continuously improved our wealth management service and platform to elevate our service quality and customer experience, leading us to our third consecutive win in the Asian Banking & Finance

Retail Banking Awards "Wealth Management Platform of the Year" category. For the Treasury business, CIMB Thai won 11 awards from both The Asset Triple A and Thai BMA including "Best Bank for Investment Solutions" and "Most Active Bank in Corporate Bond Secondary Market" solidifying our position as a top Bond distributor in the Thailand Bond market in terms of market share. Recently, we were awarded with another 2 awards from the Ministry of Finance for our bond business: "Best Secondary Market" and "Best SOE Bond Distributor".

Additionally, digital banking has been on a rigorous rise over the past few years. Customers' expectations have shifted from personalised services at branches, to executing banking transactions from their portable devices on a near daily basis. Making online processes fast, secure and seamless has been one of our top priorities in the year. On top of that, serving our customers without disruptions, enhancing system stability and minimising downtime became key focus areas to maintain our customers' trust with our business. In 2022, we were honoured to receive the "2022 Digital CX Awards" and "Outstanding Digital CX for Cash Management Platform" by The Digital Banker for our digital initiatives.

Retrospectively, our company would not have been able to achieve all these accomplishments without the great work of our dedicated employees who have been working tirelessly throughout the year. To support and improve the productivity and well-being of our employees, we have launched a Hybrid Work Arrangement (HWA) policy as well as various wellness programs. We have also enhanced our recruitment process with Oracle Recruiting Cloud, which helped streamline and automate our recruitment process. All these efforts have resulted in CIMB Thai receiving three awards from the HR Excellence Awards 2022 including gold awards in "Employer of the Year" and "Excellence in Workplace Wellbeing" and a silver award in "Excellence in Learning and Development".

Heartfelt Thanks

2022 has been another year of many exciting and extraordinary accomplishments for CIMB Thai. I would like to thank my fellow directors, the management team and our talented employees for their countless efforts, dedication, and determination that helped drive the organisation to overcome the year's multiple post-pandemic challenges. I would also like to extend my gratitude to our external business partners, stakeholders and our regulators for their support and I am looking forward to a brighter year ahead together.



Dato' Robert Cheim Dau Meng

Chairman of the Board of Directors

Message from the President and Chief Executive Officer



Dear Shareholders,

2022: The Year of Unexpected Twists and Turns

Back in 2021, global economies were in a plateau and doing their best to survive the ongoing COVID-19 crisis. The year after, 2022, was thought to be the year of recovery and hope, but reality has decided to take a rather unexpected spin – in ways both good and bad. The earlier parts of the year rocked with news of the Russia-Ukraine war, which shook global markets and caused heightened inflationary pressures to follow shortly thereafter. In the second half, concerns of a global recession were widespread as monetary authorities were compelled to keep pace with the US Federal Reserve's rate hikes, leading some countries to face their highest inflation rates in decades.

2022 also proved to be a tumultuous period for cryptocurrency investors and the fintech industry in general. FTX, a major player in the market, collapsed in November, and soon crackdowns on crypto firms

by governments garnered extensive international attention and concern. Similarly, the tech industry saw its biggest layoffs at the end of 2022 with more than 90,000 jobs cut across the sector, a 600% increase from the year before and more are expected to come.

However, despite the setbacks observed in 2022, the year was not all doom and gloom for all of us. We witnessed the lifting of COVID-19 restrictions in many parts of the world and the reopening of international borders including Thailand. People could finally fulfill their travel wishlists and reunite with family and friends based abroad. Major international sports events such as the World Cup, Winter Olympics, Commonwealth Games and Wimbledon were successfully held allowing physical spectators, much to the joy of the athletes and their fans.

Here in Thailand, the economic slowdown was definitely felt, especially in the earlier parts of the year where contraction in exports and tepid recovery of the tourism sector seemed prevalent. However, in more recent events, hope of a stronger recovery has been observed with the announcement of China's border reopening in January 2023, as the country plays a critical role in Thailand's tourism plans. Other areas that picked up incredible pace during the year included sustainability. We began seeing catastrophic impacts brought by climate change as seen in the year-end Hat Yai floods along with the devastating social and business disruptions it has brought. The financial industry and other key sectors including retail, manufacturing and power are now stepping up to ensure a quicker transition to a net zero carbon economy which is also aligned to the country's Bio-Circular-Green (BCG) economic model aspirations as presented in the APEC 2022 summit hosted in Thailand.

Overall, 2022 was definitely a year that has caught many of us by surprise. Yet, though it proved challenging, humankind has once again shown perseverance and adaptability to change, leading to new discoveries and opportunities which set the tone and mood for the year ahead in 2023.

2022 Key Financial Performance Highlights

Despite the economic challenges faced in 2022, CIMB Thai reported a stronger net profit of THB 2,911 million, an increase of 19.3% from the previous year. The increase was contributed by continued efforts to reduce our operating cost and credit cost, offset by slightly lower operating income. Operating income stood at THB 13,601 million or a decrease of 4.0% from 2021, largely from a decline in net interest income (NII) of 3.5% YoY. Meanwhile, the drop in NII was compensated by an improvement in the net fee and service income of 3.4% YoY or an increase of THB 47.5 million.

CIMB Thai observed a cost-to-income ratio (CIR) of 57.7% this reporting year. While the figure is slightly higher YoY, this increase was mainly due to a drop in our operating income despite continuous efforts to manage our costs better. Although our income growth was stagnant in 2022, we saw positive movements in our total gross loans and deposits. Our total gross loans have recovered by 11.0% YoY to THB 235 billion, while our deposits grew 21.0% to THB 290 billion. Additionally, our NPL ratio has improved from 3.7% to 3.3% YoY from better asset quality management and loan collection processes. Consequently, CIMB Thai's loan loss coverage also declined to 114.6% but our total allowance for expected credit losses were THB 8.2 billion, well and above the Bank of Thailand's minimum reserve requirements. Total consolidated capital funds amounted to THB 57.7 billion and our BIS ratio and Tier 1 ratio stood at 21.8% and 16.2% respectively.

2022 Business Performance Summary and Achievements

Our Consumer Banking business has continued to achieve several awards and recognitions in 2022. Among these accomplishments, CIMB Thai received the "Wealth Management Platform of the Year" award for the third consecutive year and the "Investment Product Innovation of the Year" award from Asian Banking and Finance for our efforts to innovate and upscale our Wealth Management business to meet our customers' key needs especially in a time of economic instability. Additionally, we also obtained the "Outstanding Marketing Initiative for a New Product" award from the Digital Banker as we continued to explore new ways to connect with our customers and uplift our brand presence.

Despite rising inflation and higher interest rate concerns across the year, our Consumer Lending business saw a strong recovery in our loans as we observed a YoY 12.2% loan growth. At the Wealth Management

side, although the Mutual Funds market showed much volatility during the year, our Retail Bond take-up has been promising especially on our CIMB THAI Digital Banking application. Digital transactions related to Bonds grew 242.6% YoY, which is an encouraging momentum as we scale up our digital wealth proposition. I am also happy to note that our Consumer Banking NPS score continued to improve by four points in 2022 – retaining our Top 2 position in the industry.

For our Wholesale Banking business, we saw improvements in our operating income with a 15.6% YoY growth. Our Debt Capital Market (DCM) business where we rank the 5th best in the industry, showed strong results, growing 13.8% YoY in DCM revenue. Deepening cross-division synergies has also been a core focus of our Wholesale Banking business in 2022. We explored new synergies between the Corporate Banking and Transaction Banking Teams to enhance our ASEAN proposition and grow our payments platform services. Additionally, as part of our Sustainability commitments and aspirations, our Corporate Banking, Financial Institution and Investment Banking businesses have been working closely with our Sustainability Team to explore Green, Social, Sustainable Impact Products and Services (GSSIPS), starting with the development of Sustainability-Linked Loans (SLLs) for our customers. Our Investment Banking and Financial Institution Teams also had a successful collaboration as seen in the Thai Life IPO deal, where we also engaged our CIMB Group's counterparts across ASEAN for regional synergies.

Another accomplishment I am deeply proud of comes from our Treasury and Markets business, where CIMB Thai achieved a total of 17 awards from various award houses. Notable ones to mention include those from Thai BMA in which CIMB Thai took home the "Most Active Bank in Corporate Bond Secondary Market", "Best Bond Dealer", "Best Outright Primary Dealer", "Best THOR Derivatives Desk" and "Best Secondary Market Contributor" award. We also won multiple awards from The Asset Triple A Awards – Best Bank for Investment Solutions in Multi Asset, Equities, Rates and also FX. Additional awards we received in the later part of the year included "Best Secondary Market" and "Best SOE Bond Distributor" awards from the Bank of Thailand, further emphasising our strength as a top bond distributor in the country and for our customers.

New Leadership and Core Values Launch

In 2022, CIMB Thai saw refreshed leadership changes take place. We welcomed a new member to the Board of Directors, Khun Vera Handajani who is concurrently also CIMB Group's Chief Risk Officer. In the Management Committee, we welcomed three new members to grow our Wholesale Banking capabilities; Khun Wut Thanittiraporn to spearhead both our Corporate Banking and Transaction Banking businesses, Khun Panida Tangsriwong who heads our Financial Institution Department and lastly Khun Konthee Prasertwongse who will drive the organisation's Investment Banking business. During the period, we also saw our Board of Director, Khun Hafriz Bin Abdul Rahman's transition over to CIMB Bank Berhad's (the parent company of CIMB Thai) Board and we would like to thank him for all of his support throughout his term with us over the past 2 years.

I am also very proud to announce that earlier in the year, we launched a refreshed set of core values Bank-wide called EPICC, which embodies Enabling talent, Passion, Integrity and accountability, Collaboration and last but definitely not the least, Customer centricity. Together, the leadership team and employees in CIMB Thai have continued to roll out and deeply embed these values into our firm's core operations and businesses through various engagements and activities across the country.

The Next Chapter: 2023

As CIMB Thai's Forward23+ strategic programme is entering its penultimate year in 2023, we shall remain steadfast in driving progress across all our CIMB Group-aligned key strategic themes to reach our aspirations – The themes are reshape portfolio, diversifying deposits, driving cost efficiency, digitise for value, strengthen risk management discipline, human capital transformation and Sustainability. Together with our three core business drivers, Consumer Banking, Wholesale Banking and Treasury, we will continue to deliver new products and progressively enhance our customer journeys to ensure that our customers experience unique and top ASEAN financial services from us.

Moving into 2023, CIMB Thai will continue to propel forward to achieve our targets, while closely aligning ourselves with CIMB Group's directions and strategic plans. The COVID-19 pandemic has taught us that no crisis can hold us back, and thus we will use this newfound resilience and strength to become stronger together with all our stakeholders. Efficiency, resiliency and sustainability shall become key themes of the new year, and CIMB Thai will gear itself to meet the upcoming challenges by continuously developing our people and transforming our business ecosystems sustainably.

We will also continue our hybrid working arrangements to provide our employees more flexibility and enabling them options to make the most of their working arrangements with their teams. The pandemic has taught us that work should not be confined strictly to the work station in office and that in fact creativity and efficiency can be found beyond the boundaries of a physical office space.

A Note of Appreciation and Thanks

I would first like to start by sincerely thanking the Board of Directors and my leadership team for their guidance, support and zealous energy especially in this past year. As I entered into my second year as CEO of the organisation, they have been nothing less than excellent mentors and comrades who have patiently guided, advised and also provided fresh perspectives to me as we sprint through the turbulent year.

On a special note, I also would like to express my deepest gratitude to Khun Sutee as he has retired after serving more than 20 years with CIMB Thai. His presence, support and leadership were notable contributions to the organisation especially in transforming our Treasury and Markets business.

Most importantly, I would like to thank #teamCIMBThai for all their hard work and tireless contributions. 2022 was another challenging year for many businesses globally. Yet, despite all that everyone has seen and experienced in the year, the team managed to come out stronger. Navigating the storms of uncertainty has been tough, but with the strong support CIMB Thai has received from all of our employees, none of the achievements and feats today would have been possible.

I would also like to express my appreciation to all of CIMB Thai's stakeholders; our customers, shareholders, business partners, regulators and other external communities for being with us throughout the year. Together as an organisation, we will continue to serve and provide you with the best-in-class financial services and products while striving for ASEAN business excellence with sustainable growth.



Paul Wong Chee Kin

President and Chief Executive Officer

Letter from Group Chief Executive Officer, CIMB Group

Dear Shareholders,

Navigating through Turbulence with New Opportunities

2022 was a mixed year; the economic recovery from the relaxation of COVID-19 restrictions was offset by elevated inflation caused by supply chain disruptions, geopolitical tensions, and sharp rise in interest rates. Being a tourism-driven economy, Thailand benefited from the opening of international borders where it saw more than 10 million foreign visitors during the year, exceeding the government's set target. However, the country's GDP grew 2.6% in 2022 as the slowdown in exports outweighed the gains from the revival of tourism sector.

CIMB Thai's 2022 Financial Performance Highlights

Despite the slow recovery of the Thai economy, CIMB Thai recorded a consolidated net profit of THB 2,911 million, a positive 19.3% year-on-year growth from 2021. The improvement was mainly contributed by better cost containment, coupled with significantly lower provisions. This resulted in a notable boost in Return on Equity (ROE) of 6.6%, 80 bps higher than last year. As of 31 December 2022, total gross loans grew by 11.0% year-on-year whilst deposits increased strongly by 21.0% year-on-year.

CIMB Thai's 2022 Business Performance Highlights

CIMB Thai's efforts in digitalisation are starting to come to fruition. We saw strong traction in the digital space particularly in digital transactions on the CIMB Thai Digital Banking app where the number of retail bond transactions more than doubled year-on-year. In terms of Treasury & Markets, we continued to be the top bond distributor in the country, ranking first in most of the secondary market trading volume. As a niche bank, we have made significant progress in developing leadership positions in bonds distribution, trading and wealth management. This year, CIMB Thai also remained consistent in our customer service particularly in the Consumer space with an improved Net Promoter Score (NPS), retaining our Top 2 position in the local market.

CIMB Thai has won numerous accolades over the year, solidifying our position in the industry. In our journey of becoming a digital-led bank with ASEAN reach, we won the 2022 Digital CX Awards and Outstanding Digital CX – Cash Management Platform award from The Digital Banker. We were also recognised as the Employer of the Year and got the Excellence in Workplace Wellbeing award by HR Excellence Awards – further emphasising CIMB Thai's efforts in improving staff wellbeing.



CIMB Group's 2022 Forward23+ Highlights

At the Group level, we continued focusing on the execution of our Forward23+ Strategic Plan and made good progress across all pillars. Under the Delivering Sustainable Financial Returns pillar, portfolio reshaping initiatives have largely completed and are yielding encouraging results. Investment in technology and operations was one key focus area for the year where we invested around RM 900 million to further enhance our digital platforms and strengthen technology resilience. In Malaysia, we introduced the early release version of our next generation mobile banking app, the CIMB OCTO. While in Indonesia, its digital super app, the OCTO Mobile continued to show encouraging growth in digital transactions.

The year also marked the start of our refreshed values and culture framework, in our journey towards being a Purpose-driven Organisation, where we have held various cascading and engagement sessions regionally to inculcate the EPICC values through an interactive approach. This is essential given our belief that the key to achieving sustainable success is through a strong culture within the organisation.

On the sustainability front, we made considerable progress where we reached the 80th percentile on the S&P Global Corporate Sustainability Assessment, with a score of 69 and achieved our sustainable finance target of RM 30 billion two years ahead of plan. Following this accomplishment, we announced our new sustainable finance target of RM 60 billion by 2024 at our 4th annual The Cooler Earth Sustainability Summit ("TCE"), double the original target. At the same time, we also announced the establishment of our Scope 3 financed emissions baseline, a key step for the Group in setting our overall plan towards achieving our target of Net Zero Overall Greenhouse Gas ("GHG") emissions by 2050. Alongside this, we were the second ASEAN bank to announce sector-specific climate targets, where we have announced 2030 targets for two of our most carbon-intensive sectors.

Yet Another Uncertain Year Amid Global Headwinds

With the rapid reopening of China, Thailand's economic outlook has brightened as the vital tourism sector regains traction. At the same time, new challenges will surface – China once again will compete in the global exports market which may negatively impact Thailand, an economy that attributes more than half of its output to exports. This year, Thailand's GDP is expected to grow between 3% to 4%, driven by increased tourist arrivals, government stimulus measures and domestic consumption.

As CIMB Group moves into the third year of our transformation journey, we remain guided by the broad Forward23+ Strategic Plan which has been refined to accommodate new focus areas, especially in addressing operational and business resilience as well as becoming a more customer-centric organisation, taking the lessons learnt from the pandemic days into account. As part of our strong ASEAN diversification, CIMB Thai continues to play an important role in realising our ambition of becoming the leading focused ASEAN bank.

For 2023, CIMB Thai will be staying the course and ramping up growth strategies amidst the post pandemic recovery. We will continue our efforts on accelerating growth in profitable areas, both in the retail and non-retail space, executing our ASEAN-focused strategy, while advancing the sustainability agenda in line with the Group's aspirations. Most importantly, customers remain at the heart of everything we do, and we promise to uphold the highest standards of customer experience. I am positive that CIMB Thai is well positioned to embrace the challenges ahead and prosper further under the leadership of our CEO, Paul Wong Chee Kin and the senior management team.

A Note of Appreciation and Thanks

On behalf of CIMB Group, I would like to take this opportunity to thank Mr. Sutee Losoponkul, who has retired after dedicating more than 20 years to CIMB Thai and helping to develop CIMB Thai as the strong niche leader it is today. I would like to thank him for his years of valuable contribution to CIMB Thai and wish him all the best in his future endeavours.

In addition, I would like to express my sincerest gratitude to the Chairman, the Board of Directors, Bank of Thailand, our valued customers, shareholders and all stakeholders for their continued support and confidence in CIMB Thai. Above all, my deepest thanks to #teamCIMB Thai for your trust, dedication and contribution throughout the year. I strongly believe that with your continued support, 2023 will present brighter days and CIMB Thai will achieve its ambition of becoming a digital-led bank with ASEAN reach.

Thank you.



Dato' Abdul Rahman Ahmad

Group Chief Executive Officer

**Dato' Robert
Cheim Dau Meng**



Chairman/
Member and Alternate
Chairman of Nomination,
Remuneration and
Corporate Governance
Committee

**Mr. Niti
Jungnitnirundr**



Independent Director/
Member of Audit Committee

**Mr. Anon
Sirisaengtaksin**



Independent Director/
Chairman of Nomination,
Remuneration and Corporate
Governance Committee/
Member of Board Risk and
Compliance Committee

**Mr. Natasak
Rodjanapiches**



Independent Director/
Member and Alternate
Chairman of Board Risk and
Compliance Committee

**Mrs. Oranuch
Apisaksirikul**



Independent Director/
Chairperson of Audit Committee

**Dato' Abdul
Rahman Ahmad**



Director

**Mr. Chanmanu
Sumawong**



Independent Director/
Member of Audit Committee/
Member of Nomination,
Remuneration and Corporate
Governance Committee

**Mrs. Vera
Handajani**



Director/ Member of Board Risk
and Compliance Committee

**Dr. Rom
Hiranpruk**



Independent Director/
Member of Audit Committee/
Chairman of Board Risk
and Compliance Committee

**Mr. Paul
Wong Chee Kin**



Director/ President
and Chief Executive Officer

Mr. Paul Wong Chee Kin

President and Chief Executive Officer/
Acting Head of Commercial Banking/
Acting Head of Operations



Mr. Lim Yeong Thian

Head of Strategy and CEO's Office



Mr. Konthee Prasertwongse

Head of Investment Banking



Mr. Jason Leong Kok Yew

Head of Finance



Ms. Siriporn Sanunpairaue

Head of Internal Audit



Mr. Tan Keat Jin

Head of Consumer Banking



Mr. Paisan Thumpong

Head of Technology and Data



Mr. Arthit Masathirakul

Head of Risk Management



Ms. Pajaree Thongvanit

Head of Legal



Mr. Pao Chatakanonta

Head of Treasury & Markets



Mrs. Kanokpai Vongsatitporn

Head of Human Resources



Ms. Uthaiwan Sukphanpim

Head of Customer Experience Management



Mr. Wut Thanittiraporn

Head of Corporate Banking and Transaction Banking



Mr. Zethjak Leeyakars

Head of Compliance



Mr. Prapas Thongsuk

Head of Corporate Communications



Ms. Panida Tangsriwong

Head of Financial Institution Thailand and CLMV



Part 1

Business Operations and Performance

1. Structure and Business Operation of CIMB Thai Bank's Financial Business Group

2. Risk Management

3. Steering Business towards Sustainability

4. Management Discussion and Analysis

5. General Information and Other Important Information

1. Structure and Business Operation of CIMB Thai Bank's Financial Business Group

1.1 Policy and Business Overview

Business overview

The Bank is licensed by the Ministry of Finance and relevant authorities to engage in commercial banking, which constitutes the primary business of the Bank. We focus on offering quality and efficient products and services that can add value to the customers, particularly fee-based products and services, such as cash management, financial advisory and treasury, besides deposits and loans.

Our customer base covers individual customers and business customers ranging from small and medium enterprises to large enterprises at home and across ASEAN via universal banking network of CIMB Group.

Our main business areas can be summarised as below:

1. Commercial banking business: We provide a full suite of commercial banking products and services, such as deposits, loans, debit card, discounting, aval/acceptance of bills of exchange, letters of guarantee, foreign exchange trading, letters of credit, etc.
2. Insurance business: Life and non-life insurance brokerage as licensed by the Office of Insurance Commission.
3. Securities business and other related businesses as licensed by the Office of the Securities and Exchange of Commission (SEC) and/or the Ministry of Finance as follows:
 - 3.1 Financial advisory
 - 3.2 Registrar and paying agent services
 - 3.3 Debt securities dealing and underwriting
 - 3.4 Bondholders' representative
 - 3.5 Securities brokerage and dealing and underwriting of investment units
 - 3.6 Custodian service
 - 3.7 Derivatives dealing
 - 3.8 Business consultancy
 - 3.9 Asset management

In all cases, the businesses in which we have equity participation must directly or indirectly contribute to our Sustainable business growth.

Our policy remains focused on building synergies among our strategic business units and subsidiaries. With this in mind, we intend to retain only the companies with growth potential and which are able to generate good investment returns in the long run.

Our strength lies in our well-established service network of domestic branches. As of 31 December 2022, we had 53 branches in total, of which 46 branches provide financial transaction services and 5 branches only loan services. We also offer products and services via digital channels, such as CIMB THAI Digital Banking application, thereby customers can conveniently do transactions like deposit transfer, payment for goods and services, buying or selling of bonds, and so forth.

1.1.1 Vision, Purpose and Core Value

Vision

To be a digital-led bank with ASEAN reach

Purpose

To build a high performing Sustainable organisation to help advance customers and society, through leveraging our best-in-class financial solutions, ASEAN network and technology

Core Values

In January 2022, CIMB Group launched a refreshed set of core values called EPICC which captures critical themes identified from employee engagement studies and focus groups. These themes are pivotal in shaping and improving our organisational effectiveness and ensuring

we deliver impact together as an organisation. To align ourselves to the new set of core values introduced by CIMB Group, CIMB Thai is revamping our original set of values from Performance, Integrity & Accountability and Passion to EPICC.

- E – Enabling Talent
- P – Passion
- I – Integrity & Accountability
- C – Collaboration
- C – Customer Centricity



1.1.2 Background and key developments

Background and key developments in past 3 years (2020-2022)

Forward23+

In 2020, CIMB Thai launched its Forward23+ transformation programme to be the leading focused ASEAN bank, in line with CIMB Group's wider strategy. Forward23+ builds on the positive momentum of asset growth, contained cost escalation and improved asset quality to deliver Sustainable financial returns by 2024. Our mid-term and long-term strategy is to become more focused, as we play to our key strengths and move towards being more digital, while anchoring our future growth across three core engines – Consumer Banking, Wholesale Banking and Treasury.

Consumer Banking

Across 2020-2021, amid a challenging operating environment exacerbated by COVID-19 risks, our loan book contracted mainly due to the recalibration of our auto financing businesses. To mitigate further decline in the loan portfolio, the Bank developed new initiatives to revitalise loan growth, such as the launch of Wealth financing via our Wealth Credit Line (WCL) product

in 2021. Emerging strong from the pandemic in 2022, our Consumer Banking loan portfolio also saw a robust recovery of 12% year-on-year, mainly from our mortgage and Auto 4-wheeler businesses.

On the Wealth front, we successfully integrated with the Stock Exchange of Thailand's FundConnex Open Architecture Mutual Fund Platform, allowing customers to manage and subscribe to any mutual funds nationwide via our branches or via phone call in 2021. In addition, we have launched digital primary and secondary bonds subscriptions on our CIMB TH Digital Banking application in 2020 and 2021 respectively. This feature has continually garnered interest from our customers, resulting in a near-four-fold growth year-on-year in total primary bond volume sold via digital in 2022.

Wholesale Banking

Wholesale Banking is composed of several main functions, i.e. Corporate Banking, Financial Institutions, and Investment Banking. In 2020-2021, the portfolio's income and profitability were impacted by uncertainties resulting from the COVID-19 pandemic which dragged regional and global economic growth. Nonetheless, we remained steadfast in the selective expansion of our customer universe with a focus on growing stable fee income. Despite the various headwinds during this period, we managed the asset quality of the existing and new loan portfolio exceptionally well through close supervision and regular monitoring of our customers.

As a result, the business emerged from the pandemic in strong form – recording a 160% growth in PBT year-on-year in 2022. We continued to push forward on our regional value proposition to customers, leveraging on CIMB Group's ASEAN presence, platforms and solutions. Our cross-border regional operating model equips us with the capabilities to offer insights on regional markets and bespoke products, enabling us to serve our corporate customers effectively across ASEAN. Recognising the growing importance of Sustainability, we are committed to accelerate the Bank's Sustainability agenda under Forward23+. We are constantly developing innovative Sustainable financial products and services, working closely with our customers to identify and seize opportunities to improve on their Sustainability performance. In 2022, we successfully mobilised THB 2 billion of Sustainable financing to our customers.

Treasury

With strong product development capabilities, CIMB Thai continues to provide best-in-class Treasury product solutions to our customers in any market situation. Despite being a small Bank, we are an active and dominant player, punching above our weight in the Thailand capital market. We have continued to innovate our product offerings, as well as scale up our distribution reach through digitalisation, e.g. launching the sale of primary bonds on CIMB THAI Digital Banking application in 2020, followed by secondary bonds in 2021.

As a testament to our achievements in this space, we have consistently raked in numerous awards over the years:

- The Asset Triple A Private Capital Awards
 - Best Bank for Investment Solutions (2020-2022)
 - Best Bank for Investment Solutions – Multi Asset (2022)
 - Best Bank for Investment Solutions – Equities (2020-2022)
 - Best Bank for Investment Solutions – Rates (2020-2022)
 - Best Bank for Investment Solutions – FX (2020-2022)
 - Best Structured Investment & Financing Solutions – Multi Asset (2022)

- Best Structured Investment & Financing Solutions – FX (2020-2021)
- Best Structured Investment & Financing Solutions – Funds (2020-2021)

- Thai BMA
 - Best Secondary Market Contributor (2020-2022)
 - Best Bond Dealer (2020-2022)
 - Most Active Bank in Corporate Bond Secondary Market (2021-2022)
 - Best THOR Derivatives Desk (2022)
 - Best Outright Primary Dealer (2022)
- Refinitiv
 - Best THB FX Data Contributor – THB Spot (2021-2022)
 - Best THB FX Data Contributor – Local Cross Currency (2022)
- Asia Risk – Thailand House of the Year (2020-2022)
- Ministry of Finance – Best Secondary Market (2022), Best SOE Bond Distributor (2022)

Enhancing our Vision, Purpose and Core Values

Back in 2021, CIMB Thai refreshed our Vision and Purpose to align with our strategic growth aspirations. Our renewed vision 'to be a digital-led bank with ASEAN reach' displays our ambition to be a focused financial solutions provider embedding digital into our DNA, while providing business differentiation with our ASEAN proposition. Our purpose also defines the kind of organisation that CIMB Thai wishes to transform into, which leverages technology to deliver Sustainable growth and provide best-in-class financial solutions to our customers and society.

Subsequently in 2022, CIMB Group introduced a new set of core values, EPICC. These values embody five key areas that CIMB Group believes will deliver impactful change within the organisation and for its customers across the region namely Enabling Talent, Passion, Integrity and Accountability, Collaboration and Customer Centricity. In response to those changes, CIMB Thai has modified our core values to be aligned to CIMB Group's, where we ensured the proper cascading of activities and communications were put in place in order for the values to be deeply and properly embedded into our organisation's DNA.

Leadership and Organisation Structural Changes

In the past three years, CIMB Thai experienced a series of structural changes to our senior leadership team and organisation, to further drive growth and enhance cross-divisional synergies. Early 2021, we welcomed Khun Paul Wong Chee Kin to take over the helm as President and CEO, a transition from Khun Sutee Losoponkul who has now retired from the organisation. During the same year, the Bank restructured our Technology and Operations division into two separate ones – Technology and Data, and Operations. Given the growing importance of Sustainable development and ESG, we also then set up a new Sustainability team under the Strategy and CEO's Office division, to help drive the Bank towards its Sustainability aspirations.

As we entered 2022, CIMB Thai reorganised our Wholesale Banking division by splitting the business into three core areas – Corporate Banking, Financial Institutions Banking Group and Investment Banking. To drive growth in these key business areas, we appointed three new leaders to the Bank's management committee – Khun Wut Thanittiraporn, Khun Panida Tangsriwong, and Khun Konthee Prasertwongse.

The Board of Directors also saw some changes as we welcomed Khun Vera Handajani as a member of the Board during the same year. Khun Vera replaced Khun Hafriz Bin Abdul Rahman who has transitioned over to CIMB Bank Berhad's Board of Directors after serving 2 years with CIMB Thai.

Digital Developments

The COVID-19 pandemic has sped up the migration to a cashless society, through mobile banking applications, e-wallets and QR codes. Internet banking and mobile banking have seen substantial growth, and approximately 80% of banking transactions are now being conducted digitally. In line with the shift in customers' preference to transact digitally, CIMB Thai has focused on investing in key areas that will future-proof the organisation, while encapsulating core customer experience needs such as enhancing the functionalities on our CIMB THAI Digital Banking application. The number of application active users grew almost 350% in three years, while the number of application transactions also grew 157% since 2020.

Spurred by the restrictions posed by the pandemic in 2020 and 2021, we have launched innovative digital solutions through our mobile application for our customers, including Speed D high-yield savings, e-KYC onboarding via our partnership with 7-Eleven, digital bond distribution as well as cross-border QR payments along the Thailand-Malaysia and Thailand-Indonesia corridors. To further expand our digital capabilities, CIMB Thai set up a new digital hub in Chiang Mai province in the first half of 2022 and is now in the process of exploring another hub in our ASEAN neighbor, Vietnam.

Distribution Network

As for our touchpoints, the Bank has adopted a hybrid-operating model to deliver meaningful experiences for our customers across both digital and physical channels. Since 2020, CIMB Thai has converted more of its branches to Wealth Centres with a touch of personalisation, and initiated co-locations with our subsidiaries CIMB Thai Auto and WorldLease to drive better synergies across our network. CIMB Thai has also continued to optimise its channels with the decommissioning of our ATM network in 2020.

Risk Management and COVID-19 Debt Relief for Customers

Since 2020, in line with the Bank of Thailand's announcements to provide financial assistance for borrowers affected by the COVID-19 pandemic, we have risen to the situation by providing a series of debt relief programmes, including payment holidays and debt restructuring. Our collections performance was well managed throughout 2020-2022 along with positive trends from the debt relief programmes that we had launched. As we approach the tail-end of the financial assistance programme announced by the Bank of Thailand since 2020, we have seen encouraging signs where the percentage of our loan portfolio in debt relief has continued to decrease, in line with other banks regionally and within Thailand. However, despite the transition away from relief programmes, we have also prepared safety nets via normal debt restructuring programmes offered to customers who still need assistance.

Investing in Our Staff Wellbeing

Throughout the pandemic, we continued to invest in our people to ensure that their safety and mental wellbeing were safeguarded. CIMB Thai procured vaccinations for our employees given the limited supplies in the initial period of the country's vaccination programme. The organisation also introduced work-from-home arrangements to contain the spread of the virus and to maintain the safety of our staff. Additionally, we set up three main split sites for our employees in Yaowarat, Rattanaibet and Suksawad to ensure the smooth continuation of our business operations and to deliver the best services for our customers in an uninterrupted manner. As we emerge from COVID-19 and enter into the endemic phase, CIMB Thai has recently announced its hybrid work policy – creating a more flexible work environment that intentionally combines the benefits of remote and in-person working.

Embedding Sustainability to Our Core

Following CIMB Group's Sustainability aspirations and framework, CIMB Thai also strives to advance customers and society towards a Sustainable future. Since early 2020, we have started to integrate environmental, social and governance (ESG) considerations into all aspects of our business, practices and the way we engage with stakeholders, which is aligned with the Sustainable Development Goals (SDGs) of the United Nations (UN). Our strategy emulates CIMB Group's approach where we drive our Sustainability agenda across four key pillars, while also incorporating key localisation requirements in Thailand to achieve net positive impacts through our operations and business relationships.

The four key Sustainability pillars of our organisation are divided into Sustainable action, Sustainable business, governance and risk, and lastly, stakeholder engagement and corporate social responsibility (CSR). From 2020 until 2022, the Bank has progressively initiated multiple initiatives across these four pillars internally and externally to grow our business sustainably. Among these initiatives were the development of key Sustainability policies, engagements on Green, Social Sustainable Impact Products and Services (GSSIPS) opportunities with our customers, building internal employee capabilities through vigorous trainings and much more.

Thailand Economic Outlook 2023

Office of the National Economic and Social Development Council reported that the Thai economy in 2022 has expanded by 2.6%, meanwhile, Research Office of CIMB Thai Bank maintains Thailand's economic growth forecast at 3.4% in 2023. The recovery will mainly be buoyed by economic openness and increasing international tourist inflows while private investment, particularly investment in machinery and raw materials, including property and construction will help drive economic recovery. We forecast a gradual recovery and hope manufacturing bases are still expectantly being shifted from China to ASEAN countries, including Thailand in 2023.

Money and capital markets have gone through horrific time and high volatility in 2022. In 2023, there are risk factors carried on from 2022 that are possibly getting more critical, namely (1) Prolonged Russia's invasion of Ukraine will affect animal feed, fertiliser, and other commodities supply chains; (2) The Federal Reserve (the Fed) constantly continues to raise interest rate to curb inflation. Even though the inflation has dropped and the Fed has thus slowed down rate hikes, it still needs to constantly raise interest rate through 2023, in order to lower inflation to its desirable target. The US economy is likely to have a deeper recession than expected; (3) China opens the country amid rising COVID-19 pandemic risk in China. China relaxes Zero-COVID measures including reducing travel restrictions, however, the risk of a new wave of COVID-19

epidemic from a flux of Chinese tourists may cause the situation to return to a point where it is difficult to control again. If the situation is prolonged, it will probably affect demands in China, in which we will closely monitor whether its real estate sector will be severely affected and leading to bubble burst and falling land prices or not. This may subsequently worsen the high debt situation in the real estate sector. Additionally, the prolonged COVID-19 pandemic situation will cause disruption to production and have impact on exports and productions in various countries, as a result of shortage of raw materials from China.

The aforementioned 3 risk factors may not be resolved within early 2023. Plus, there are more risk factors emerging in 2023, namely (4) European debt crisis, especially the country with high government debt. If the government bond yields increases, investors will be concerned about default payment as it had happened before. The European Central Bank has response measures in place, however, the provision of relief assistance may be limited due to Eurozone's encounter with recession amidst the high inflation. As a result, the investors may lose their confidences in Euro currency to the extent that they lower holdings in risky assets and return to US currency assets; (5) Emerging markets crisis because in 2022, many countries were facing risks of default payment, especially when their international reserves quickly depleted due to oil expenses and capital outflows. The declining export and tourism incomes also intensify the problem, and (6) New COVID mutation results in the hyper-transmittable variant with ability to circumvent immune system. The symptoms may not be fatal, but there can be a great amount of infected people and deaths. Hospitals and health care systems face a great challenge. Governments may limit economic activities. The increasing number of COVID-19 cases also impact confidence in economic recovery, especially tourism sector. Production sector may also be affected and subsequently disrupt supply chain and exports.

Research Office of CIMB Thai Bank maintains Thailand's economic growth forecasts at 3.4% in 2023. The recovery will mainly be buoyed by economic openness and increasing international tourist inflows, to which the beneficial groups will be limited only hotel, restaurant, and transportation sectors. On the other hand, consumer spending in other sectors has not significantly risen due to their limited income increment. Moreover, rising consumer goods prices will deter consumers from spending. Besides private consumption, private investment, particularly investment in machinery and raw materials, including property and construction will help drive economic recovery. Nevertheless, the recent recovery has not shown any signs that it came from pent-up demand, therefore, there is a possibility that the economic growth will slow down. The exports are expected to continuously decline until 2023 amidst global economic slowdown. With the US and Europe entering recession and China's exports shrinking in 2023 due to weaken global demand, disrupted supply chain, and US-China economic dispute, Thailand's exports will inevitably be affected, especially automotive parts and electronics industries, while food processing and agricultural product industries are expected to remain stable thanks to Thailand's competitiveness. We forecast a gradual recovery of private investment. In 2023, manufacturing bases are still expectantly being shifted from China to ASEAN countries, including Thailand, mainly electronic vehicles, battery, and renewable energy (solar energy in particular) industries. As for the real estate investment in 2023, condominiums with affordable price of less than THB 3 million, especially the ones located near skytrain extension lines, is considered as good investment opportunities.

During Thailand's economic recovery, government spending and investment may decrease. Specifically, government spending may not increase from 2022, and large-scale economic stimulus programs are not expected neither due to limited government budget and its utilization mainly to support welfare of the low-income people. However, if the government monetarily overstimulate spending, it will accelerate a higher demand than supply expansion, and eventually lead to an increase in inflation or lack of confidence in public finance sector. In 2023, the government tends to stabilize the economic recovery and focus on equitable distribution of income.

As for Thailand's interest rate direction, we view that the interest rates will gradually increase given that Thailand has been facing the economic vulnerability and risk of household debt. Moreover, the US is being at the end of rate hikes, and tends to reach the highest rate in Q1-Q2 of 2023. The Bank of Thailand (the BOT) hence possibly is able to maintain interest rates at the middle of the year. The policy rate of Thailand is, therefore, projected at 2% in the middle of 2023 from 1.25% at the end of 2022. Nevertheless, Thailand's inflation rates are still at risk of surpassing the inflation target of 3%, of which the BOT is unlikely to indicate a decrease of interest rates at the second half of 2023.

In view of outlook for exchange rates, Thai Baht tends to fluctuate in response to dropping oil prices. Demand for US dollar subsequently decreases. The US interest rate hikes as expected tend to improve investment sentiment, even though the Fed will continue to raise interest rates next year. The Thai Baht stood at THB 34.61 per US dollar at year-end 2022. However, we are still concerned about the wide gap between Thai Baht and US dollar in the first half of 2023. With the exports having unclear future and tourism revenue not being fully recovered, Thailand is likely to face a current account deficit until mid-2023 and Thai Baht also tentatively to be weaken at the same time before getting stronger due to recovery of tourism revenue and current account surplus. We, therefore, forecast the Thai Baht to be at THB 33.00 per US dollar at year-end 2023.

1.2 Nature of the Business

1.2.1 Revenue structure of the Bank and its Subsidiaries

CIMB Thai Bank Public Company Limited

1. Total operating income

Unit: Million Baht

	For the years ended 31 December					
	2022	%	2021	%	2020	%
Interest income						
1. Interest on loans	7,629.8	76.8	7,917.1	79.3	9,561.9	87.9
2. Interest on interbank and money market items	191.1	1.9	17.4	0.2	70.3	0.6
3. Investments	2,045.4	20.6	1,408.1	14.1	1,485.1	13.6
4. Others	243.4	2.5	44.7	0.4	84.3	0.8
Total interest income	10,109.7	101.8	9,387.3	94.0	11,201.6	102.9
Interest expenses						
1. Deposits	1,402.3	14.1	1,298.8	13.0	2,360.4	21.7
2. Interest on interbank and money market items	286.4	2.9	206.1	2.1	336.8	3.1
3. Debt securities issued and borrowings	623.1	6.3	580.3	5.8	696.1	6.4
4. Contribution fee to The Deposit Protection Agency and FIDF	599.4	6.0	565.5	5.7	597.9	5.5
5. Others	339.4	3.4	42.4	0.4	63.6	0.6
Total interest expenses	3,250.6	32.7	2,693.1	27.0	4,054.8	37.3
Net interest income	6,859.1	69.1	6,694.2	67.0	7,146.8	65.6
Operating income	3,074.4	30.9	3,285.2	33.0	3,734.5	34.4
Total income	9,933.5	100.0	9,979.4	100.0	10,881.3	100.0

2. Non-interest income and expenses

Unit: Million Baht

	For the years ended 31 December					
	2022	%	2021	%	2020	%
Fee and service income	1,237.0	40.2	1,322.6	40.3	1,152.4	30.9
Fee and service expenses	380.1	12.4	401.2	12.2	359.7	9.6
Net fee and service income	856.9	27.8	921.4	28.0	792.7	21.2
Gains on financial instruments measured at fair value through profit or loss	2,084.4	67.8	1,150.7	35.0	940.1	25.2
(Losses) gains on investments, net	(948.2)	(30.8)	322.4	9.8	306.0	8.2
Other operating income	1,081.3	35.2	890.7	27.1	1,695.7	45.4
Non-interest income	3,074.4	100.0	3,285.2	100.0	3,734.5	100.0

CIMB Thai's Subsidiaries

Unit: Million Baht

	For the years ended 31 December					
	2022	%	2021	%	2020	%
1. CIMB Thai Auto Co., Ltd.						
Interest income	2,856.4	92.7	3,077.6	99.9	3,481.6	106.4
Interest expense	621.4	20.2	728.4	23.7	978.7	29.9
Net interest income	2,235.0	72.5	2,349.2	76.2	2,502.9	76.5
Operating income	848.6	27.5	730.4	23.8	770.5	23.5
Total income	3,083.6	100.0	3,079.6	100.0	3,273.4	100.0
2. WorldLease Co., Ltd.						
Interest income	518.2	73.3	932.4	79.4	1,372.5	89.3
Interest expense	7.4	1.0	24.9	2.1	90.7	5.9
Net interest income	510.8	72.3	907.5	77.3	1,281.8	83.4
Operating income	196.2	27.7	266.6	22.7	254.6	16.6
Total income	707.0	100.0	1,174.1	100.0	1,536.4	100.0
3. CT Coll Co., Ltd.						
Interest income	-	100.0	-	98.7	0.2	(473.7)
Interest expense	-	-	-	-	-	-
Net interest income	-	100.0	-	98.7	0.2	(473.7)
Operating income	-	-	-	1.3	(0.3)	573.7
Total income	-	100.0	-	100.0	(0.1)	100.0

1.2.2 Nature of Products and Services

Corporate Banking

Corporate Banking offers a comprehensive range of financial services, such as working capital loans for general business, term loans for investment in fixed assets, project financing, and trade finance, as well as other financial services like cash management and foreign exchange transactions for large corporate customers in a diverse range of business sectors, for example, commercial, manufacturing, property development, and transportation. In addition, Corporate Banking has also placed importance on Sustainability for business through Environmental, Social, and Governance or ESG by focusing on Sustainability-linked loan since 2020.

As most customers have had long-time relationships with the Bank, we work alongside them as their strategic business partner that supports them towards a strong and Sustainable business growth. We also offer them business and investment opportunities throughout and within the CIMB Group's regional network.

Corporate Banking has collaborated with Research Office in keeping abreast of business and economic trends, and with Risk Management in expanding our exposure and business to low risk sectors. Corporate Banking has also targeted large customers with strong financial position and investment plans into ASEAN and those with cross-selling opportunities. These include big projects which generate comprehensive income, e.g., interest, fee, and financial advisory income, and other incomes from transactional banking and hedging products, as well as equity and debt underwriting to serve the customers' financial needs in all perspectives.

Regarding the overall business in 2022, the COVID-19 pandemic has recovered in the second half. Corporate Banking has expanded the lending and achieved the target. As a result, the ability to generate revenue grew from the previous year whereby total income from lending including interest income and fee-based income grew 13% and expanded lending portfolio by 11% from the previous year.

Furthermore, Corporate Banking did exceptionally well in asset quality management of both existing loan portfolio and newly approved loans by close and regular monitoring of customers through the early warning and watchlist process to prevent problem loans, and efficient specialised teams in debt collection and resolutions.

Corporate Banking was successful in expanding the business to other ASEAN countries leveraging on CIMB Group's strengths in capital, personnel and partnering network in ASEAN. We completed business deals with big corporate customers who had large investments in both domestic and regional markets, especially ASEAN, and we were able to provide efficient solutions and services that met their expectations. We also worked closely with other CIMB Group members in continuously expanding the income base in their respective countries.

In view of the business plan from 2023 onwards, Corporate Banking will focus on generating firm and consistent income with priority given to key account management and planning to achieve recurring income along with cross-selling opportunities. Our strategy is to reach out to selected major customer groups. Furthermore, we will keep expanding our business and service across ASEAN, and foster business and relationships with foreign customers to promote foreign direct investment in Thailand with cooperation from other CIMB Group members. This is in line with our strategy and motto: "To Be More Important to Important Customers and Accelerate Our ASEAN Initiatives." We also place importance on the acquisition of new customers with strong potential while continuously improving our asset quality.

Financial Institutions Thailand & CLMV

Financial Institutions Thailand & CLMV provides financial services to financial institutional customers, both banks and non-bank entities such as leasing, securities, asset management, and insurance companies, etc.

Financial Institutions Thailand & CLMV has focused on key account management and planning in collaboration with Treasury & Markets and Transaction Banking to continue exploring new products ideas to serve the customers' financial needs and achieve recurring income along with cross-selling opportunities.

In 2022, Financial Institutions Thailand & CLMV expanded lending to non-bank financial institutions with growth of more than 50% compared with the previous year, hence interest income grew around 16%. Furthermore, fee-based income expanded by 30% mainly from hedging products, transaction banking and debt underwriting.

Financial Institutions Thailand & CLMV has also placed importance on Sustainability for business through Environmental, Social, and Governance or ESG by continuing to support Green Sustainable Impact Products & Services (GSSIPS), i.e., ESG fund and ESG bonds.

In view of the business plan from 2023 onwards, Financial Institutions Thailand & CLMV will cement position as the most preferred bank for institutional investors and continue pursuing market leader position in product innovation to serve each customer's needs as well as continue expanding lending/asset base businesses to non-bank financial institutions. In addition, Financial Institutions Thailand & CLMV will promote lending to microfinance segment that is in line with CIMB Group's Sustainable financing guideline. Furthermore, Financial Institutions Thailand & CLMV will keep expanding our business and service across ASEAN and foster business and relationships with foreign customers to promote foreign direct investment in Thailand with cooperation from other CIMB Group members.

Investment Banking

Investment Banking comprises highly experienced, competent and efficient financial advisors offering the best financial solutions and providing capital/fund raising capabilities to our customers. We have also worked closely with Corporate Banking in arranging certain corporate loans and project financing for the customers to best respond to their specific needs.

Meanwhile, we have continued to reinforce our teams through collaboration with CIMB Group by having sector specialists from CIMB Group to provide knowledge and insight of industrial sectors at regional level and work closely with us to offer our customers comprehensive financial services, including strategic and business operation advisory services. As a result, we have been able to strengthen our relationships and add value to our customers' businesses while enhancing their competitiveness through innovation of financial products that best suit them.

The collaboration and synergy between Investment Banking and CIMB Group network in ASEAN will enhance the Bank's potential as an important bank and business partner to our customers in achieving their ASEAN investment goals.

In the face of economic and business disruption by COVID-19 in the first half of 2022, the number of our capital market deals still dropped. Nonetheless, our debt market deals continued to grow and generated income close to those in the previous year. However, the COVID-19 pandemic has recovered in the second half of 2022, thus Investment Banking generated the total income from equity capital markets and debt capital markets in 2022 close to those in the previous years.

Key successful deals in 2022 comprised:

Debt Markets	Role	Issue Size (Million Baht)
State Railway of Thailand	Sole Lead Underwriter	25,700.00
True Corporation Public Company Limited	Joint Lead Underwriter	13,635.43
Electricity Generating Authority of Thailand	Sole Lead Underwriter	8,700.00
Provincial Electricity Authority	Sole Lead Underwriter	6,000.00
TPI Polene Public Company Limited	Joint Lead Underwriter	5,523.92
Charoen Pokphand Foods Public Company Limited	Joint Lead Underwriter	4,828.03
Muangthai Capital Public Company Limited	Joint Lead Underwriter	4,362.80
Bangkok Commercial Asset Management Public Company Limited	Joint Lead Underwriter	3,460.00
Central Pattana Public Company Limited	Joint Lead Underwriter	2,950.00
Provincial Waterworks Authority	Sole Lead Underwriter	2,800.00
True Move H Universal Communication Company Limited	Joint Lead Underwriter	2,626.63
Toyota Leasing (Thailand) Company Limited	Joint Lead Underwriter	2,525.00
Gulf Energy Development Public Company Limited	Joint Lead Underwriter	2,506.70
Indorama Ventures Public Company Limited	Joint Lead Underwriter	2,400.00
Ananda Development Public Company Limited	Joint Lead Underwriter	2,377.40
Sansiri Public Company Limited	Sole Lead Underwriter/ Joint Lead Underwriter	2,322.48
Metropolitan Electricity Authority	Sole Lead Underwriter	2,000.00
BTS Group Holdings Public Company Limited	Joint Lead Underwriter	1,946.50
Energy Absolute Public Company Limited	Joint Lead Underwriter	1,700.00
Srisawad Corporation Public Company Limited	Joint Lead Underwriter	1,567.73
Origin Property Public Company Limited	Joint Lead Underwriter	1,490.14
IRPC Public Company Limited	Joint Lead Underwriter	1,482.86
WHA Corporation Public Company Limited	Joint Lead Underwriter	1,448.00
SC Asset Corporation Public Company Limited	Joint Lead Underwriter	1,355.00
Minor International Public Company Limited	Joint Lead Underwriter	1,100.00
Home Product Center Public Company Limited	Joint Lead Underwriter	1,083.33
National Housing Authority	Sole Lead Underwriter	1,000.00
Siamgas and Petrochemicals Public Company Limited	Joint Lead Underwriter	939.40
Jay Mart Public Company Limited	Joint Lead Underwriter	904.50

Debt Markets

	Role	Issue Size (Million Baht)
Sernsang Power Corporation Public Company Limited	Joint Lead Underwriter	850.00
Unique Engineering and Construction Public Company Limited	Joint Lead Underwriter	750.00
JMT Network Services Public Company Limited	Joint Lead Underwriter	660.83
Noble Development Public Company Limited	Joint Lead Underwriter	609.20
Britania Public Company Limited	Joint Lead Underwriter	464.60
Krungthai Car Rent and Lease Public Company Limited	Sole Lead Underwriter	450.00
Ratchthani Leasing Public Company Limited	Joint Lead Underwriter	433.33
Sena Development Public Company Limited	Joint Lead Underwriter	400.00

Equity Markets

	Role	Total Deal Size (Million Baht)
Thai Life Insurance Public Company Limited (TLI)	Initial Purchaser (Jointly with CIMB Group) / Lead Underwriter (Jointly with CIMB Group) / Selling Agent	37,067.18
BBGI Public Company Limited (BBGI)	Co-Underwriter (Jointly with CIMB Group)	4,548.60
Precise Corporation Public Company Limited (PCC)	Financial Advisor / Lead Underwriter (Jointly with CIMB Group)	1,228.00
Primo Service Solutions Public Company Limited (PRI)	Co-Underwriter (Jointly with CIMB Group)	1,200.00
WHA Industrial Leasehold Real Estate Investment Trust (WHAIR)	Co-Underwriter	788.27

Commercial Banking

Commercial Banking serves small and medium-sized enterprises (SMEs) with the focus on customers in Bangkok areas. We offer credit product programmes with consideration of credit limits that would suit our customers' businesses and fulfil their diverse needs.

In 2022, amidst the ongoing COVID-19 pandemic, we shifted our focus from acquiring new loans to providing support to our existing customers. This included our implementation of various policies and measures introduced by the Thai Government and the Bank of Thailand, aiming to relieve our customers' financial burden and help them continue their business operations under the tough economic circumstances.

Looking forward from 2023, while the COVID-19 pandemic has greatly improved and most businesses are coming back to pre-COVID levels, both the Thai and global economic outlook remain uncertain. Amidst Corporates and SME's battle with impacted global supply chains, creeping inflation and rising policy rates, we will, therefore, continue with our focus on assisting

our existing customers in conjunction with implementing the official and regulatory schemes in order to help our customers sustain their businesses and weather the prevailing situation.

Consumer Banking

As we emerge stronger as a team while being more resilient from the pandemic, year 2022 has brought in a series of positive developments for Consumer Banking of CIMB Thai. Our Profit Before Taxes (PBT) performed better versus budget, mainly boosted by a year-on-year (YoY) improvement in non-interest income (NOII) in 2022. Our loan portfolio also saw a strong recovery, a majority of which was contributed from our mortgage and Auto 4-wheeler portfolios.

With the strong focus this year on revitalising our various loan distribution channels – both online and offline – we were able to motivate a strong increase in loan balances of 12% YoY, where our mortgage portfolio grew by 17% YoY and Auto 4-wheeler portfolio grew by 7% YoY. We expect to maintain a healthy net interest margin in 2023 despite the recent effective interest rate cap by the Office of the Consumer Protection Board, which we are keeping a close eye on especially on impacts related to our leasing businesses. As part of this year's initiatives, we have also launched our brand-new loans microsite, which is powered by a completely-digital journey and introduces an improved customer experience.

As we approach the tail-end of the financial assistance programme announced by the Bank of Thailand since 2020, we have seen encouraging signs where the percentage of our loan portfolio in debt relief has decreased to less than 1%, in line with other banks regionally and within Thailand. However, despite the transition away from relief programmes, we have also prepared safety nets via normal debt restructuring programmes offered to customers who still need assistance.

In line with our aspirations to go digital for the wealth segment, we have successfully integrated fully with the Stock Exchange of Thailand's FundConnex Open Architecture Mutual Fund Platform for both our branch and mobile platforms, allowing customers to conveniently manage and subscribe to any mutual funds nationwide via our branches, phone calls, and recently even from within the CIMB THAI Digital Banking application itself.

Similarly, in the past few years, we have solidified our position as a top distributor for bonds and structured products in Thailand, leading in market share for both. This synergises closely with our passion to be a digital-led consumer bank of choice. As part of the efforts towards this direction, we have launched digital primary bonds subscriptions on our CIMB THAI Digital Banking application two years ago. This feature has continually garnered interest and hype from our customers since then, resulting in a near-four-fold growth YoY in total primary bond volume sold via digital in 2022. We have capitalised further on this success by releasing a series of small-ticket primary bonds, which lowers the barrier to entry and allows new-to-wealth customers to start subscribing to bonds for as affordable as THB 1,000. On a similar note, we have also enabled secondary bonds trading from within our application – one of the only providers in Thailand to do so – allowing customers to buy secondary bonds from wherever they are.

Since embarking on our digital journey via our CIMB THAI Digital Banking application, we have focused on constantly expanding the digital frontier with regards to providing accessible financial services throughout Thailand. In February 2022, we have officially unveiled our new fully-digital onboarding method via the National Digital Identity (NDID) platform, which has received strong reception from our customers. As a result, we have successfully onboarded over 300,000 users on our application in 2022, while total digital transactions grew by nearly 1.5X YoY, contributing to more than 80% of all customer transactions in 2022. These success indicators reflect

the positive impact of the various features and functionalities that the team has rolled out throughout the year, which include improved customer experience features, as well as 360° engagement capabilities relying on the use of our newly-launched AppsFlyer capabilities and Intelligent Campaign Management System (iCAMS) platform.

We have managed to achieve several recognitions in 2022, first of which was from Asian Banking & Finance Retail Banking Awards 2022, where we managed to defend our reign of being crowned the "Wealth Management Platform of the Year" for the third consecutive year, as well as being awarded the "Investment Product Innovation of the Year". This year, we have also managed to rake in a new award by The Digital Banker in recognition for "Outstanding Marketing Initiative for a New Product", for our efforts in launching our brand-new Speed D+ Digital Savings, which is tailored towards the digital affluent segment. These awards serve as a recognition for our prowess in both our wealth and digital pillars, and we will continue striving to defend our position for the coming years.

Data and analytics still play a critical role in enabling the successful delivery of our products and services. Leveraging the multifaceted data from our various interactions with customers across the Bank, we have successfully developed several meaningful models to create more value for our customers, including a Next-Product-To-Buy (NPTB) model, which greatly enhances our ability to recommend the best products to fit our customers' needs, as well as a Hidden Preferred model, allowing us to identify affluent individuals via behavioural / transaction trends so that we can reach out with exclusive Preferred offers. With the official launch of our iCAMS platform this year, we are able to leverage our prediction models better, triggering relevant actions and recommendations in real-time, hyper-personalising our engagement and offers for customers via our various channels.

From 2023 onwards, we will continue honing our digital capabilities in line with our vision to be the digital-led bank of choice for Thai customers, as well as aligning with our Bank-wide theme of Sustainability. On the Sustainability front, we plan to launch a series of green Sustainability impact products and services in 2023, including green and inclusive products across our wealth and loan pillars. We will also continue pushing on three main digital product pillars, namely digital wealth, digital lending, and digital deposits. 2023 will see several initiatives come into fruition, including a strong focus on solidifying our Wealth and Preferred customer proposition, while maximising risk-adjusted return on capital (RAROC) via our Lending businesses. Digital acquisition, new partnerships and customer-centricity will be key for us to tap into new segments alongside constantly ensuring that we are able to provide the best value for our customers and stakeholders alike.

Transaction Banking

In 2022, CIMB Thai Bank continued the strategy of being a Digital-led Bank with ASEAN Reach. Transaction Banking thus applied innovative technologies to both domestic and international transactions, and also took advantage of the Bank's strong ASEAN network for international transactions of Business customers to implement Intra ASEAN Trade initiatives.

For domestic and international payments, we still moved forward to increase new business partners through the Bank's platform (Payment Platform) that would enable us to connect directly to the payment system of our partners by using Application Programming Interface (API) technology to provide flexibility, fast, secure, and efficient service to customers who transact via online platforms. This is consistent with the changing behavior of end customers who tend to reduce cash payments to e-Payment. With this service, CIMB Thai Bank won an

award in the category of Outstanding Digital CX - Cash Management Platform from the Digital CX Awards 2022 for 3 consecutive years, which has proved our success in improving customer experiences by using technology to support business customers' transactions to have more flexibility and cost saving, as well as enhance their business potential.

With the strong network of CIMB Group in the ASEAN region, this year, we continued to focus on transactions between ASEAN countries or Intra ASEAN for Trade Finance to maximise benefits for the Bank's customers in terms of convenience, speed, and ease of use by reducing the contact points where customers can contact only CIMB Thai Bank. In addition, Trade Finance Loan continued to grow that has demonstrated the potential and readiness of our Bank to support the businesses both in terms of funding and convenient international trade transactions.

For 2023, we will continue to optimise the Bank's payment platform based on API Technology to support the increasing transaction volume in the future and also keep expanding the Bank's partners to more diverse business groups both with domestic and international transactions. Also, we will continue to move forward in Intra ASEAN for Trade finance to support and expand business opportunities with the Bank's network throughout the ASEAN region for our business customers.

Treasury & Markets

The Bank's Treasury & Markets (T&M) provides comprehensive financial products and services across multiple asset classes to assist our customers in managing their risk, investment and liabilities. We also manage the Bank's funding and liquidity management, in accordance with regulatory requirements and optimise the Bank's assets within our business framework.

2022 was another successful year of T&M. We could grow revenue and profit at a higher rate than the budget.

Our achievement was attributable to:

- Strong collaboration between T&M and other business units across the Bank.
- Superior product features and efficient management in derivatives, debt, and equity markets as well as foreign exchange transactions.

With such achievement, we have garnered altogether 19 awards as follows:

Ministry of Finance

- 1) Government Bond Selling Agent
- 2) Best Secondary Market Contributor
- 3) Best SOE Bond Contributor

Thai Bond Market Association

- 4) Most Attractive Bank in Corporate Bond Secondary Market
- 5) Best Bond Dealer
- 6) Best Outright Primary Dealer
- 7) Best THOR Derivatives Desk
- 8) Best Secondary Market Contributor

Asia Risk

- 9) Thailand House of the Year

The Asset

- 10) Top Sell Side Firms in Asian Currency Bonds

The Asset Triple A Private Capital

- 11) Best Bank for Investment Solutions
- 12) Best Bank for Investment Solutions, Multi-Asset
- 13) Best Bank for Investment Solutions, Equity
- 14) Best Bank for Investment Solutions, Rates
- 15) Best Bank for Investment Solutions, FX
- 16) Best Structured Investment and Financing Solutions, Multi-Asset

Refinitiv (Thailand)

- 17) Best THB FX Data Contributor (THB Spot) - Winner
- 18) Best THB FX Data Contributor (Local Cross Currency) - Winner
- 19) Best Foreign Currency FX Bank - Runner Up

Furthermore, CIMB Thai has been one of the key players in Thailand capital market in 2022 as follows:

- No. 1 in all bond trading (time-to-maturity > 1 year) with 14.8% market share
- No. 1 in secondary bond trading (for retail individual customers) with 36.5% market share
- No. 4 in structured note issuance with 14.1% market share

Looking forward, our Forward 2023+ aspiration is to become Thailand's "Top Treasury House" and "Best Investment House" for the Wholesale and Consumer customers. To achieve this aspiration, we have clearly defined strategic priorities to be implemented moving forward as follows:

- 1) Strengthen collaboration with business unit partners: Deepen our customer engagement by working together with respective customer coverage teams to identify customers' needs and providing solutions that match their requirements.
 - a. Wholesale Banking Risk hedging (currency, interest rate, commodity price) and investment solutions (bonds and structured products) for corporate and institutional customers.
 - b. Consumer Banking Wealth management solutions for high-net-worth individuals (HNWI) and ultra-HNWI customers, e.g. bonds (onshore/offshore), structured products, custodian services, foreign currency deposit, and foreign currency exchange.
- 2) Digitalise and deliver products and services through digital channels: Offer Treasury investment products and services via mobile application of the Bank to make investment easy and convenient for Consumer customers aimed at improving customer experiences, while enhancing Treasury distribution platforms for branch staff to improve efficiency.
- 3) Scale up distribution network via partnership: Distribute Treasury investment products in partnership with external parties to the wider groups of retail and high-net-worth individuals (HNWI) customers.

1.2.3 Market Shares and Competitions

BANK	Assets		Deposits		Loans to customers and accrued interest receivables - net	
	Market share (%)	Market share (%)	Market share (%)	Market share (%)	Market share (%)	Market share (%)
Bangkok Bank	3,840,076	17.8%	2,716,152	17.1%	2,096,756	15.1%
Kasikornbank	3,541,413	16.4%	2,719,710	17.1%	2,269,749	16.4%
Krung Thai Bank	3,502,329	16.2%	2,594,725	16.4%	2,361,277	17.0%
Siam Commercial Bank	3,360,645	15.5%	2,573,654	16.2%	2,185,054	15.7%
Bank of Ayudhya	2,450,911	11.3%	1,782,186	11.2%	1,680,008	12.1%
TMB Thanachart Bank	1,818,511	8.4%	1,400,078	8.8%	1,323,737	9.5%
United Overseas Bank	823,860	3.8%	644,008	4.1%	558,158	4.0%
CIMB Thai Bank	491,729	2.3%	237,434	1.5%	226,408	1.6%
Kiatnakin Bank	487,246	2.3%	331,909	2.1%	366,616	2.6%
Tisco Bank	250,912	1.2%	189,834	1.2%	203,982	1.5%
Land And Houses Bank	295,846	1.4%	231,432	1.5%	210,256	1.5%
ICBC (Thai) Bank	240,642	1.1%	162,990	1.0%	106,111	0.8%
Standard Chartered Bank (Thai)	165,696	0.8%	73,657	0.5%	30,065	0.2%
Thai Credit Retail Bank	143,428	0.7%	113,622	0.7%	117,457	0.8%
Sumitomo Mitsui Trust Bank (Thai)	108,255	0.5%	27,977	0.2%	71,909	0.5%
Bank of China (Thai)	61,757	0.3%	43,060	0.3%	41,303	0.3%
Mega International Commercial Bank	31,988	0.1%	18,792	0.1%	27,550	0.2%
Total	21,615,244	100.0%	15,861,221	100.0%	13,876,397	100.0%

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

1.2.4 Procurement of Products and Services

Source of Funding

As at 31 December 2022, deposits managed by the Bank stood at THB 263.4 billion (including interbank and money market deposits), whilst borrowings (including interbank and money market borrowings) amounted to THB 60.5 billion. Of the total, 71.9 % was used for gross loans including accrued interest, and the balance was applied towards interbank and money market items and investments. The Bank has closely monitored its liquidity gap in each period in line with the policy in place to acquire and utilise funds in an efficient and effective manner.

Comparing the Bank's loans and deposits, total gross loans with maturity of not more than one year stood at THB 88 billion and loans with maturity of more than one year amounted to THB 146.2 billion. Meanwhile, deposits with maturity of not more than one year stood at THB 244 billion and those with maturity of over one year amounted to THB 19.4 billion.

Capital Adequacy Ratio

As at 31 December 2022, CIMB Thai group's capital adequacy ratio (CAR), common equity tier 1 (CET1) capital and tier 1 capital were 21.8 %, 16.2% and 16.2%, respectively, while those of the Bank were 20.8 %, 15.1% and 15.1%, respectively. The Bank has maintained a robust capital with CAR, CET1 and tier 1 capital ratios well above the Bank of Thailand's minimum requirements.

Capital funds	Minimum requirements	Full consolidate supervision			Separate		
		31 Dec 22	31 Dec 21	31 Dec 20	31 Dec 22	31 Dec 21	31 Dec 20
Tier 1 capital		42.8	39.8	39.6	39.5	37.9	38.0
CET1 capital		42.8	39.8	39.6	39.5	37.9	38.0
Tier 2 capital		14.9	14.6	14.7	15	14.7	14.8
Total capital funds		57.7	54.4	54.3	54.5	52.6	52.8
Tier 1 capital to risk-weight assets	8.5%	16.2%	16.4%	15.6%	15.1%	15.7%	14.9%
CET1 capital to risk-weight assets	7.0%	16.2%	16.4%	15.6%	15.1%	15.7%	14.9%
Tier 2 capital to risk-weight assets	-	5.6%	6.0%	5.8%	5.7%	6.1%	5.8%
Capital adequacy ratio	11.0%	21.8%	22.4%	21.4%	20.8%	21.8%	20.7%
Total risk-weight assets		265	243	254	262	241	255

1.2.5 Business Assets

(1) Premises and equipment

As at 31 December 2022, CIMB Thai group had land valued at THB 2,488 million, buildings THB 2,776 million, vehicle THB 113 million, equipment THB 1,740 million, assets under installation and construction THB 32 million and exchange differences THB (11) million. Net of accumulated depreciation of THB 3,535 million, the net book value of the premises and equipment was THB 3,603 million. Such land, buildings and condominiums accommodate the Bank's headquarters, business centres, branches and sub-branches, as well as subsidiaries' offices.

(2) Commitments under long-term leases

As at 31 December 2022 and 2021, the group had commitments under long-term leases as follows:

Lease periods	Consolidated		Separate	
	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht
Not over than 3 years	83	96	57	73
Total	83	96	57	73

(3) Other commitments

As at 31 December 2022 and 2021, the Group and the Bank had other commitments in the form of various agreements relating to computer system and software development. The Group and the Bank was obligated to pay Baht 44 million and Baht 21 million, respectively.

1.3 The Shareholder Structure**Investment and Management Policies Governing Subsidiaries and Associated Companies**

A subsidiary company means a company where the Bank has the power to determine financial and operational policies for the benefits from such company's business activities, and in which the Bank has equity investment of no less than 50% of the company's issued and paid-up capital.

An associated company means a company where the Bank has the power to participate in making decisions on the financial and operational policies of the company, and in which the Bank has equity investment of no less than 20% of the company's issued and paid-up capital.

A company in the financial business group means a company engaging in operating financial business and/or supporting business as defined by the Bank of Thailand, and over which the Bank has business controlling power. The establishment of a financial business group shall be subject to the approval of the Bank of Thailand.

The Bank has instituted the policy on investment in subsidiaries and associated companies in adherence to the Consolidated Supervision Guidelines of the Bank of Thailand, thereby the Bank shall not make investment in any company exceeding 10% of the total shares sold of such company, unless an approval is given by the Bank of Thailand in any of the following cases:

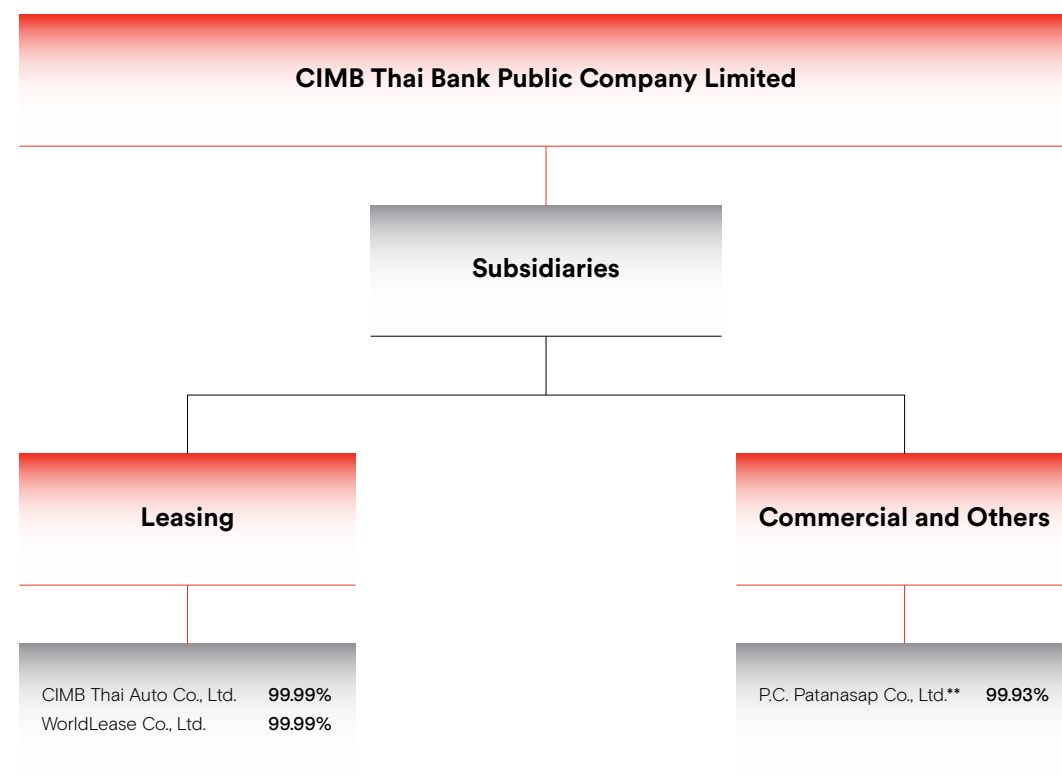
- Investment in a company in the financial business group over which the Bank has business controlling power and the establishment of the financial business group has obtained approval from the Bank of Thailand. The financial business group may consist of companies operating financial businesses and those providing supporting businesses. These companies shall operate businesses mainly to promote and support the businesses of the Bank and companies in its financial business group.

The Bank of Thailand granted approval to the Bank to establish a financial business group on 10 March 2009. As of 31 December 2022, the Bank's financial business group consisted of:

- CIMB Thai Bank Public Company Limited
- CIMB Thai Auto Company Limited
- WorldLease Company Limited

- Equity investment of exceeding 10% of the total shares sold of a company outside the financial business group provided that such company falls within any of the following categories:
 - A company engaging in financial business and over which the Bank has no business controlling power, only in case where the Bank has duly had equity investment in such company under approval from the Bank of Thailand.
 - A company operating supporting business for the benefits of the Bank's business operation and the overall financial institution system, such as National Credit Bureau Co., Ltd., National ITMX Co., Ltd., S.W.I.F.T. Co., Ltd. and Thai Rating and Information Services Co., Ltd. (TRIS), etc.
 - A company the Bank has acquired as a result of debt restructuring, debt repayment, enforcement of debt, or receipt of security for granting of credits as permitted by the Bank of Thailand.
 - A company in which the Bank has duly had equity investment under approval from the Bank of Thailand, and which is now in liquidation process.
 - A company engaging in financial business or supporting business over which the Bank has no business controlling power, or a company engaging in business otherwise, provided that such investment is made through a company engaging in financial business and being a regulated entity, as approved by the Bank of Thailand and in accordance with the relevant regulatory rules and criteria for approval of such investment.

Corporate Structure of the Bank and its Subsidiaries (as of 31 December 2022)



Remarks ** Office of the Company Limited and Partnership Registration, has already removed the company name from the register database on 20 October 2021.

Entities in which CIMB Thai Bank invests 10% or more of total issued shares (as of 31 December 2022)

Company Name / Address	Type of Business	Type of Shares	Total Issued Shares	Number of Shares Held	%
1. CIMB Thai Auto Co., Ltd. 44 CIMB Thai Bank Building, 24th Floor, Langsuan Road, Lumpini, Pathumwan, Bangkok Tel. +66-2684-6500	Leasing	Ordinary	800,000,000	799,999,994	99.99
2. WorldLease Co., Ltd. 43 Thai CC Tower, 34 th Floor, South Sathorn Road, Yannawa, Sathorn, Bangkok Tel. +66-2675-6300	Leasing	Ordinary	100,000,000	99,999,998	99.99
3. Srithepthai Plaschem Co., Ltd. (bankrupt) 1200 Bangna-Trad Road, Bangna, Bangkok Tel. +66-2398-0027	Plastic products	Ordinary	83,332	31,410	37.69
4. M-Home SPV 3 Co., Ltd. (liquidated) 1006/420 Masterview Executive Place Building, 1 st Floor, Charoennakorn Road, Banglumphu, Klongsan, Bangkok	SPV	Ordinary	10,000	1,282	12.82
5. Tawana Hotel Co., Ltd. 56/6 Soi Pramote (Jesu), Suriyawong, Bangrak, Bangkok	Hotel	Ordinary	33,909	3,390	10.00
6. Sanwa Interfood Co., Ltd. 2219-2223 New Petchburi Road, Bangkapi, Huaykhwang, Bangkok	Instant food production	Ordinary	10,000,000	1,000,000	10.00
7. Samchai Plc. 522 Ratchada Complex, Ratchadaphisek Road, Samsen Nok, Huaykhwang, Bangkok	Electrical appliance distribution	Ordinary	40,000,000	4,000,000	10.00
8. P.C. Patanasub Co., Ltd. (dissolved) 1600 New Petchaburi Road, Makkasan, Ratchathevi, Bangkok	Commerce	Ordinary	10,000	9,993	99.93
9. Executive Management Services Manpower Ltd. (bankrupt) 295 Rama III Road, Bangkholaem, Bangkok Tel. +66-2689-2626	Office equipment and furniture rental	Ordinary	2,000	340	17.00
10. Global Leasing Co., Ltd. (under official receivership) 518/5 Maneeya Center, 8 th Floor, Ploenchit Road, Lumpini, Pathumwan, Bangkok Tel. +66-2652-0730	Leasing	Ordinary	2,000,000	200,000	10.00
11. TPF Leasing Co., Ltd. (bankrupt) 82 Sangthongthani Tower, 25 th Floor, North Sathorn Road, Silom, Bangrak, Bangkok	Leasing	Ordinary	6,000,000	600,000	10.00
12. UTM Advisory & Capital Management Co., Ltd. (abandoned) 44 Langsuan Road, Lumpini, Pathumwan, Bangkok	Consultancy	Ordinary	100,000	10,000	10.00
13. SPL Development Co., Ltd. (abandoned) 149 Modern Home Tower, Nonsi Road, Chong Nonsi, Yannawa, Bangkok	Real estate development	Ordinary	500,000	499,999	99.99
14. Thai-Ultra Auto Part Co., Ltd. (bankrupt) 59 Moo 4, Highway Road, Nikompattana, Bankai, Rayong	Auto parts distribution	Ordinary	6,500,000	650,000	10.00
15. Advance Manufacturing Leasing Co., Ltd. (bankrupt) 246 Time Square Building, 11 th Floor, Sukhumvit 12-14 Road, Khongteoy, Bangkok	Leasing	Ordinary	20,000,000	2,000,000	10.00
16. Tun Ruamkarn Co., Ltd. (bankrupt) 133/2 Sukhumvit 21 Road, Klongtoey, Klongtoey, Bangkok	Finance	Ordinary	240,000	40,000	16.67
17. Modern Appraisal Co., Ltd. (abandoned) 3726/162-163, 3 rd Floor, Rama III Road, Bangkhlo, Bangkholaeam, Bangkok	Real Estate Appraiser	Ordinary	20,000	2,000	10.00

Relationship with Major Shareholder

CIMB Bank Bhd, which is wholly owned by CIMB Group Sdn Bhd, a wholly owned subsidiary of CIMB Group Holdings Bhd (CIMB Group), is the major shareholder of CIMB Thai Bank Plc, headquartered in Kuala Lumpur, Malaysia. CIMB Bank Bhd is Malaysia's third largest financial service provider, and CIMB Group is ASEAN's fifth largest by asset size as at the end of September 2022. As a universal banking group, it offers consumer banking, commercial banking, wholesale banking, Islamic banking, wealth management and digital payment products and services. The Group has presence in all 10 ASEAN nations (Malaysia, Indonesia, Thailand, Singapore, Cambodia, Vietnam, Myanmar, Laos, Philippines and Brunei). Beyond ASEAN, CIMB Group also has market presence in China and Hong Kong, United Kingdom, India, Korea and United States.

Leveraging on the universal banking franchise of CIMB Group, with 604 branches and strong regional expertise in financial solutions across ASEAN, CIMB Thai has been able to concretely support entrepreneurs and reap business opportunities via cross-border business matching, supply chain networking and referrals.

Shareholder Structure

(1) List of major shareholders

a. Top ten shareholders of the Bank as of 25 April 2022

Item	Shareholder Name	shares	Percent (%)
1	CIMB Bank Berhad	33,021,971,285	94.83
2	Bank Julius Baer & Co. Ltd, Singapore	438,379,447	1.26
3	Thai NVDR Co., Ltd.	133,026,517	0.38
4	Mr. Suchaicharn Wongpiyabaworn	52,987,500	0.15
5	Mr. Pracha Chaisuwan	52,787,933	0.15
6	Mr. Sinthu Wongpiyabaworn	43,210,500	0.12
7	Mr. Pisit Prukpaiboon	42,415,282	0.12
8	SCB SET Banking Sector Index	24,135,408	0.07
9	Mr. Somchart Namsricharoensuk	23,684,881	0.07
10	Mrs. Jaronluk Panichsheewa	11,761,750	0.03
	Other shareholders	977,901,245	2.81
	Summary	34,822,261,748	100.00

Item	Number of shares	% of Total
Thai shareholders	12,398 shareholders 1,334,869,354	3.83
Foreign shareholders	71 shareholders 33,487,392,394	96.17
Total	12,469 shareholders 34,822,261,748	100.00

b. Major shareholder with significant influence over the Bank's business planning and direction

Major shareholder with significant influence over the Bank's business planning and direction is CIMB Bank Berhad. It holds 33,021,971,285 shares, representing 94.83% of the total issued and paid-up shares of the Bank.

(2) Operating business as a holding company

- None -

(3) Major shareholder agreements regarding share issuance or management

- None -

Report on the change in shareholding of the Bank by directors and executives

Comparative information as of 31 December 2022 and as of 31 December 2021:

No.	Name	Position	No. of Shares Held As of 31 Dec 22 (shares)	No. of Shares Held As of 31 Dec 21 (shares)	No. of Shares Increased (Decreased)
1.	Dato' Robert Cheim Dau Meng	Director	-	-	-
2.	Mr. Anon Sirisaengtaksin	Independent Director	17,551	17,551	-
3.	Mrs. Oranuch Apisaksirikul	Independent Director	-	-	-
4.	Mr. Chanmanu Sumawong	Independent Director	-	-	-
5.	Dr. Rom Hiranpruk	Independent Director	-	-	-
6.	Mr. Niti Jungnitnirundr	Independent Director	-	-	-
7.	Mr. Natasak Rodjanapiches	Independent Director	-	-	-
8.	Dato' Abdul Rahman Ahmad	Director	-	-	-
9.	Mrs. Vera Handajani	Director	-	-	-
10.	Mr. Paul Wong Chee Kin	Director	-	-	-
11.	Mr. Arthit Masathirakul	Head of Risk Management	-	-	-

No.	Name	Position	No. of Shares Held As of 31 Dec 22 (shares)	No. of Shares Held As of 31 Dec 21 (shares)	No. of Shares Increased (Decreased)
12.	Mr. Jason Leong Kok Yew	Head of Finance	-	-	-
13.	Mr. Tan Keat Jin	Head of Consumer Banking	-	-	-
14.	Ms. Siriporn Sanunpairaue	Head of Internal Audit	-	-	-
15.	Mrs. Kanokpai Vongsatitporn	Head of Human Resources	-	-	-
16.	Mr. Prapas Thongsuk	Head of Corporate Communications	-	-	-
17.	Mr. Zethjak Leeyakars	Head of Compliance	-	-	-
18.	Mr. Pao Chatakanonta	Head of Treasury & Markets	-	-	-
19.	Mr. Lim Yeong Thian	Head of Strategy and CEO's Office	-	-	-
20.	Mr. Paisan Thumponthong	Head of Technology and Data	-	-	-
21.	Ms. Uthaiwan Sukphanpim	Head of Customer Experience Management	-	-	-
22.	Ms. Pajaree Thongvanit	Head of Legal	-	-	-
23.	Mr. Konthee Prasertwongse	Head of Investment Banking	-	-	-
24.	Ms. Panida Tangsriwong	Head of Financial Institution Thailand and CLMV	-	-	-
25.	Mr. Wut Thanittiraporn	Head of Corporate Banking / Acting Head of Transaction Banking	-	-	-

1.4 Registered and Paid-up Capital

The Bank's issued and paid-up registered capital as of 31 December 2022 is as follows:

Registered Capital	THB 17,411,130,874.00 (Seventeen billion four hundred eleven million one hundred thirty thousand eight hundred and seventy-four baht), which comprises: : 34,822,261,748 (Thirty-four billion eight hundred twenty-two million two hundred sixty-one thousand seven hundred and forty-eight) ordinary shares, with a par value of THB 0.50 (fifty satang) : No preference shares
Issued and Paid-up Capital	THB 17,411,130,874.00 (Seventeen billion four hundred eleven million one hundred thirty thousand eight hundred and seventy-four baht), comprising: : 34,822,261,748 (Thirty-four billion eight hundred twenty-two million two hundred sixty-one thousand seven hundred and forty-eight) ordinary shares, with a par value of THB 0.50 (fifty satang) : No preference shares

1.5 Other Securities Issuance

Issuance of debt securities of the Bank (as of 31 December 2022)

Securities Type	Interest Rate	Maturity Date	Collateral	Restrictions and Requirements	Value of Unredeemed Debt Securities as at 31 Dec 2022	Credit Ratings (Moody's / Fitch Ratings)	Bondholder Representative
1. Tier 2 subordinated debt ¹	5.20% per annum	29 March 2028	None	For early redemption for each tranche of the subordinated debt where call option is exercised, the issuer may redeem and cancel the subordinated debt in whole but excluding the principal amount of the subordinated debt on the call date, subject to prior approval of the Bank of Thailand and submission to the Bank of Thailand for consideration at least 30 days prior to the call date (including all deferred interest and accrued interest payable but excluding accrued interest receivable). The optional redemption by the issuer of the subordinated debt of any tranche does not trigger the redemption of the subordinated debt of other tranches. This is provided that 1) the redemption and substitution plans must include other financial instruments with equivalent or superior rank to the subordinated debt to be redeemed both immediately or before, and 2) the issuance of substitute instruments will not affect the issuer's ability to perform its business operation.	MYR 390 million	Issue rating AA3 by RAM Rating Services Berhad	None

Securities Type	Interest Rate	Maturity Date	Collateral	Restrictions and Requirements	Value of Unredeemed Debt Securities as at 31 Dec 2022	Credit Ratings (Moody's / Fitch Ratings)	Bondholder Representative
2. Tier 2 subordinated debt ¹	4.15% per annum	6 July 2029	None	For early redemption for each tranche of the subordinated debt where call option is exercised, the issuer may redeem and cancel the subordinated debt in whole but excluding the principal amount of the subordinated debt on the call date, subject to prior approval of the Bank of Thailand and submission to the Bank of Thailand for consideration at least 30 days prior to the call date (including all deferred interest and accrued interest payable but excluding accrued interest receivable). The optional redemption by the issuer of the subordinated debt of any tranche does not trigger the redemption of the subordinated debt of other tranches. This is provided that 1) the redemption and substitution plans must include other financial instruments with equivalent or superior rank to the subordinated debt to be redeemed both immediately or before, and 2) the issuance of substitute instruments will not affect the issuer's ability to perform its business operation.	MYR 550 million	Issue rating AA3 by RAM Rating Services Berhad	None
3. Tier 2 subordinated debt ¹	3.90% per annum	11 July 2031	None	For early redemption for each tranche of the subordinated debt where call option is exercised, the issuer may redeem and cancel the subordinated debt in whole but excluding the principal amount of the subordinated debt on the call date, subject to prior approval of the Bank of Thailand and submission to the Bank of Thailand for consideration at least 30 days prior to the call date (including all deferred interest and accrued interest payable but excluding accrued interest receivable). The optional redemption by the issuer of the subordinated debt of any tranche does not trigger the redemption of the subordinated debt of other tranches. This is provided that 1) the redemption and substitution plans must include other financial instruments with equivalent or superior rank to the subordinated debt to be redeemed both immediately or before, and 2) the issuance of substitute instruments will not affect the issuer's ability to perform its business operation.	MYR 660 million	Issue rating AA3 by RAM Rating Services Berhad	None

Note: ¹ Referring to subordinated debts with cash flow hedge in the amount of MYR 390 million, MYR 550 million, and MYR 660 million.

1.6 Dividend Policy of CIMB Thai

The Bank's dividend policy sets out the principles for determination of dividend payment to our shareholders. The Bank may consider distributing dividends to the shareholders if our operations are profitable, provided that our business and legal reserve requirements are maintained. The remaining profit from paying dividend can be allocated as reserve funds/retained earnings. The Bank may pay interim dividend to the shareholders from time to time as deemed fit and as adequately allowed by profitability.

The dividend payment shall be made within the time prescribed by law and the written notice of such dividend payment shall be sent to the shareholders and also published in a newspaper.

With respect to the Bank's subsidiaries, the decision to declare a dividend payment is at the discretion of the respective subsidiaries' boards of directors and is dependent upon the subsidiaries' net profits.

Dividend Payments of the Bank for the Past 3 Years

	Year 2022	Year 2021	Year 2020
Earnings per share (THB)	0.04	0.06	0.03
Dividend per share (THB)	0.01	0.005	0.005
Dividend payout ratio (%)	24	8	41

2. Risk Management

A robust and effective risk management system is critical for the Bank to achieve continued profitability and sustainable growth in shareholder value amidst today's globalised and inter-linked financial and economic environment.

The Bank embraces risk management as an integral part of our business, operations, and decision-making processes. In ensuring that we achieve optimum returns whilst operating within a sound business environment, Risk Management Unit is involved at the early stage of the risk-taking process by providing independent inputs, including relevant valuations, credit evaluations, new product assessments and quantification of capital requirements.

These inputs enable the business units to assess the risk-vs-reward of their propositions, thus enabling risk to be priced appropriately in relation to the return.

Generally, the objective of our risk management activities are to:

- (i) identify the various risk exposures and capital requirements;
- (ii) ensure risk-taking activities are consistent with risk policies and the aggregated risk positions are within the risk appetite as approved by the Board of Directors; and
- (iii) create shareholder value through a sound risk management framework.

2.1 Risk Management And Control Framework

The Board recognises that sound risk management is an integral part of the Bank's business, operations, and decision-making process, and are critical in ensuring the Bank's success and sustainable growth.

The emphasis on a strong risk management culture is the foundation of the control mechanisms within the Bank's Enterprise-Wide Risk Management (EWRM) framework. The framework consists of an on-going process of identifying and assessing, measuring, managing and controlling, as well as monitoring and reporting material risks affecting the achievement of the Bank's strategic business objectives. It provides the Board and its management with tools to anticipate and manage both the existing and potential risks, taking into consideration the changing risk profile as dictated by changes in business strategies, the external environment and/or regulatory environment.

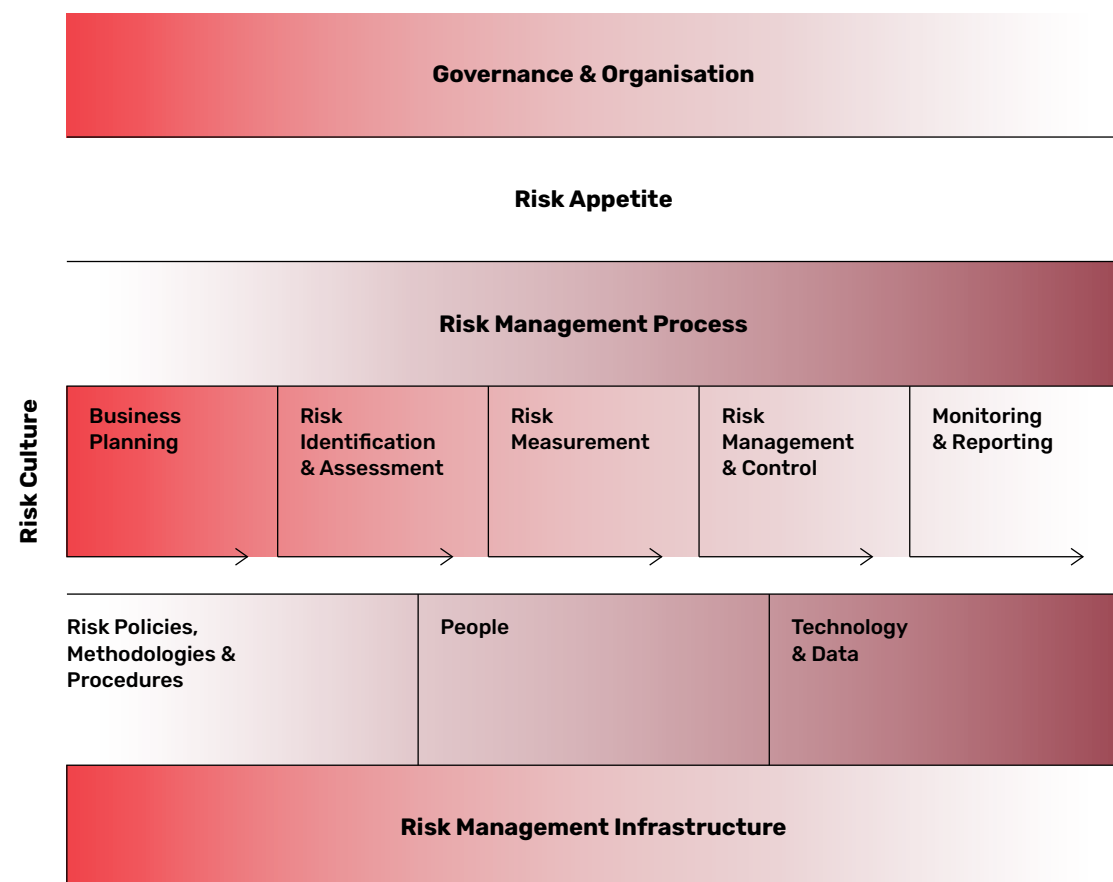
To further enhance the cultivation of risk management culture, the Bank employs the three lines of defence model in implementing the EWRM framework, providing risk management accountability across the Bank. The business units, as the first line of defence, is primarily responsible for risk management on day-to-day basis by taking appropriate actions to mitigate risk through effective controls. Risk and other control functions within the second line of defence provide oversight and perform independent monitoring of business activities with reporting to the Board and management to ensure that the Bank conducts business and operates within the approved risk appetite, and is in compliance with regulations. Corporate Assurance Division, as the third line of defence, provides independent assurance of the adequacy and effectiveness of the internal controls and risk management processes. The Board has also established the Board Risk and Compliance Committee, whose responsibilities, amongst others, include overseeing the effective implementation of the EWRM framework.

2.2 Enterprise-Wide Risk Management Framework

The Bank employs the Enterprise-Wide Risk Management (EWRM) framework as the standardised approach to effectively manage its risks and opportunities. The framework provides the Board and the management with a tool to anticipate and manage both the existing and potential risks, taking into consideration the changing risk profiles as dictated by changes in business strategies, external environments and/or regulatory criteria.

The design of the EWRM framework incorporates a complementary "top-down strategic" and "bottom-up tactical" risk management approach.

Key components of the EWRM framework are presented below:



Risk Culture: The Bank embraces risk management as an integral part of our culture and decision-making processes. The three lines of defence approach is embodied in the risk management philosophy, whereby risks are managed at the point of risk-taking activity. There is clear accountability of risk ownership across the Bank.

Governance & Organisation: A strong governance structure is important to ensure an effective and consistent implementation of the Bank's EWRM framework. The Board is ultimately responsible for the Bank's strategic direction, which is supported by the risk appetite and relevant risk management frameworks, policies and procedures. The Board is assisted by various risk committees and control functions in ensuring that the Bank's risk management framework is effectively maintained.

Risk Appetite: It is defined as the amount and type of risks that the Bank is able and willing to accept in pursuit of our strategic and business objectives. Risk appetite setting is part of the annual strategy and business planning process to ensure appropriate alignment between strategy, growth aspirations, operating plans, capital and business associated risks.

2.3 RISK MANAGEMENT PROCESS

- **Business Planning:** Risk management is central to the business planning process and new product/new business activities, including setting frameworks for risk appetite and risk posture.
- **Risk Identification & Assessment:** Risks are systematically identified and assessed through the robust application of the Bank's risk policies, methodologies/standards, procedures/process guidelines.
- **Risk Measurement:** Risks are measured and aggregated using Bank-wide methodologies across each of the risk types, including stress testing.
- **Risk Management and Control:** Risk management limits and controls are used to manage risk exposures within the risk appetite approved by the Board. Risk management limits and controls are regularly monitored and reviewed in the face of evolving business needs, market conditions and regulatory changes. Corrective actions are taken to mitigate risks.
- **Risk Monitoring and Reporting:** Risks on an individual as well as a portfolio basis are regularly monitored and reported to ensure they remain within the Bank's risk appetite.

2.4 Risk Management Infrastructure

- **Risk Policies, Methodologies/Standards and Procedures/Process Guidelines:** Well-defined risk policies by risk type provide the principles by which the Bank manages risks. Methodologies/Standards provide specific directions that help support and enforce policies. Procedures/Process Guidelines provide more detailed guidance to assist the implementation of policies.
- **People:** Attracting the right talents and skills are key to ensuring a well-functioning EWRM framework. The organisation has to continuously evolve and proactively respond to the increasing complexity of the Bank's operations, as well as the economic and regulatory environments.
- **Technology & Data:** Appropriate technology and sound data management support risk management activities.

The Bank focuses on sound and effective risk management principles to ensure not only the financial soundness and integrity but also sustainability of the organisation and that returns must be commensurate with risks taken. The risks to which a bank is particularly exposed in the conduct of businesses are credit risk, market risk, liquidity risk, operational risk and strategic risk.

With regard to the risk management governance and oversight, the Board Risk Committee (BRC) was appointed by the Board in 2014 to ensure independent and greater risk governance and accountability for all types of risks. Due to the close interrelation between Compliance and Risk Management, the Board decided to expand roles and responsibilities

of the BRC to also have oversight on the Compliance function (in place of the Audit Committee (AC)) and changed the name of the committee to the Board Risk and Compliance Committee (BRCC) to report directly to the Board, taking effect from September 2019. The BRCC is comprised of five members who are all Board members.

In addition, the Board has appointed the Risk Management Committee (RMC), reporting to the BRCC, to oversee various risk areas and any related matters, such as credit risk, operational risk, reputation risk, capital risk (to comply with Basel regulatory requirements), and etc. The RMC is composed of members with relevant and seasoned experience and expertise. Its key responsibilities are to review and recommend to the BRCC and the Board risk management policies and frameworks as well as to establish a corresponding governance structure which would ensure that not only risks are managed efficiently and effectively, but also decisions are made in a transparent manner. Moreover, the Asset Quality Committee (AQC) has been appointed by the BRCC with responsibilities to review and/or recommend for approval the account plan for troubled debt or debt with signs of deterioration to the Board/relevant committee (where necessary) and to approve and concur proposals and provision of such account with problems or potential problems from non-retail business units.

Risk Management Unit has been established to act as a catalyst for the development and maintenance of sound risk management policies, strategies and procedures within the Bank. It provides functional support to the BRCC, the RMC, the Credit Committee, and Risk Management sub-committees, and assists the management in managing risks inherent to the Bank and its businesses. Risk Management Unit is independent from other business units involved in risk taking transactions or activities. In addition, Special Assets Management has been established under Risk Management Unit to take charge of managing credit quality concerned assets as well as providing advice to early manage customers with signs of credit quality deterioration.

Strategic Risk

Strategic Risk is the risk of losses as a result of insufficient consideration of possible threats to the Bank's activities, insufficiently substantiated prospective business where the Bank could gain advantage over competitors, or lacking or incomplete provision of necessary resources and organisational measures that are required to achieve strategic objectives.

The major goal of strategic risk management is to maintain the risks taken by the Bank at the levels determined in accordance with our strategic tasks and to ensure safety of assets and capital by minimisation of possible losses. We define risk appetite subject to approval by the Board, and use the following strategic risk management methods, i.e. business planning, financial planning, monitoring of approved plan implementation, market analysis, SWOT analysis and readjustment of plans, where necessary. Senior management and the Board are closely involved and engaged throughout the formulation process. Subsequent to the implementation stage, the Board and designated Management Committee regularly monitor and review actual results against the targets and plans

Risk To Securities Holders' Investment

The Bank's major shareholder is CIMB Bank Berhad which holds a total of 33,021,971,285 shares or 94.83% of total issued shares. Such more than 75% shareholding allows the major shareholder to have control and influence on the Bank's decision in all matters which need approval from the shareholders' meeting. Therefore, other minor shareholders may bear risk of inability to compile adequate aggregate votes to audit and balance agenda proposed by the major shareholder for consideration at the shareholders' meeting.

Nonetheless, CIMB Bank Berhad is one of the largest banks in Malaysia which is under the supervision of Malaysia's central bank. Also, the Bank's Board of Directors is composed of qualified and experienced persons and are well accepted in various industries. Therefore, the Bank will be managed in the best interest of the shareholders. However, there is an inherent risk in investment in securities based on the Bank's performance and market environment, thus, the Bank's shareholders may not get proper return or could not get the full investment amount from the drop in the market share price.

Credit Risk

Credit risk arises from customers or counterparties who are not able to or are not willing to fulfill their contractual obligations under loan agreements or other credit facility agreements. Credit risk results in the deterioration of credit quality and affects the Bank's profitability and capital. The underlying objective of credit risk management at the Bank is to create value for shareholders by ensuring that the revenue is generated in balance with the acceptable credit risk appetite. Under the credit risk management policy, the Bank has put in place credit risk management process, techniques and controls to maintain a check and balance system with clearly defined responsibilities for relationship managers, credit analysts, credit evaluators, credit approvers and risk management officers. The risk management framework for the Bank and subsidiaries has continued to be enhanced to support our business and to ensure the overall adherence to the risk management policy of the Bank and CIMB Group.

The Bank has continuously reviewed and improved credit risk assessment tools for different types of customers and in line with the growth of loan portfolios. The tools include Corporate Rating Model developed and implemented for corporate customers, SME Rating Model for SME customers, Life Insurance Model and General Insurance Model for life and non-life bancassurance customers, specialised lending rating models such as Project Finance (PF) Model, Income Producing Real Estate (IPRE) for specialised customer groups, a new credit underwriting tool for small SME customers implemented in the year, and credit scoring tools and system for retail, secured and unsecured loans as well as hire purchase. Credit rating and credit scoring tools are implemented in work systems to ensure efficiency of rating/scoring and model performance monitoring. Moreover, the Bank has also put in place Acquisition Quality Trigger (AQT) to closely monitor the quality of new acquisition of retail customers more efficiently.

Non-performing loan (NPL) is one of the key risks affecting profitability and capital adequacy of the Bank. As such, we closely and prudently monitor and manage NPL, thus allowing for maintaining of adequate provisions for bad debts. In addition, as a pre-emptive measure, problem accounts are proactively monitored and managed before they turn into NPL. For portfolio risk management, particular attention is given to credit concentration

risks by imposing appropriate risk limits, i.e. country risk limits, internal lending limits and business sector limits with Black and RAG (Red, Amber & Green) indicators used to monitor concentration risk as well as to provide a better visual guidance to credit granting decision, i.e. Black – “Forbidden”, Red – “Restricted”, Amber – “Selective”, and Green – “Grow”. The Bank also performs stress tests on credit risk to evaluate the impact on the Bank in the event of unfavourable economic and financial conditions, in both plausible scenario and extreme scenario.

The Bank determines and reviews risk appetite or acceptable risk level considering the forecasted economy in each year in order to be the guideline of business expansion and management. Risk appetite has been monitored on a monthly basis and reported to the RMC, the BRCC, and the Board.

Environment, Social, And Governance (ESG) Risk (Sustainability Risk)

Environment, Social, and Governance (ESG) Risk is described as the risk of financial and non-financial impact arising from environmental, social and ethical issues stemming from transactions and/or activities associated with a business relation and its operations, and/or the Bank's own internal operations and employees.

As a financial institution, we recognise that our business operations play a major role in the capital flow of business operations in the community. In accordance with the CIMB Group's Enterprise-Wide Risk Framework, the Bank has incorporated ESG considerations into our risk assessment and strategies with the goal of managing financial and non-financial risks, such as climate-related physical risks (e.g. flood, wildfire, and etc.), transition risks (e.g. changes in regulatory requirements, government policies, technologies, and customer preference), and human rights risks, in order to ensure that our business operations have a long-term, net-positive impact on our current and prospective stakeholders.

The Bank employs the Sustainability Policy (SP) to provide clarity and transparency around how sustainability risk should be managed at the overall organization level, while sustainability risks in non-retail financing are addressed through the Sustainable Financing Policy (SFP). In relation to the SFP, we also have Sustainability Sector Guidance documents, which provide specific standards and parameters for the evaluation of the environmental and social impact of customers and their activities, for our internally identified high sustainability risk sectors.

These sector guides cover high risk areas, namely coal, construction and real estate, oil and gas, forestry, and palm oil.

In addition to existing policies in relation to ESG and sustainability, CIMB Thai is working with CIMB Group in our plans to further develop other policies and frameworks, such as on human rights, and diversity and inclusion, in our commitment to have a more holistic management on sustainability and the related risks.

Aligning with the global direction of the 26th UN Climate Change Conference (COP26) and Paris Agreement, we have set annual Greenhouse Gases (GHG) Scope 1 and 2 reduction targets, along a trajectory to reach Net Zero by 2030. As part of Group's commitment to achieve Scope 3 Net Zero by 2050, we have set two interim climate targets to reduce

cement sector's emission intensity to 0.46 tCO₂e/t of cement produced by 2030 from 2021 baseline of 0.72 tCO₂e/t of cement produced and to halve thermal coal mining sector's exposure by 2030 from 2021 baseline of RM 1.75 billion.

ESG risk assessments are carried out in the form of due diligence in accordance with the Sustainability and Sustainable Financing policies, which applies to all business relations of the Bank including non-retail customers, CSR partners, vendors, suppliers, and outsourcing partners, and etc.

All business units and supporting units in the Bank and subsidiaries are required to conduct Basic Sustainability Due Diligence on all new and renewed business relationships, including financing customers. In cases where there is a need to go beyond the Basic Sustainability Due Diligence such as when there is a controversy involving the party, the Enhanced Sustainability Due Diligence process will be conducted by the Bank's Sustainability Team before getting further approval from the respective governance committees to ensure that there is a robust check on the business relations or transactions.

2.5 Risk Factors To Business Operations

New and emerging risks are prevalent in today's operating environment and this dynamic environment gives rise to new opportunities and challenges for risk management. The global economic environment such as trade war and COVID-19 pandemic, has caused significant uncertainty and volatility in the markets. Coupled with the increase in complexity in doing business, the murky economic circumstance has also made it more difficult for organisations to implement forward-looking and sound strategies for their businesses. This complexity can further perpetuate hesitation in private investment and encourage prudent spending. The slowdown in spending and investments can cause the economic outlook to remain stagnant.

Furthermore, global sustainability practices, which takes into account social and environmental factors, have shown to create long-term value and can foster organisation longevity. Corporate responsibility and transparency has increased and businesses are embedding sustainable practices into their strategies to ensure regulatory compliance and long-term success. Companies are facing short-term cost and investments to pave the way for the future and those that opt not to invest could face sustainability risks such as temporary suspension of operations or regulatory fines.

As businesses diversify to stay competitive, the Bank needs to keep pace to ensure we provide appropriate financial services, taking into account risk factors, to support our customers. To ensure proper risk management in our credit business, we need to identify risks early, develop advance and sophisticated assessments, and implement preventive and mitigation controls. To such end, Risk Analytics Team has been set up to work out risk measurement and management criteria and measures, and participate in taking care of customers that may be in trouble so that timely problem solutions can be made. With the proper risk management framework and governance in place, we can ensure sound business practices to serve our Bank's strategic goals, adequate control over internal costs, and optimal capital utilisation.

Market Risk

Market risk is defined as any fluctuation in the market value of the trading transaction or investment exposure. Therefore, market risk occurs when the Bank undertakes transactions which are exposed to fluctuation in market parameters, such as interest rates, foreign exchange rates, securities prices in capital and commodity markets, and may negatively affect both the revenue and capital position of the Bank. The Bank employs the market risk policy to ensure that the rules and procedures are in compliance with both the regulatory requirements and the Bank's policy. The Bank has a work unit, independent from risk originating units, to monitor and control market risk. It also regularly assesses and determines the capital reserves to buffer against market risk, which is compliant with the Bank of Thailand's regulations.

Market risks include the followings:

1. Interest rate risk

Interest rate risks of transactions in the trading book are under the supervision of the RMC under the framework prescribed by the Board. The calculation of fair value for trading transactions is performed on a daily basis in order to monitor the mark-to-market profits and losses. Daily risk status reports are also independently produced by the work unit in charge of risk controlling and monitoring. The one basis point shift (PV01) limit, Greek limit, Value-at-Risk (VaR) limit and stop loss trigger are set to control the risks associated with movements in interest rates which might affect the revenue and capital reserves of the Bank. Furthermore, stress test is periodically conducted, the results of which are thoroughly analysed.

2. Foreign exchange risk

In managing risk from changes in foreign exchange and maintaining risk at the level prescribed by the Bank's policy, the Bank tries to match the currency of the funding source with that of loans, or to employ derivative instruments for foreign exchange risk hedging. Risk limits are determined by product and risk type using such approaches as FX net open position limit, Greek limit, Value-at-Risk (VaR) limit and stop loss trigger. Daily mark-to-market on the foreign exchange is also conducted. Furthermore, stress test is periodically conducted, the results of which are thoroughly analysed.

3. Market risk of equity securities and commodity-related transactions

The Bank does not invest in trading equity securities other than investments in subsidiaries or affiliated companies, common shares resulted from debt restructuring, and certain property funds which have high potential return and sound management. For commodity derivatives, the Bank fully hedges against the commodity risk on a back-to-back basis, thereby market risk exposure on trading equity securities or commodities has never been materialised.

4. Market risk from other market risk underlyings

The Bank offers structured products to be alternative investments for customers. However, if the market risk underlyings are not interest rate risk or foreign exchange risk, the Bank will fully hedge against such market risk underlyings. Therefore, the market risk exposure from other market risk underlyings has never been materialised.

Liquidity Risk

Liquidity risk is defined as the risk of the Bank's inability to meet the required payments or obligations when they are due, which may be as a result of the inability to convert assets into cash or the failure to obtain adequate funding in time. It may adversely affect the daily operations and incur unacceptable losses.

The objective of the Bank's liquidity risk management is to ensure that the Bank can meet the cash obligation in a timely and cost-effective manner both at present and in future. To this end, our liquidity risk management is to maintain high quality liquid assets and well diversified portfolios as well as sources of funds under both business-as-usual and stress conditions. Due to the Bank's business framework to strive for a broader delivery network and markets, the Bank has maintained a diversified core deposit base comprising savings, current, and term deposits, thus providing a large, stable funding base. The Bank has also maintained certain liquidity buffers throughout the year to ensure stable business operation in strategic, structural and tactical perspectives.

Liquidity risk factors mainly comprise the structure of the sources and use of funds, the shift in deposit mobilisation of commercial banks towards a larger share in proper-cost deposits amidst rising interest rate environment, and the influence of Liquidity Coverage Ratio (LCR) guidelines with focus on growing transactional current and savings accounts and Net Stable Funding Ratio (NSFR) focusing on deposits, borrowing, and shareholders' equity to better match investment, credit lines and facilities, and commitments over the time horizon of one year. Additionally, the monetary policies adopted by the Bank of Thailand and central banks of major countries may directly affect the movement of international capital flows and result in money market fluctuations, which may subsequently affect liquidity and increase funding costs.

The responsibility for liquidity risk management and control is delegated to the Asset and Liability Management Committee (ALCO) which meets at least once a month to discuss the liquidity risk and funding profile/plan of the Bank. ALCO is responsible for the overall management and oversight of liquidity and review/recommendation of liquidity risk management policy before seeking approval from the Board. It is also in charge of reviewing liquidity risk limits/tolerance before seeking approval from the Board. Asset and Liability Management (ALM) Team, which is responsible for monitoring of the liquidity risk profile, works closely with Treasury Unit in the surveillance of market conditions. Business units are responsible for establishing and maintaining strong business relationship with their respective depositors and key funding sources. Treasury Unit performs global fund dealing on a necessity or contingency basis. The Bank has to prudently manage the liquidity position to meet daily operation needs. We regularly measure and forecast the respective cash flows arising from the maturity profiles of assets, liabilities, off-balance sheet commitments and derivatives over a variety of time horizons under business-as-usual and stress conditions. As regards companies in the Bank's financial business group, liquidity risk management will be centralised. To support their liquidity, the Bank may consider and approve liquidity lines to them within the respective credit lines approved by the Board.

Liquidity risk undertaken by the Bank is governed by a set of established liquidity risk limits and Management Action Triggers (MATs). The limits and MATs are set to alert the management to potential and emerging liquidity pressures. The Bank's liquidity risk management policy together with assumptions and threshold levels are reviewed on an annual

basis, or when there is any significant change in response to regulatory changes, and changing business needs and market conditions. Liquidity positions are monitored on a daily basis to comply with internal risk thresholds and regulatory requirements for liquidity risk.

The Bank's contingency funding plan is in place to alert and enable the management to act effectively during a liquidity crisis and under adverse market conditions. The plan consists of two key components: an Early Warning System (EWS) and a Funding Crisis Management Team (FCMT). EWS is designed to alert the Bank's management whenever the liquidity position may be at risk. It provides the Bank with the analytical framework to detect a likely liquidity problem and to evaluate the funding needs and strategies in advance of a liquidity crisis. EWS is made up of a set of indicators (monitored against pre-determined thresholds) that can reliably signal the financial strength and stability of the Bank. Consolidated stress test, including liquidity stress test, is performed on a semi-annual basis to identify vulnerable areas in the portfolio, gauge the finance impact and enable the management to take pre-emptive actions. Three scenarios, namely Bank Idiosyncratic Crisis (BISC), Market-Wide Crisis (MWC) and Combined Crisis (CC) are modeled. The assumptions used, including run-off rates on deposits, drawdown rates on undrawn commitments, and haircuts for marketable securities are documented and the test results are submitted to the ALCO and the Board. The test results to date have indicated that the Bank possesses sufficient liquidity capacity to meet the liquidity requirements under various stress test conditions.

Interest Rate Risk In Banking Book

Interest Rate Risk in Banking Book (IRRBB) normally arises when the repricing and/or maturity schedule of assets, liabilities and off-balance sheet positions are not matched, or when the movements of reference interest rates on assets and liabilities are not correlated, negatively affecting Net Interest Income (NII) and/or Economic Value Of Equity (EVE).

Primary factors affecting the trend and the level of interest rates include macroeconomic conditions and inflation rates, as well as the monetary policies adopted by the Bank of Thailand and central banks of major countries that may directly affect the trend and level of interest rates or affect the movement of international capital flows and subsequently affect interest rates. Moreover, competition among banks to increase or maintain market share on deposits and loans may also narrow the Bank's NII.

The Bank manages the exposure of fluctuations in interest rates through policies established by the ALCO. IRRBB undertaken by the Bank is governed by an established risk appetite approved by the Board that defines the acceptable level of risk to be assumed by the Bank. The ALCO is the Board's delegated committee which reports to the BRCC. With the support from Asset and Liability Management (ALM) Team under Risk Management Unit and Capital and Balance Sheet Management (CBSM) Team under Finance Unit, the ALCO is responsible for the review and monitoring of the balance sheet, business and hedging strategies, and the overall interest rate risk profile to ensure that such risk profile is within the established risk appetite. Treasury Unit is responsible for day-to-day management of exposure and gapping activities, including execution of hedging strategies.

IRRBB is measured by Economic Value of Equity (EVE) sensitivity which measures the long-term impact of sudden interest rate movement across the full maturity spectrum of the Bank's assets

and liabilities. It defines and quantifies interest rate risk as the charge on the economic value of equity (e.g. present value of potential future earnings and capital) as asset portfolio and liability portfolio values would rise and fall in line with changes in interest rates. This measure helps the Bank to quantify the risk and impact on capital with the focus on current banking book positions. The Bank's EVE sensitivity is computed using the re-pricing gap analysis method to analyse the interest rate movement of assets and liabilities in different time periods.

The Management Action Triggers (MATs) are set as a pre-emptive measure to control risk arising from the effect on NII effect as well as EVE sensitivity. The analytical results of NII and EVE are reported to the ALCO, the RMC, the BRCC and the Board on a monthly basis.

The Bank manages interest rate risk by adjusting the assets and liabilities structure to be in line with forecast interest rate trends, taking into consideration the changes in NII and EVE. Results of the stress testing are used to determine alternative balance sheet strategies to be more suited to the business environment in order to achieve the business return target under acceptable level of risk.

Operational Risk

Operational risk is the risk of direct or indirect loss resulting from inadequate or failed control process, which may stem from internal processes, people, and systems, or from external events. Other risk factors include the lack of good corporate governance and management incompetence. All these factors can negatively affect the Bank's financial performance and capital.

In order to effectively manage operational risks, the Bank has instituted appropriate policies and guidelines that not only bring the Bank in line with international standards, but also contribute to enhancing transparency and good governance. In this respect, the Risk Management Committee (RMC) has been given the authority to establish policies and guidelines which correspond with international best practice and to make recommendations to the Board or the BRCC as delegated for approval and deployment of the Bank's policies and guidelines. To increase effectiveness, the Bank has also appointed the Operational Risk Committee (ORC) to discuss, deliberate, assess and give advice on all issues relating to operational risks including frauds and covering key risk factors, such as human resource, process, system and external factors.

The Bank's fundamental principle on operational risk defines the responsibility of relevant units, in cooperation with line management and all staff performing the operations, to manage operational risks associated with business ventures, products, services, and systems. Their responsibility includes compliance with all internal and external laws, regulations, policies and standards. In this connection, Risk and Control Officer (RCO)/Designated Compliance & Operational Risk Officer (DCORO) are appointed within each business unit to coordinate and assist in building the risk and compliance culture in own area and to ensure that operational risk management policies and procedures are well implemented and complied with.

Operational Risk Management Team is responsible for developing tools, system and process for identifying, assessing, controlling, reporting, and monitoring operational risks in compliance with the Bank's operational risk policies and international standards.

Business units in the Bank and subsidiaries are required to manage operational risks along the following tools:

1. Risk Control Self-Assessment

Each business unit is required to conduct risk control self-assessment and report the results of which regularly to Risk Management Unit. These reports will be used in assessment and analysis of the overall operational risk exposure and providing a basis for determining corrective actions and follow-ups. This makes it incumbent upon individual business units to conduct a review regularly to ensure that their work processes are structured and managed properly, thereby mitigating operational mishaps and enhancing their ability to redress the problems in a coherent and timely manner. In this context, continuous attention has been given to providing effective and efficient risk oversight across the organisation, including defining a clear scope of responsibilities and approval authority, establishing checks and balances, and securing data and information. Particular attention has also been given to ensure the continuity of business activities in accordance with international standards while enhancing sound corporate governance.

2. Loss Event Data Reports

The Bank requires every business unit to submit loss event report through designated channels. The information captured by each unit is for the determination of the real cause(s) of the event and where necessary, and enhancement of the existing operational controls or workflow to ensure the lessons are learnt and such event will not recur in the future. These reports also facilitate statistical analysis of developing models for calculation of operational risk capital requirements.

3. Key Risk Indicators (KRI)

KRI is a tool to monitor and manage key operational risk exposures over time to predict upcoming changes in operational risk profiles. KRI provides early warning signals to the management on changes to the risk environment and the effectiveness of control. This is a forward looking tool to facilitate monitoring and management of key risks before operational losses are incurred. Hence, the management will be able to take appropriate actions to mitigate the risks beforehand.

4. Control Issue Management (CIM)

Control issues are defined as gaps in the Bank's control environment. Inadequately designed controls or controls that are not operating effectively may result in a residual risk beyond risk appetite. To manage control issues, the Bank has developed the CIM guideline which provides an approach to systematically capture control issues and provide rules around the robust management or mitigation. The purpose of the guideline is to ensure that control issues are captured and classified consistently, and there is robust governance over their corrective actions and report to enable senior management to understand and assess the risk the Bank faces.

5. New Product Approval Process

The Bank has emphasised on developing new products or improving the operation process. For such purpose, it enforces a stricter approval process for any new products with the identification, assessment and control of all relevant risks, e.g. credit risk, market risk and

operational risk. All products are subject to a suitable review process before they can be signed off by the working groups and relevant business units and further submission for approval, and subsequent market launch, as well as the annual review of the approved products.

6. Business Continuity Plan

The Bank has developed and implemented business continuity management. All work units bank-wide and in subsidiaries are required to analyse business impact of critical business functions and document a business continuity plan based on the analysis result as well as exercises of the business continuity plan/disaster recovery plan at least once a year. This is to ensure that critical business functions can be recovered within a specified time in the event of a crisis, disaster or calamity disrupting the critical business functions. Having business continuity management in place will help protect the Bank's reputation and maintain customer confidence in the Bank and subsidiaries.

7. Complaint Management Process

The Bank is aware of reputation risk and importance of customer satisfaction. It has thus set up an independent centralised complaint management unit, i.e. Customer Experience Management (CX), which works closely with customer touchpoints and other units to efficiently govern handling of customers' complaints and queries. The Customer Complaint Handling Policy and Procedures have been established to set out the standard framework and mechanism for dealing with customers' complaints in accordance with local regulatory requirements and CIMB Group standards. This would ensure that all complaints are handled effectively by relevant subject matter experts in a fair and timely manner.

Furthermore, CX will provide knowledge about the Bank's customers based on surveys and voices of customers gathered from various touchpoints. This is to drive for improvement in all angles of customer experience with an aim to uplift customer engagement. The knowledge about the Bank's customers and improvement initiatives are prepared and proposed by CX to Thailand Customer Experience Committee, and other relevant committees.

8. Internal Audit and Compliance

The Bank has established Corporate Assurance and Compliance as independent units to assist Audit Committee (AC) and Board Risk and Compliance Committee (BRCC) in auditing and monitoring the business operation. Corporate Assurance, which reports directly to the AC, is in charge of examining and providing reasonable assurance that all the Bank activities are effectively and efficiently managed and operated in line with risk management and internal control principles. Compliance unit, which reports directly to the BRCC, is tasked with overseeing and monitoring the Bank's business operation to ensure compliance with all relevant laws and regulatory requirements.

Risk Related To Foreign Investment (Treasury)

The Bank has no policy to invest in the foreign equity investment. At present, the Bank's exposure of foreign equity investment was still in an insignificant amount.

2.6 Policies and Procedures relating to Risk Management

Liquidity Risk Management Policy

Liquidity risk is defined as the risk of the Bank's inability to meet the required payments or obligations when they are due, which may be a result of the inability to convert assets into cash or obtain adequate funding in time. It may adversely affect the daily operations and incur unacceptable losses.

The objective of the Bank's liquidity risk management is to ensure that the Bank can meet the cash obligation in a timely and cost-effective manner both at present and in the future. To this end, the liquidity risk management is to maintain high quality liquid assets and well diversified portfolios as well as sources of funds under both business-as-usual and stress conditions. Due to our business framework to strive for a broader delivery network and markets, we have maintained a diversified core deposit base comprising savings, current, and term deposits, thus providing a large, stable funding base. We have also maintained certain liquidity buffers throughout the year to ensure stable business operation in strategic, structural and tactical perspectives.

The responsibility for liquidity risk management and control is delegated to Asset and Liability Management Committee (ALCO) which meets at least once a month to discuss the liquidity risk and funding profile/plan of the Bank. ALCO is responsible for the overall management and oversight of liquidity and review/recommendation of liquidity risk management policy before seeking approval from the Board of Directors. ALCO is also in charge of concurring on the liquidity risk limit/ tolerance before seeking approval from the Board of Directors. Asset and Liability Management (ALM), which is responsible for monitoring of the liquidity risk profile, works closely with Treasury Unit in the surveillance of market conditions. Business units are responsible for establishing and maintaining strong business relationship with their respective depositors and key funding sources. Treasury Unit performs global funds dealing on a necessity or contingency basis. We have prudently managed the liquidity position to meet daily operation needs, in conjunction with regular measurement and forecasts of the respective cash flows arising from the maturity profiles of assets, liabilities, off-balance sheet commitments and derivatives over a variety of time horizons under business-as-usual and stress conditions. As regards companies in the Bank's financial business group, liquidity risk management will be centralised. To support their liquidity, we may consider and approve liquidity lines to them within the respective credit lines approved by the Board of Directors.

The Bank will continue to emphasise and improve our retail customer acquisition to match our asset expansion. One of our liquidity management strategies is to drive the accumulation of Current Accounts and Savings Accounts (CASA), as well as retail term deposits as they are stable and economical funding sources, while using the more price-sensitive corporate deposits, bills of exchange, short-term debentures, and structured products as a means to balance out the funding and liquidity of the Bank. We have designated functional teams to be responsible for the proper marketing strategy for each customer segment and to strengthen relationship with the customers for sustainable long-term deposit growth. In addition, an early warning system is in place for close monitoring, together with a contingency funding plan, to alert and enable the management to take effective and efficient measures during a liquidity crunch and under adverse market conditions.

Credit Approval

The Bank has two approval processes for non-retail credits, i.e. Credit Committee and Joint Delegation Authority (JDA) between Risk Management and business units.

JDA approval level is determined by group exposure, global group rating, and loan-to-collateral value to help alleviate Credit Committee's burden and shorten the approval process. In case any customer does not fall into the matrix, approval by Credit Committee shall be sought.

Collateral Policy

In the Bank's lending policies, the primary basis of assessing the creditworthiness is the borrower's ability to repay loan obligations, most often from cash flows generated through normal business operations and other primary sources of repayment. Nevertheless, collateral also represents an important component of many credit transactions because it can be the secondary source of repayment and will help reduce loss in the event of default. Among the different types of collateral which we accept are deposits, government bonds, debt and equity instruments, land, construction and machinery, and etc. The collateral value and loan-to-collateral value ratio will vary based upon the risk level of each credit product, the borrower's creditworthiness and liquidity of collaterals. We have established the collateral valuation policy to ensure effective risk management as well as to comply with the Bank of Thailand's guidelines. Once the collateral is taken, it is important to follow the Bank's policy regarding collateral price appraisal and price appraisal frequency.

Debt Monitoring Guidelines and Follow-up Procedures

The Bank has set up guidelines for closely managing and monitoring watchlist and problem loan accounts in order to speedily resolve problem loans and standardise the problem loan monitoring process. The guidelines prescribe a monitoring process for watchlist accounts which will be revised periodically to ensure their effectiveness and relevance. In addition to mandatory debt classification in accordance with the Bank of Thailand's guidelines, we have established additional qualitative criteria for early classification of debts with signs of deterioration prior to default. For pre-NPL accounts to be effectively managed, the early warning process and early warning indicators have been set up as guidelines for relationship managers to take early action in identifying accounts with potential problems and develop proper action plan to solve the problems in a timely manner, so that risk to the Bank can be mitigated. The accounts with potential problems are put under watchlist and classified by degree of their problems and risk level into three groups, i.e. watchlist – low, watchlist – medium and watchlist – high. The accounts under watchlist – low and watchlist – medium shall remain as performing (stage1) class while those under watchlist – high are classified as under-performing (stage2). These watchlist accounts as well as NPL accounts with exposure more than THB 10 million are regularly reported to Asset Quality Committee (AQC) on a monthly basis.

AQC was set up to closely monitor development of those watchlist accounts, problem loan accounts and any other accounts requiring close attention, and provide guidance, approve, or recommend recovery actions to be taken so that the Bank can effectively manage both potential problem loans and problem loans, comprising debt reclassification, provisioning, and recovery actions to minimise loss and maximise recovery for the Bank.

Moreover, the Bank has refreshed the policies in relation to non-performing loan (NPL) and non-performing asset (NPA) management and guidelines to determine valuation for disposition based on discounted cash flow and fair market value to enhance transparency and openness to examination while also minimising loss for the Bank.

Debt Restructuring Policy

The Bank has established a policy to undertake debt restructuring for borrowers who have cooperated with the Bank as well as have potential to comply with the conditions newly agreed upon. The objective of the policy is to ensure that the Bank and the borrowers have mutually benefited from the debt restructuring, that is, the Bank has opportunity to maximise recovery or minimise potential loss, while the borrowers are able to continue their business operations with incurrance of some losses on their part. We will restructure debts in accordance with the Bank of Thailand's regulations and the task will be carried out prudently and in a way that does not avoid the requirements regarding debt reclassification, additional provisioning and suspension of income recognition of accrued interest.

Debt restructuring takes into consideration the criteria, process and method provided for debt restructuring process covering debtor analysis, approval, preparation of agreement, follow-up, and assessment. Such process must be in compliance with the applicable rules and regulations of the authorities and the Bank. The responsibility for coordinating debt restructuring activities lies primarily with the Bank's internal work units. However, a certified and experienced third party specialised in this area may be engaged to provide financial advisory services or undertake debt restructuring. Debt restructuring conditions are subject to approval of the Board of Directors, or the Credit Committee, or the Asset Quality Committee, or other persons as authorised by the Bank.

Policy for Intra-Group Transactions of the Financial Group

For good governance, the Bank has established Intra-Group Transaction Policy to provide guidelines for efficient risk management of intra-group transactions to identify, measure, monitor and control risks that may arise from intra-group transactions.

The policy is also to ensure that intra-group transactions of the financial business group are in compliance with the Bank of Thailand's regulations, i.e. the same procedures for general person transactions also applicable to intra-group transactions, legally enforceable documents are executed, and terms and conditions are the same as those agreed upon with general person of the same risk level, and etc.

Policy on Asset Classification and Loan Loss Provision

The Bank has complied with the Bank of Thailand's regulations as prescribed in the Bank of Thailand Notification's No. SorNorSor 23/2018 re: Regulations on Asset Classification and Provisioning of Financial Institutions dated 13 December 2018, thus classification and provisioning is required for financial assets and exposure from loan commitments and financial guarantee contracts, in accordance with Thai Financial Reporting Standard No. 9 (TFRS9) re: financial instruments, with effect from 1 January 2020. Such financial assets and commitments are classified into three types, comprising (1) credit-impaired financial assets and commitments (Non-performing), (2) financial assets and commitments with significant increase in credit risk (Under-performing), and (3) financial assets and commitments with no significant increase in credit risk (Performing). Provisioning is also required to accommodate expected credit loss (ECL).

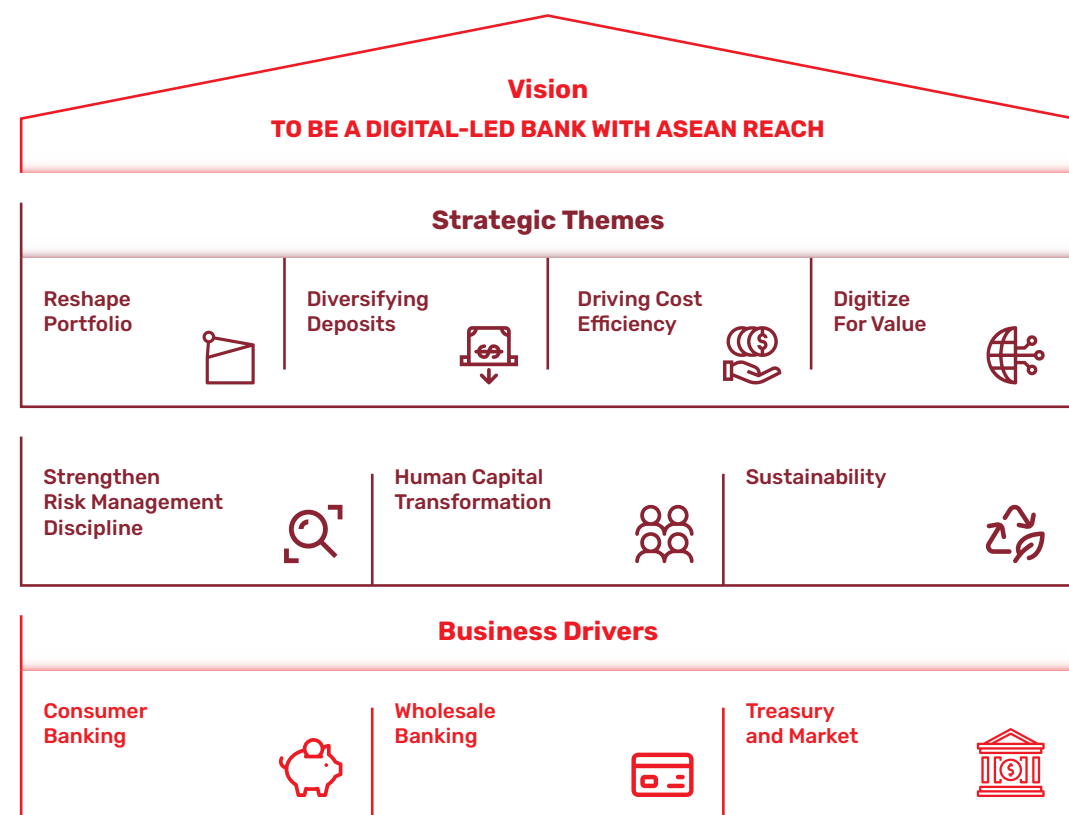
3. Steering Business towards Sustainability

The Bank places Sustainability as a key strategic pillar and value driver, this is reflected in our Forward23+ strategic plan which aligns our aspirations towards becoming a visible shaper of Sustainability practices in the ASEAN community for strategic differentiation and future-proofing of the Bank as part of the CIMB Group.

CIMB Thai has developed internal governance structures, policies, and frameworks to manage environmental and social risks as part of CIMB Group, in our dealings with clients, partners, and other stakeholders. In order to put our Sustainability commitments into practice, we have implemented various programs to propel ourselves towards a more sustainable banking model. These programs include embarking on carbon footprint reduction projects within our operations, empowering employees to contribute towards Sustainability within the organization, managing longer-term climate risks in our business portfolio, assessing human rights risks across the Bank, and engaging and encouraging our customers and peers towards sustainable practices.

Key focus areas include enhancing our Sustainability risk management processes through developing and implementing policies and procedures that help to ensure CIMB Thai manage indirect environmental and social impacts arising from our financing of clients. Through CIMB Thai's core businesses, we work with a diverse set of clients and industries across the Thai market and in ASEAN. These include, but are not limited to, agriculture, construction and infrastructure, oil and gas, manufacturing, technology, financial institutions, as well as power and utilities sectors.

Since Sustainability is one of the key strategic themes for CIMB Thai to become a purpose-driven organization and it is an essential part of our Forward23+ transformation journey, we continue to deepen integration of Sustainability considerations into decision making in our core business. We have refined and enhanced our Sustainability commitments by setting ambitious targets.



CIMB Thai's Sustainability targets are aligned with CIMB Group's targets, which include:

- Achieving net zero GHG Scope 1 and 2 emissions in our operations by 2030 and overall net zero GHG by 2050 (including Financed Emissions and other categories in Scope 3).
- No Deforestation, No Peat, No Exploitation (NDPE) commitment
- Mobilizing sustainable finance – CIMB Thai contributes to the group-wide target of RM60 billion by 2024 under our Green, Social, Sustainable Impact Products & Services ("GSSIPS") Framework, which is doubled from the RM30 billion target previously announced in 2021
- Halving the financing and investment exposure to the thermal coal mining sector by 2030 and exit the coal mining sector by 2040
- Volunteer hours per employee

In 2019, the Bank signed the Memorandum of Understanding (MOU) on the Responsible Lending Guideline by the Thai Bankers' Association (TBA), signaling our commitment towards building a sustainable future and embedding Sustainability practices into our business operations. The Bank's Board and Management play a significant role in building and strengthening our organizational capability to become a sustainable organization whilst following the principles of sustainable banking.

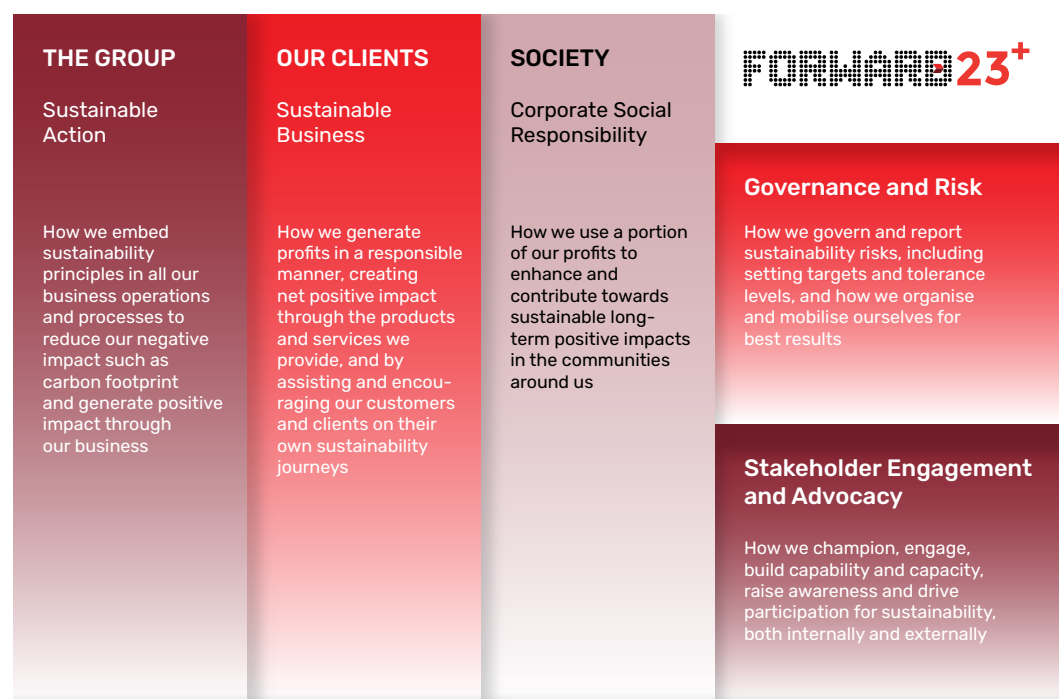
In 2020, we launched the Sustainability Policy (SP) and Sustainable Financing Policy (SFP) which are a set of fundamental guidelines used to navigate our businesses and operations to be aligned to our Sustainability goals.

The Bank began to set up a formal Sustainability Division since 2021 under the Strategy and CEO's Office to drive, anchor and monitor key Sustainability initiatives. We operate according to CIMB Group's Sustainability framework and work closely with key representatives from Malaysia, Indonesia, Singapore and Cambodia to share best practices within the region.

In September 2021, we signed TBA's Statement of Commitment to "Sustainable Thailand" along with other Thai banks across the country, which declared CIMB Thai's commitment towards conducting our business responsibly based on the principles of sustainable banking and investments aligned to the United Nations Environment Program Finance Initiative (UNEP FI).

Our Sustainability Roadmap

Our Group-wide Sustainability roadmap is designed to operationalize and deliver on our Sustainability philosophy and aspirations. The roadmap covers all identified material matters across the Economic, Environmental, Social and Governance (EES&G) spectrum, and aims to deliver net positive impacts to our stakeholders, including the economy, communities and environment.



Our impacts in these areas occur in our operations, downstream with our customers, and upstream with our suppliers. While we can directly effect change in our own operations, we strive to positively influence our key stakeholders towards better Sustainability performance. We focus especially on working with our customers to create positive change, for example, by providing access to financial services to the underbanked and unbanked, and providing innovative sustainable finance solutions to further our clients' own Sustainability efforts.

Here in CIMB Thai, we manage impacts and deliver our commitments through our Sustainability pillars:

1. Sustainable Action
2. Sustainable Business
3. Governance and Risk
4. Stakeholder Engagement and Advocacy (including Corporate Social Responsibility)

Roles and Responsibilities in Sustainability

The Bank allocates responsibility to implement the commitments across different levels within the organization. We actively integrate commitments into organizational strategies, operational policies, and operational procedures.

In alignment with CIMB Group which established the Group Sustainability Department in 2019, CIMB Thai has since 2021 began establishing the Bank's dedicated Sustainability Department under the Strategy and CEO's Office. By 2022, the Bank had a fully functional Sustainability Department to support the Bank's governance and oversight over all Sustainability and Environmental, Social and Governance (ESG) matters, as well as drive strategies and action plans that meets our regulatory, Group and stakeholder requirements and expectations.

Role	Responsibility
CIMB Thai Sustainability Lead, in alignment with CIMB Group Head of Sustainability and Group Chief Sustainability Officer	<ul style="list-style-type: none"> (a) Develop Sustainability strategies and frameworks, and oversee implementation, adequacy and effectiveness of policies and key controls. (b) Monitor key regulatory developments and ensure alignment. (c) Provide updates to governance committee on policy related matters, risks and areas of concern as identified from time-to-time.
CIMB Thai Sustainability Department under Strategy and CEO's Office, with alignment with CIMB Group Sustainability	<ul style="list-style-type: none"> (a) Drive and oversee implementation of overall Sustainability framework and strategy. (b) Oversee adequacy and effectiveness of policies and key controls and provide updates to the Group Sustainability Council on policy related matters, risks and areas of concern as identified from time-to-time. (c) Monitor key regulatory developments and ensure alignment. (d) Review Policy dispensation requests, ensure adequate Sustainability due diligence is conducted by Business Units and Business Enablers, conduct in depth Sustainability investigations where required, and provide recommendations from a Sustainability perspective to the appropriate party for approval where required. (e) Support, supervise and enable Business Units and Business Enablers in their application of policies and ensure alignment and consistency of the Sustainability standards throughout the Bank. In this coordinating role, the department actively liaises with the other departments within the bank on Sustainability issues, oversees Sustainability governance and facilitates Sustainability reporting internally and externally. (f) Conduct annual reviews of the policies to assess the need for any additions or changes.
CIMB Thai Management Committee	<ul style="list-style-type: none"> (a) Oversee and drive the Bank's Sustainability vision and strategies bank wide, in alignment with the overall CIMB Group Sustainability strategy (b) Oversee the Sustainability risk profile of the Bank's business activities and to ensure the implementation of appropriate frameworks, policies, methodologies, procedures and/ or controls so as to mitigate Sustainability risks. (c) Review, recommend or approve (whichever is applicable) business activities or transactions with high Sustainability risk, ensuring that the Bank's activities meet regulatory guidelines, approved policies and procedures as well as risk appetite from a Sustainability risk perspective. (d) Review material Sustainability risks for the Bank and track management responses and actions in order to ensure active management of Sustainability risks.

Role	Responsibility
Board of CIMB Thai	<p>(a) Establish, in conjunction with management, the Sustainability framework and strategy in support of the Bank's vision, and oversee and monitor the effectiveness of overall Sustainability strategies, policies and commitments.</p> <p>(b) Review and approve appropriate policies for the Bank</p> <p>(c) Ensure and oversee the institutionalization and embedding of Sustainability as part of the Bank's business strategy and operations.</p>
Business Units and Business Enablers	<p>(a) Business Units are responsible for integrating Sustainability considerations, risks and opportunities into business and risk management policies and processes and report on progress. Although implementation of the Sustainability strategies, policies and management of environmental and social risk are the responsibilities of all employees, frontline units are the primary owners of risk. Frontline units are responsible for performing the appropriate due diligence on new and potential business relations to ensure that the business relations and proposed transactions are consistent with the Sustainability standards of the Bank.</p> <p>(b) Business Enablers, whilst also responsible for ensuring adherence to Sustainability policies, perform a secondary role and must escalate to the Sustainability Department appropriately when they encounter Sustainability Risks.</p>
CIMB Group Sustainability Council	<p>(a) To monitor the Sustainability risk profile of the CIMB Group's group-wide business activities and to ensure the implementation of appropriate frameworks, policies, methodologies, procedures and/ or controls so as to mitigate Sustainability risks</p> <p>(b) To review (via notification or otherwise), recommend or approve (whichever applicable) business activities or transactions with high Sustainability risk, ensuring that CIMB Group and CIMB Thai's activities meet regulatory guidelines, approved policies and procedures as well as risk appetite from a Sustainability risk perspective.</p> <p>(c) To review material Sustainability risks for the Group and track on management responses and actions in order to ensure active management of Sustainability risks</p>

Our Sustainability Policies and Commitments

CIMB Thai adheres to CIMB Group's Sustainability philosophy where our view of our business goes beyond short-term profits. We continue to be a progressive financial institution, fulfilling not only the expectations of our stakeholders today, but safeguarding the needs of future generations.

Our core business of banking aspires to fulfil the promise of a better future, where economic growth empowers people and businesses, creates new opportunities, and reduces risks such as social inequalities and environmental harms.

Our philosophy on Sustainability is to enable the following:

- Proactively integrate economic, environmental and social considerations in our financing, investments, procurement, and in managing our people and operational impacts.
- Engage actively and openly with our stakeholders regarding the management of Sustainability risk, and to identify opportunities for sustainable growth.
- Create net positive impact, adopting an inclusive approach to our business relations, and strive to positively influence their own Sustainability performance and commitment.
- Respect human rights and exercise a precautionary approach, taking due care and diligence to evaluate, adopt and advocate measures that will prevent and minimize environmental harm as well as promote social equality and equity
- Recognize and be guided by internationally recognized principles from key organizations to promote responsible performance in a manner consistent with the size, scale and complexity of our business and risk profile.

Our policy commitments apply to all of the Bank's activities and business relationships equally. Policy commitments need to be read, agreed to, or regularly signed by employees, business partners, and other relevant parties, such as governance body members, whenever necessary or appropriate.







Policy commitments are effectively communicated through formal and informal meetings, newsletters, email announcements, corporate website, internal database, contractual agreements and through the control and effectiveness testing process. Potential barriers to the communication or dissemination of the policy commitments are removed by making them accessible and available in English and Thai languages.

Our Sustainability principles are aligned and guided by our commitments, including:

1. THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS – We have prioritized seven SDGs which form the cornerstone of our Sustainability programs and initiatives. Our Green, Social, Sustainable Impact Products and Services (GSSIPS) Framework guides our initiatives that lead to meeting the SDGs.



2. UNEP FI PRINCIPLES FOR RESPONSIBLE BANKING – We were one of the banking groups that drafted the Principles for Responsible Banking (PRB), and are one of the founding signatories. The six Principles align banks with the SDGs and the Paris Climate Agreement. They set the global benchmark of a responsible bank and provide actionable guidance for how to achieve this.

<p>Principle 1 :</p>  <p>Alignment</p> <p>We will align our business strategy to be consistent with and contribute to individuals' needs and society's goals, as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional frameworks.</p>	<p>Principle 2 :</p>  <p>Impact & Target Setting</p> <p>We will continuously increase our positive impacts while reducing the negative impacts on, and managing the risks to, people and environment resulting from our activities, products and services. To this end, we will set and publish targets where we can have the most significant impacts.</p>	<p>Principle 3 :</p>  <p>Clients & Customers</p> <p>We will work responsibly with our clients and our customers to encourage sustainable practices and enable economic activities that create shared prosperity for current and future generations.</p>
<p>Principle 4 :</p>  <p>Stakeholders</p> <p>We will proactively and responsibly consult, engage and partner with relevant stakeholders to achieve society's goals.</p>	<p>Principle 5 :</p>  <p>Governance & Culture</p> <p>We will implement our commitment to these Principles through effective governance and a culture of responsible banking.</p>	<p>Principle 6 :</p>  <p>Transparency & Accountability</p> <p>We will periodically review our individual and collective implementation of these Principles and be transparent about and accountable for our positive and negative impacts and our contribution to society's goals.</p>

3. COLLECTIVE COMMITMENT TO CLIMATE ACTION – The CIMB Group is a signatory to the Collective Commitment to Climate Action, and are committed to align our portfolios to reflect and finance the low-carbon, climate-resilient economy required to limit global warming to well below 2 degrees Celsius, striving for 1.5 degrees Celsius. We commit to mobilize our products, services and relationships to help facilitate the economic transition necessary to achieve climate neutrality.
4. NET-ZERO BANKING ALLIANCE – As part of this Race to Zero commitment, we will align our financing and investment portfolios with Net-Zero emissions by 2050. Combining near-term action with accountability, we will be setting intermediate targets for 2030 or sooner, using robust, science-based guidelines.

Sustainability Policy (SP)

CIMB Thai fully rolled out our Sustainability Policy to guide our overarching Sustainability actions, embedded into all business decisions and processes that involve our business relations. The Bank's Sustainability Policy outlines our approach to Sustainability including our Sustainability risk management.

The policy seeks to provide clarity and transparency around how Sustainability risks and opportunities are managed across the Bank, in consideration of risks arising from our business relationships and diverse stakeholder expectations:

1. Internal Operations: The Bank will aim to ensure that the management of its internal operations and employees is consistent with applicable Sustainability policy requirements.
2. Business Activities and Relations: The Bank will not knowingly engage in business activities or with business relations that do not meet its Policy requirements.
3. Net Positive Impact: We will always strive to create a net positive impact on our business relations and the community. We will adopt an inclusive approach to our business relations and strive to positively influence their Sustainability performance and commitment.
4. Opportunities for Sustainable Growth: The Bank will engage actively and openly with our stakeholders regarding proactive management of Sustainability Risk and identification of opportunities for sustainable growth.
5. Integrating Economic, Environmental and Social Risk Assessments: The Bank will take a proactive approach to integrate economic, environmental and social risk assessments in central processes such as lending/financing, investments, procurement, and managing operational impacts.

In driving these Principles, we take the following approach:

- Our focus on environmental and social issues / risks must begin with addressing impacts from our own operations and how we manage our employees. The Bank will take appropriate measures to ensure that its internal operations and employees are managed in a manner that is in alignment with the spirit and intent of the Policy requirements.
- We will take appropriate measures to manage the Sustainability Risk of our business activities to the extent possible, and will not knowingly engage in business activities or with business relations that are on our Exclusion List of activities. The Bank will

take reasonable steps to assess the Sustainability Risk of business relations. If the Bank concludes that the business relation is not committed to a level of Sustainability performance that meets policy requirements, or that the business relation is engaged in any Exclusion List activities, the Bank will not engage with the business relation.

- Upholding a just transition along our transformation in greening the economy in a way that is as fair and inclusive as possible to everyone concerned, creating decent work opportunities, and leaving no one behind.
- Whilst we recognize that our business relations are fully responsible for their own actions and decisions, we will use our influence and relationships to steer them towards sustainable practices. We will strive to engage and equip them with knowledge and skills that may be required for championing and meeting Sustainability commitments. Our ultimate objective is to continue providing seamless access to finance across geographies where we operate, and the business landscape that we cover, as well as enhancing financial knowledge and supporting people and businesses to fulfil their aspirations and achieve meaningful growth.
- CIMB Thai maintains a constructive and open exchange of ideas on Sustainability with a broad range of its stakeholders. The Bank is committed to having a transparent process and will demonstrate its engagement on Sustainability issues by actively discussing environmental and social matters with its stakeholders, in terms of both risks and opportunities.
- CIMB Thai adopts the precautionary principle is set out in Principle 15 of the UN Rio Declaration on Environment and Development. It states: 'Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation.' The precautionary principle means taking early action to prevent and mitigate potential negative impacts in situations where conclusive scientific understanding or evidence is lacking, but there is sufficient reason to expect serious or irreversible damage. While the precautionary principle is most often associated with the protection of the environment, it is also applied to other areas, such as health and safety.

Sustainable Financing Policy (SFP)

The Sustainable Financing Policy provides guidance on relevant environmental and social risks and their related impacts to our customers, stakeholders, environment and ourselves. The SFP enables the Bank to make informed decisions according to our values and aspiration to provide responsible and sustainable financial services.

This policy is a key component of CIMB Group's Sustainability Risk Framework, and is implemented in CIMB Thai to integrate environmental and social considerations into the Bank's financing decisions at the customer and transaction level, in order to manage environmental and social risks arising directly or indirectly from clients and activities. Aggregate risks at the overall sector and portfolio level are controlled via other components of the Group's Sustainability Risk Framework, such as via sector limits and scenario analysis for sensitive sectors.

The SFP has been developed considering the commitments, principles, and standards to which the Bank will be accountable to. Through the policy, we seek to identify, assess, and manage risks arising from financing customers and sectors that have the most impact on, and are most vulnerable to, environmental and social risks.

All new financing and existing uncommitted facilities are covered within the scope of the SFP. This includes annual renewal and reviews of existing uncommitted facilities, such as working capital loans/ financing and bank guarantees.

High Sustainability Risk Sector Guide

CIMB Thai maintains a list of sectors and subsectors which are deemed to be faced with high current or potential environmental and social risks. This list of high-risk sectors is reviewed periodically to ensure continued relevance.

Palm Oil	Customers involved in the planting of oil palm, and manufacturing palm oil and its products
Forestry	Customers involved in logging activities in natural forests and silvi-culture (forest plantations), including rubber plantations
Construction & Infrastructure	Customers involved in the following activities: <ul style="list-style-type: none"> - Construction of roads, railways, utility projects, airports, harbours and other civil engineering projects - Infrastructure including for airports, harbours, highways and bridges - Construction of real estate developments - Demolition - Site preparation
Oil & Gas	Customers involved in upstream activities of the oil & gas industry, including support activities for those businesses and/or projects and in the construction of oil & gas pipelines
Mining & Quarrying	Customers involved in the mining and quarrying of raw materials, including but not limited to extraction of gold and tin, mining of iron ores, non-ferrous metals, radioactive materials, chemical and fertiliser minerals, quarrying of stone, sand and clay, extraction of peat
Coal & Power Generation	Customers involved in mining of coal, coal-fired electric power generation, transmission and distribution, shipping of coal, infrastructure built for coal, manufacturing of coal and its products, and coal contractors
Manufacturing	Customers involved in manufacturing, including processing of mined materials i.e. coal, iron ore, oil and gas; automotive and transport, materials used in construction including cement and steel; agricultural products including pulp and paper and rubber products; semi-conductor & computer equipment, electrical & electronic equipment, machinery, chemicals, plastics, textiles, apparel and leather goods
Permitted Exemption Activities	Arms & Munitions, Casino and Gaming, World Heritage Sites <i>(as described in the section on Permitted Exemptions to Exclusion List)</i> .

Exclusion List

CIMB Thai's Sustainability Exclusion List as stipulated in the Bank's Sustainability Policy includes activities that contravene laws and regulations, and where there is an imminent risk to life and wellbeing. Financing of activities on our Exclusion List is prohibited.

We will not engage with customers proven to be involved in illegal activities, bribery, illegal logging or, terrorism, or operating in breach of national labour laws. We will also not finance any new (or expansions of) coal-fired power plants and thermal coal mines.

Financing involving Casinos and Gaming, Arms and Munitions, and developments within World Heritage Sites are also on our Exclusion List, although there are very specific and limited Permitted Exemptions in place, subject to escalated approvals.

Environmental Management Policy (EMP)

The environment and natural resources are fundamental to the well-being of people. We are aware that climate change and global warming have wide-ranging impacts on all sectors and believes that businesses and financial institutions should play a significant role in mitigating climate change by working to lessen the negative environmental effects of its operations and encouraging the preservation of natural resources.

Aligning with the United Nations Sustainable Development Goals (UN SDGs) and the Paris Climate Agreement, the Bank takes critical accountability and responsibility to conduct its business through efficient utilization of energy and resources to reduce and prevent any negative environmental impact that may contribute to climate change.

CIMB Thai's Environmental Management Policy seeks to provide clarity and holistic approach on the Bank's environmental management towards contributing to climate action, climate change adaption and sustainable development in a manner consistent with the CIMB Group's Sustainability aspirations and framework and other internal / external expectations.

The objectives of the EMP are as follows:

1. Avoid or minimize our negative environmental impacts and ensure optimal environmental management and resource efficiency;
2. Raise awareness and ensure collective participation in enhancing CIMB's environmental performance and in achieving the environmental targets and objectives;
3. Ensure compliance with national and/or international regulatory authority stipulations and guidelines.

Human Rights Policy

CIMB Thai's Human Rights Policy commitments outline our principles and approaches to human rights as well as provide guidance on identifying, assessing, and managing salient human rights risk which present the most severe potential negative impacts.

We define Human Rights risk as: "Risk arising from the Bank's role as a financier, employer, purchaser, investor, service provider, operator, advisor, business partner, sponsor, or a corporate donor due to a breach of human rights, which are basic rights that allow individuals the freedom to lead a dignified life, free from fear or want, and free to express independent beliefs. These rights apply equally and universally in all countries. Human rights risk may manifest in different forms of violations such as human trafficking, modern slavery, forced or debt bonded labour, child labour, poor working conditions, forced or involuntary displacement of indigenous communities, amongst others."

We are committed to upholding and complying with the following international human rights laws and standards including:

1. The International Bill of Human Rights, including the Universal Declaration of Human Rights, International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights
2. UN Guiding Principles on Business and Human Rights, in particular, the recognition of the role of business enterprises as specialized organs of society performing specialized functions, to comply with all applicable laws and to respect human rights.
3. International Labour Organization Declaration on Fundamental Principles and Rights at Work
4. International Labour Organization Conventions ratified and in force in Thailand

The Bank is aware of reputation risk and importance of customer satisfaction. It has thus set up an independent centralized complaint management unit, i.e. Customer Experience Management (CX), which works closely with customer touchpoints such as CIMB Thai Care Centre and other units to efficiently govern handling of customers' complaints and queries. CIMB Group's Customer Complaint Handling Policy and Procedures have been used in CIMB Thai to set out the standard framework and mechanism for dealing with customers' complaints in accordance with local regulatory requirements and group-wide standards. This would ensure that all complaints are handled objectively by relevant subject matter experts in a fair and timely manner.

Lastly, the Bank has also put in place robust processes to provide for the remediation of negative impacts or risks that it has caused or contributed to in its operations:

1. For operational risk events with an impact of Critical or High, an escalation alert email must be sent by the Business Unit to the defined distribution list. The alert or escalation e-mail should be sent by the end of the following working day upon event detection. The Business Unit should also ensure that such events are escalated to the Head of Business Unit and to Operational Risk Management (ORM) the same day.
2. For non-regulatory events with a Critical or High impact, Root Cause Analysis (RCA) Report must be completed by the Designated Compliance and Operational Risk Officer (DCORO) or their delegate within 4 weeks of the event being notified. Events with regulatory

impact regardless of the impact category must be reported in accordance with the Bank's Compliance Procedure. In the event if the Business Unit has its own investigation report (e.g., Major Incident Review Report or Compliance Monitoring Review Report) it can opt to use this report. However, these reports should state the root cause of the event and submitted for ORM team's review and action.

Our Identification and Management of Material Topics

As CIMB Thai continues its journey to be a more responsible and sustainable Bank, it is expected to manage and thereafter report information about the most significant impacts of our activities and business relationships on the economy, environment, and people, including impacts on their human rights.

The process of determining material topics is informed by the Bank's identification and assessment of impacts in its business relations and business activities. The identification and assessment of impacts involves engaging with relevant stakeholders and it is conducted in line but sometimes independently of the Sustainability reporting process.

In 2022, the Bank has established a "Stakeholder Engagement, Impact Assessment, and Materiality" (SIM) Taskforce along with the Group's regional Sustainability Teams including Malaysia, Indonesia, Singapore and Cambodia, to determine the Group and individual country's material topics. This taskforce was chaired by a representative from CIMB Thai's Sustainability Team, under the direction of CIMB Group's Head of Sustainability, with taskforce members comprising representatives from Sustainability counterparts in CIMB's regional entities.

Stakeholders are individuals or groups that have interests that are affected or could be affected by the Bank's activities. An interest is something of value to an individual or group, which can be affected by the activities of the Bank. Stakeholders can have more than one interest but not all interests are of equal importance. For instance, stakeholders have a vast array of social interest, but human rights have a particular status as an entitlement of all people under international law. The most acute impacts the company can have on people are those that negatively affect their human rights.

Stakeholder interests can be negatively or positively affected by the Bank's business activities and business relations. Due diligence is process used to identify stakeholder interests that are or could be negatively affected in this regard.

Due diligence refers to the process through which the Bank identifies, prevents, mitigates, and accounts for how it addresses its actual and potential negative impacts on the economy, environment, and people, including impacts on their human rights. Our due diligence in our Business-as-Usual processes and in Sustainability management, is aligned with the United Nations (UN) Guiding Principles on Business and Human Rights, the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, and the OECD Due Diligence Guidance for Responsible Business Conduct.

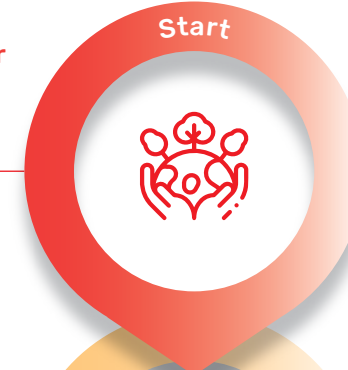
Sustainability impacts are identified in our business-as-usual due diligence processes, and our annual stakeholder engagement and impact assessment process which covers all economic, environmental and social aspects that are relevant to the Bank. Sustainability impact refers to the effect the Bank has or could have on the economy, environment, and people, including effects on their human rights, as a result of our activities or business relationships. The impacts can be actual or potential, negative or positive, short-term or long-term, intended or unintended, and reversible or irreversible. These impacts indicate the Bank's contribution, negative or positive, to sustainable development.

The impacts of the Bank's activities and business relations on the economy, environment, and people can also have risks and consequences for the Bank itself. These risks and consequences can be operational, reputational or market-driven, and may lead to financial implications. For example, the Bank's high use of non-renewable energy contributes to climate change but could also result in increased energy costs for the Bank due to decarbonization policies such as carbon caps or carbon taxes in the energy sector that seeks to shift energy use toward renewable sources.

Our management of material topics begins with our Materiality process. In accordance with the GRI Standards 2021, the Bank has followed the four steps in determining its material topics broken down into five key processes:

- Step 1: Understand the organization's context
- Step 2: Identify actual and potential impacts
- Step 3: Assess the significance of the impacts
- Step 4: Prioritize the most significant impacts for reporting

List of Sustainability Topics for Stakeholder Engagement and Impact Assessment



- CIMB Group's previous Material Topics
- Sectoral Peers' material topics
- New GRI standards and S&P CSA
- Global trends

Engagement with stakeholders



- Vendors
- Customers
- Employees
- Communities
- Regulators
- Investors (Group)

Impact Assessment - Outcome: Material Topics



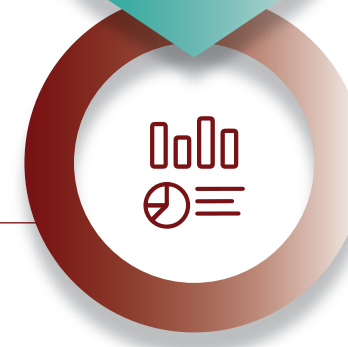
- Outcome: Material Topics aligned with GRI Standards
- Streamlined across the region for consistency

Validation



- Finalization and alignment between CIMB Thai and Group
- Approval from highest governing body (CIMB Thai Board)

Official Sustainability Reporting (and future Sustainability Management)



- Final 13 material topics to be published in Sustainability Report

In terms of establishing the base parameters for impact assessment, a list of Sustainability topics have been pre-determined based on the Bank's Sustainability context as a financial institution in Thailand, this list forms the basis of every Materiality process, unless if there are major changes in the Bank's organizational structure or operational model:

1	Financial inclusion, access to financial services, and financial literacy
2	Sustainability-related financial products and services
3	Responsible financing and banking products
4	Responsible and sustainable supply chain
5	Corporate governance, ethics and compliance
6	Responsible tax management
7	Reducing materials and waste
8	Supporting industry innovation and digitalization
9	Climate change, including mitigation (e.g. greenhouse gas reduction) and adaptation (e.g. resilient infrastructure)
10	Safeguarding biodiversity (marine and land) and protecting the environment
11	Safeguarding water resources and preventing water pollution
12	Talent attraction, growth and retention (including training and capacity building)
13	Health and safety standards and practices
14	Promoting diversity, inclusion, and non-discrimination
15	Upholding human rights and fair labour practices
16	Responsible marketing and communications, and fair dealing
17	Cybersecurity, privacy and data governance
18	Customer experience
19	Organizational culture and values
20	Community engagement and support, and volunteerism
21	Economic performance and business resilience
22	Supporting national policies and initiatives on reducing poverty
23	Access to affordable and clean energy
24	Building sustainable cities and communities
25	Contributing to peace, justice and safeguarding strong institutions

This predetermined list of Sustainability topics are relevant to how the Bank causes, contributes to, or is directly linked to positive or negative Sustainability impacts in its operations and business relations.

The Bank 'causes' a negative impact if its activities on their own result in the impact, for example, if any party representing the company engages in corruption or bribery.

The Bank 'contributes to' a negative impact if its activities lead, facilitate, or incentivize another entity to cause the impact. On the other hand, the Bank can also contribute to a negative impact if its activities in combination with the activities of other entities cause the impact. For example, if the Bank sets an unreasonable delivery lead time for a vendor to deliver a product or service, this could result in excessive overtime for the vendor's workers to meet the deadline. In such a case, the organization may contribute to negative impacts on the health and wellbeing of these workers.

In CIMB Thai, we understand that both "causing" and "contributing to" negative impacts, can also arise when we fail to take prevention or mitigation actions.

The Bank is "directly linked" to a negative impact if its operations or services may be directly linked to a negative impact by its business relation. For example, if the Bank uses materials in its services that is manufactured using child or forced labour, the negative impact (human rights violation) is directly linked to the Bank through the tiers in its supply chain even though we have not caused or contributed to the negative impact itself.

Stakeholder engagement surveys are then designed based on these Sustainability topics and distributed to various stakeholder groups for stakeholder engagement and impact assessment. The major internal and external stakeholders that have been identified for the Bank consists of vendors, customers, employees, communities, regulators and investors.

Stakeholder surveys are designed to enable stakeholders to reflect the significance of the Bank's impacts in the course of business. The significance of an actual impact is determined by the severity of the impact, whereby the severity of an actual or potential negative impact is determined by the following characteristics:

- Scale: how grave the impact is.
- Scope: how widespread the impact is, for example, the number of individuals affected or the extent of environmental damage.
- Irremediable character: how hard it is to counteract or make good the resulting harm

Surveys are designed for stakeholders to rate the significance of each Sustainability topic based on the severity of the impact in the course of business with the Bank. The higher the rating, the more significant the positive or negative impact.

Upon the completion of stakeholder surveys, results were then weighted across stakeholder groups according to criticality:

- Customers – 25%
- Regulators – 25%
- Employees – 15%
- Investors – 15%
- Vendors/Suppliers – 10%
- Communities – 10%

Impacts are thereafter determined based on the consolidated impacts ratings provided by all stakeholder groups, and are amalgamated based on the stakeholder weightages. The final outcome would be a list of Material topics for the Bank to further manage these impacts and report it accordingly.

The Materiality process is undertaken every 2 years, or whenever there is a major change in the Bank’s organizational structure or operating model, in order to refresh and update on the latest material topics. In between every Materiality cycle, the Sustainability Team and governance and oversight bodies in the Bank continues to manage the material topics and track the relevant outcomes.

Our policies and procedures such as the Sustainability Policy, Sustainable Financing Policy, Environmental Management Policy and Human Rights Policy mentioned above are part of how the Bank manages our material topics and other risks and impacts that are currently not ranked as highly material.

CIMB Thai Sustainability Report 2022

For full and detailed information on CIMB Thai’s Sustainability and ESG reporting can be found in the Bank’s Sustainability Report 2022. The Bank’s Sustainability Report provides an objective and holistic view of our Sustainability journey, and for us to reflect upon the challenges that we face. Doing this allows us to adapt our approach, strengthen our effort, drive continuous improvement, and promote transparency, so that we can thrive in the long term.

CIMB Thai has reported in accordance with the GRI Standards for the period 1 January 2022 to 31 December 2022, whereby the scope covers CIMB Thai Bank and its subsidiaries namely CIMB Thai Auto Company Limited and WorldLease Company Limited. The Bank’s annual Sustainability reporting is aligned with the same reporting period as covered in its Form 56-1 One Report.

This Sustainability Report and its contents have been approved and reviewed by our highest governance body, i.e. the Board of Directors. For any questions or clarifications with regards to this Sustainability Report, the Sustainability Team can be contacted via email: Sustainability@cimbthai.com.

In 2022, CIMB Thai has performed its first Stakeholder Engagement, Impact Assessment and Materiality (SIM) process to establish its Material Topics.

Over 5,000 stakeholders across Malaysia, Indonesia, Thailand, Singapore and Cambodia participated in the Sustainability surveys for an array of Stakeholder groups, throughout CIMB Group’s entire SIM process in 2022. For CIMB Thai stakeholder groups, the surveys were translated into Thai language so that the respondents can have improved clarity and understanding for the survey requirements. For the Bank, more than one thousand stakeholder representatives responded in the survey.

In accordance with the pre-determined Sustainability topics that are established based on the Bank’s Sustainability context, each topic in the surveys was assigned scores to determine the degree of significance from neutral to very significant impacts. Results from stakeholders’ surveys were consolidated by also factoring weightages that accorded to each stakeholder group.

Ranking	Material Sustainability Topics	EES Areas
1	Sustainable and Responsible Finance	Economic
2	Cybersecurity and Data Privacy	Social
3	Governance & Ethics	Economic
4	Risk Management and Business Resilience	Economic
5	Digitalisation and Innovation	Economic
6	Human Rights	Social
7	Diversity and Inclusion	Social
8	Climate Change	Environmental
9	Financial Inclusion and Literacy	Social
10	Customer Experience	Social
11	Work-place Culture and Talent Development	Social
12	Biodiversity and Ecosystem Integrity	Environmental
13	Health and Safety	Social

The list of material topics have been reviewed and approved by the Board of CIMB Thai.

Key Highlights of Sustainability in CIMB Thai in 2022 are as the following.

Sustainable Action

1. Roll out of CIMB Thai's Sustainability Policy across 100% of Business Units and Business Enablers in CIMB Thai. In order to reduce language barriers, the Sustainability Policy and Procedures are published in both English and Thai.
2. Establishing GHG Accounting and Management Program Charter which includes CIMB Thai's Net Zero Target to achieve net-zero operational Scope 1 and Scope 2 GHG emissions by the year 2030.
3. Establishing a Scope 1 and Scope 2 GHG Emissions Dashboard for monthly tracking by the Sustainability Team and reporting to the Bank's Management Committee.
4. Initiation of "Project Helios" to reduce Scope 2 GHG Emissions by increasing renewable energy in our energy mix, focusing on Solar Rooftop Projects across the Bank's branches and exploring Renewable Energy Certificates (REC) in Thailand.
5. Roll out of Environmental Management Policy to anchor our commitments to reduce negative environmental impacts and improve positive environmental impacts by setting reduction targets and action plans on energy, emissions, water and waste.
6. The "Green Canteen" in CIMB Thai's Headquarters in Bangkok was set up, using renewable energy in our electricity energy mix, LED lighting, collection point for plastic bottle recycling, food waste separation, and price-discounts for employees who bring their own containers when they purchase food and drinks in the canteen to reduce usage of packaging materials.
7. As part of drive to build a Sustainable Supply Chain, the Bank has rolled out the Vendor Code of Conduct to 100% of its active vendors.
8. The Bank began its Vendor Training and Engagement Program on Sustainability which was participated by 65 active vendor companies in 2022.

Sustainable Business

1. In CIMB Thai, we have established a robust High Sustainability Risk Sector Guide covering a total of 7 business sectors that are deemed to be high risk in alignment with CIMB Group
2. The Bank has established the process for baselining of Scope 3 Financed Emission in accordance with the GHG Protocols and Partnership for Carbon Accounting Financials (PCAF) to identify the Bank's exposure to our customers' operational Scope 1 and Scope 2 emissions that are attributed to our financing.
3. As an internal taxonomy for sustainable financing and capital raising, the Bank has established and rolled out its Green, Social, Sustainable Impact Products and Services (GSSIPS) Tool to assess in principle whether facilities requested by our customers meet Green, Social and Sustainable criteria.
4. Representatives of CIMB Thai's Sustainability Team (as a member of the Association of International Banks) participated in the Bank of Thailand's Thai Taxonomy Working Group to develop Thailand's first taxonomy for green financing to be rolled out in the country by the beginning of 2023.

5. The Bank had approved interest rate discounts for Sustainability Linked Loans (SLL) in accordance with Loan Market Association's (LMA) Sustainability Linked Loan Principles.
6. The Bank had approved more than THB 2 billion loans for renewable energy projects, launched its "Maxi Flexi ESG" structured notes that protect the principle at 100% and provide a return on investment (ROI) at 0.25% to 0.75% annually depending on the investment format. Maxi Flexi ESG structured notes offer additional yield from the increased price of Citi FlexiBeta ESG USD VT5 index, which is available exclusively at CIMB Thai.

Governance and Risk

1. The Bank achieved a CG score of "Excellent" or 5-star level in the annual Corporate Governance Report of Thai Listed Companies (CGR) issued by The Thai Institute of Directors Association (IOD), with support from the Stock Exchange of Thailand (SET).
2. The Bank fully rolled out its Sustainability Due Diligences process covering all business relations as stipulated by the Sustainability Policy, as well as financing and capital-raising customers in accordance with the Sustainable Finance Policy, effectively establishing total oversight on Sustainability risks relating to its business activities and business relations.
3. By 2022, the Bank had embedded Sustainability Risk into its Internal Capital Adequacy Assessment Process (ICAAP) Report that is required by the Bank of Thailand.

Stakeholder Engagement and Advocacy

1. CIMB Thai and CIMB Group organized its first "Stakeholder Engagement, Impact Assessment, and Materiality" (SIM) Taskforce to manage its Materiality process in accordance with the new GRI Standards.
2. More than 1,000 members of CIMB Thai stakeholders participated in the Bank's first Sustainability survey, including employees, vendors, and customers.
3. A total of 23,885 volunteering hours were recorded for a series of CSR initiatives participated by our employees, which translates to 7 hours each person.
4. A total of 279 targeted employees having managerial responsibilities have completed Sustainability-specific trainings throughout 2021 and 2022.

The full Sustainability Report 2022 covers all disclosure requirements with regards to the Bank's material topics, in accordance with the GRI Standards, as well as other ESG matters as set forth in the latest Corporate Governance Report of Thai Listed Companies.

4. Management Discussion and Analysis

Analysis of Financial Standing and Operating Performance

4.1 Consolidated Operating Results

For the year ended 31 December 2022, CIMB Thai Group recorded a consolidated net profit of THB 2,910.8 million, an increase of THB 470.2 million or 19.3% year-on-year (YoY) compared to 2021. The improvement was mainly attributed to better cost control and a 39.4% decrease in expected credit losses due to lower impairments of assets, despite a 4.0% drop in operating income.

Net Interest Margin (NIM) over earning assets stood at 2.7% in 2022, compared to 3.1% in 2021, arising from higher cost of fund while loan yields were lower.

As at 31 December 2022, total gross loans (inclusive of loans guaranteed by other banks and loans to financial institutions) stood at THB 235.3 billion, an increase of 11.0% from 31 December 2021. Deposits (inclusive of Bill of Exchanges, Debentures and selected Structured Deposit Products) stood at THB 289.7 billion, an increase of 21.0% from THB 239.5 billion as at the end of December 2021. The Modified Loan to Deposit Ratio decreased to 81.2% from 88.5% as at 31 December 2021.

(a) Summary of CIMB Thai Group's income

On a YoY basis, operating income declined by THB 559.3 million, or 4.0% to THB 13,600.6 million from the drop in net interest income of THB 346.0 million or 3.5% due to higher interest expenses, coupled with lower interest income on loans as well as hire purchase business. Other operating income was lower by THB 260.8 million or 9.3%, mainly from a decrease in gains on sale of investment. These were partially offset by a growth of THB 47.5 million or 3.4% in net fee and service income, driven by higher underwriting fee income.

(b) Cost of funds and operating expenses

CIMB Thai Group's interest expenses in 2022 amounted to THB 3.3 billion, a YoY growth of THB 0.5 billion or 20.7%, largely from arising in interest expenses on deposits and interest expenses on credit support liabilities on derivatives.

For the year ended 31 December 2022, operating expenses remained flat, largely due to better cost management. However, the cost to income ratio was higher at 57.7% in 2022 compared to 55.5% in 2021 due to lower operating income.

(c) Net profit

For the year ended 31 December 2022, CIMB Thai Group recorded a consolidated net profit of THB 2,910.8 million, an increase of THB 470.2 million or 19.3% YoY compared to 2021. The improvement was mainly attributed to better cost control and a 39.4% decrease in expected credit losses due to lower impairments of assets, despite a 4.0% drop in operating income.

(d) Return on equity

For the year 2022, CIMB Thai Group's return on equity was 6.6% compared with 5.8% in 2021 and the Bank's return on equity was 5.7% compared with 3.6% in 2021 mainly due to an increase in net profit.

4.2 Consolidated Financial Standing

Assets

As at 31 December 2022, CIMB Thai Group's total assets amounted to THB 495.8 billion, a THB 97.3 billion or 24.4% up from a year earlier, as detailed below:

Interbank and money market items (assets) were THB 20.7 billion, a THB 11.3 billion or 119.1% increase, mainly attributable to the Bank's liquidity management.

Derivative assets moved up by THB 33.9 billion or 73.0% to THB 80.3 billion, coming mainly from exchange rate contracts.

Financial assets measured at fair value through profit or loss were THB 22.4 billion, a THB 8.9 billion or 28.6% decrease, mainly due to lower government and state enterprise securities.

Net investment moved up by THB 30.8 billion or 41.5% to THB 105.1 billion, mainly from higher investments in debt instruments measured at fair value through other comprehensive income and investments in debt instruments measured at amortised cost.

Net loans and accrued interest receivables were THB 231.8 billion, going up by 11.5%, mainly due to the expansion of housing loans.

Asset quality

(a) Loans and loan concentration

As at 31 December 2022, CIMB Thai Group's total loans net of deferred revenue accounted for THB 235.3 billion, increasing by THB 23.4 billion or 11% from THB 211.9 billion as at 31 December 2021. Loans principally comprised housing loans, hire purchase receivables and manufacturing and commerce sectors, making up 69.6% of total loans. Housing loans represented the largest proportion, i.e. THB 92.3 billion or 39.2% of total loans, which was in line with the Bank's business strategy, followed by manufacturing and commerce sectors THB 36.8 billion or 15.6%, and hire purchase receivables amounting to THB 34.7 billion or 14.8% of total loans. Sectors with growth of loans were housing loans, recording a YoY growth of 18.2%.

Loans classified by type of business	31 December 2022		31 December 2021		Change	
	Million Baht	%	Million Baht	%	Million Baht	%
Agricultural and mining	4,811	2.0	5,593	2.6	(782)	(14.0)
Manufacturing and commerce	36,762	15.6	32,323	15.3	4,439	13.7
Real estate and construction	13,016	5.5	14,536	6.9	(1,520)	(10.5)
Public utilities and services	28,234	12.0	27,609	13.0	625	2.3
Personal cash	6,041	2.6	6,402	3.0	(361)	(5.6)
Housing loans	92,318	39.2	78,124	36.9	14,194	18.2
Hire purchase receivables	34,730	14.8	33,535	15.8	1,195	3.6
Others	19,345	8.2	13,772	6.5	5,573	40.5
Total loans net of deferred revenue	235,257	100.0	211,894	100.0	23,363	11.0

To prevent concentration risk in any particular industry, the Bank has a policy in place to diversify loans granted to various business sectors covering customers from all categories.

(b) Classification of loans and allowance for expected credit losses

	Consolidated	
	2022	2021
	Loans and accrued interest receivables	Loans and accrued interest receivables
	Million Baht	Million Baht
Financial assets with an insignificant increase in credit risk	215,064	188,770
Financial assets with a significant increase in credit risk	16,677	19,000
Credit-impaired financial assets	8,249	8,361
Purchased or originated credit-impaired financial assets	47	58
Total	240,037	216,189

	Consolidated	
	2022	2021
	Allowance for expected credit losses	Allowance for expected credit losses
	Million Baht	Million Baht
Financial assets with an insignificant increase in credit risk	(1,445)	(1,488)
Financial assets with a significant increase in credit risk	(2,131)	(1,890)
Credit-impaired financial assets	(3,058)	(3,389)
Purchased or originated credit-impaired financial assets	(14)	(24)
	(6,648)	(6,791)
Surplus allowance	(1,549)	(1,549)
Total	(8,197)	(8,340)

CIMB Thai Group's loan loss coverage ratio as at 31 December 2022 stood at 114.6% from 117.5% at the end of December 2021. Total allowance for expected credit losses stood at THB 8.2 billion, THB 1.5 billion over the Bank of Thailand's reserve requirements.

(c) Non-performing loans (NPLs)

The gross NPL stood at THB 7.8 billion, with a lower equivalent gross NPL ratio of 3.3% compared to 3.7% as at 31 December 2021. The lower NPL ratio was mainly due to the sale of some NPLs in 2022, improved efficiency on risk management policies and improved asset quality management and loan collection processes.

(d) Income recognition

Interest and discount on loans

Interest income will be recognised at the effective interest rate. The recognition of interest income on loan when its principal or interest payment has become over three months past due or stage 3 loan account has followed definition of the TFRS 9 thereby such income is recognised at the effective interest rate of the carrying amount after impairment.

Liabilities

As at 31 December 2022, CIMB Thai Group's total liabilities amounted to THB 449.9 billion, going up by THB 94.8 billion or 26.7% YoY as follows:

Deposits were THB 236.7 billion, going up by THB 54.5 billion or 29.9% YoY, mainly from an increase in fixed deposits and savings deposits.

Interbank and money market items (liabilities) were THB 46.9 billion, going down by THB 8.5 billion or 15.3% YoY, as a result of the Bank's liquidity management.

Financial liabilities designated at fair value through profit or loss increased by THB 3.4 billion or 19.3% to THB 21.2 billion, coming mainly from structured debentures.

Derivative liabilities went up by THB 34.1 billion or 79.9% to THB 76.8 billion, mainly due to exchange rate contracts.

Debt issued and borrowings amounted to THB 20.8 billion, down by THB 8.6 billion or 29.3%, largely caused by decrease in short term debentures.

Equity

As at 31 December 2022, CIMB Thai Group's equity was recorded at THB 45.8 billion, representing a growth of THB 2.4 billion or 5.6% from a year earlier, principally due to the net profit growth year 2022.

Off balance sheets: Commitments

As at 31 December 2022, the Bank and its subsidiaries had combined commitments of THB 5,462.1 billion, up by THB 1,270.7 billion (30.3%) from THB 4,191.4 billion YoY, mostly from derivatives as indicated in the table below:

	31 December 2022	31 December 2021	variance %
Off balance sheets: commitments			
Avals to bills	250	8	3,025.0
Liability under unmatured import bills	208	653	(68.1)
Letters of credit	417	1,126	(63.0)
Other commitments:	5,461,201	4,189,599	30.4
Derivatives	5,428,304	4,158,631	30.5
Undrawn bank overdrafts	11,973	13,043	(8.2)
Undrawn credit line	13,916	8,944	55.6
Others	7,008	8,981	(22.0)
Total	5,462,076	4,191,386	30.3

Liquidity

Cash and cash equivalent items, as indicated in the cash flow statement of CIMB Thai Group as at 31 December 2022, amounted to THB 920.3 million, a net increase of THB 101.9 million YoY. Details of the changes are as follows:

Net cash flows provided by operating activities in 2022 were THB 34.1 billion. Losses from operations before changes in operating assets and liabilities were THB 322.3 million, including THB 3.7 billion in pre-tax net profit for the year, and adjustments of non-cash items to net profit, stemming largely from expected credit losses, unrealised losses on revaluation of financial assets measured at fair value through profit or loss and losses on sale of investments, partially offset with interest income. Operating assets for the year went up by THB 33.6 billion mainly from an increase in loans and interbank and money market items. In addition, operating liabilities moved up by THB 61.0 million, resulting principally from higher deposits and credit support liabilities on derivatives, partially offset with lower interbank and money market items.

Net cash flows used in investing activities were THB 28.7 billion, mostly coming from net cash paid for investments in debt instruments measured at fair value through other comprehensive income.

Net cash flows used in financing activities were THB 5.3 billion, mainly comprising proceeds from net cash paid for redemption of financial liabilities measured at fair value through profit or loss and borrowings.

Relationship between sources and applications of funds

Two major sources of funds for the Bank were deposits and borrowings, while the applications of funds covered the extension of loans. As at 31 December 2022, the Bank had deposits, borrowings and loans classified by maturity as follows:

(Unit: Billion Baht)

Maturities	Loans*		Deposits*		Borrowings*	
	Amount	%	Amount	%	Amount	%
Payable on demand	7.8	3.3	147.8	56.1	0.0	0.0
Up to one year	80.2	34.2	96.2	36.5	24.1	39.8
Over one year	146.2	62.5	19.4	7.4	36.4	60.2
Total	234.2	100.0	263.4	100.0	60.5	100.0

* Including interbank and money market items.

The Bank derived its funds from customer deposits which can be categorised as follows:

(Unit: Billion Baht)

Deposit categories	2022*		2021*		2020*	
	Amount	%	Amount	%	Amount	%
Current deposits	5.5	2.1	7.8	3.7	6.6	3.0
Savings deposits	142.3	54.0	115.3	54.4	107.7	49.4
Fixed deposits	115.6	43.9	88.7	41.9	103.7	47.6
Total	263.4	100.0	211.8	100.0	218.0	100.0

*Including interbank and money market items.

Credit Rating

The Bank's credit rating by Fitch Ratings, Moody's Investors Service and RAM Ratings are shown below:

Rating Agency	Rating Date
Fitch Ratings	September 2022
National long-term rating	AA-(tha)
National short-term rating	F1+(tha)
Outlook	Stable
Moody's Investors Service	January 2022
Outlook	Stable
Bank deposits	Baa2/P-2
Baseline credit assessment	ba2
Adjusted baseline credit assessment	baa2
Counterparty risk assessment	Baa1(cr)/P-2(cr)
Issuer rating	Baa2
ST issuer rating	P-2
RAM Ratings	June 2022
Financial institution ratings	AA2/Stable/P1
Tier-2 subordinated debt	AA3/Stable

Sustainability and ESG

CIMB Thai has integrated and embedded Sustainability and ESG (hereafter referred to only as "Sustainability") into the Bank's business activities through the implementation of its Sustainability Policy, Sustainable Financing Policy, High Sustainability Risk Sector Guide, and Green, Social, Sustainable Impacts Products and Services (GSSIPS) Framework.

Sustainability Due Diligence and Management of High Risk Sectors

Sustainability Due Diligence in CIMB Thai is implemented through the main Sustainability Policy for all business relations, and the Sustainable Financing Policy for non-individual financing and capital raising customers. The Sustainability Due Diligence processes include the Basic Sustainability Due Diligence (BSDD) Form, and the Enhanced Sustainability Due Diligence (ESDD) process triggered if BSDD requirements are not met.

For account opening of retail non-individual customers at the branches, a BSDD form in accordance with the Sustainability Policy has to be submitted along with other account opening documents, which declares that the non-individual customer has not for the past three years involved in any negative environmental, social or governance impacts resulting in any fines, penalties or controversies. If the BSDD form has identified any such negative Sustainability issues, the BSDD will be escalated to the Bank's Sustainability Team to conduct a thorough ESDD process on the customer. A positive recommendation to proceed with account opening will only be provided by the Sustainability Team if the Sustainability risk is insignificant,

or can be reasonable mitigated, with no foreseeable repercussion to the Bank. This enables the Bank to significantly avoid and mitigate risk by not causing, contributing to, or being directly linked to retail non-individual customers with significant negative Sustainability impacts. However, when performing due diligence, the Business Unit and the Sustainability Department ensures that the objectives of Customer Experience (CX) and fair access to financial services are met. Sustainability Due Diligence will be fully rolled out in all branches by Q1 of 2023.

For non-individual customer who require financing and capital raising, the Bank's Sustainable Financing Policy applies. The BSDD and ESDD process is performed on every new onboarding and renewal cases. The Sustainability Due Diligence process is required to be completed prior to final credit approval for new or existing customers seeking new or additional financing facilities including renewal of uncommitted facilities, and prior to final credit approval for review of committed financing facilities.

Similar to the Sustainability Policy, an Enhanced Sustainability Due Diligence would be performed by the Sustainability Department if there are any issues raised in the Basic Sustainability Due Diligence process. However, the Enhanced Due Diligence process of the Sustainable Financing Policy is to ensure that there is a stricter check on environmental and social issues and to flag material issues that could be a risk to both the customer and the Bank. At the same time, a controversy check is performed to ensure that material environmental and social issues which had surfaced within the last 3 years are identified for further deliberation. At the end of the process, the Sustainability Department will provide its recommendation as to whether to proceed with this customer at that current point in time, based on the outcome of the various checks and deliberations.

In addition to the Basic and Enhanced Due Diligence processes in accordance with the Sustainable Financing Policy, the Bank has also implemented its High Sustainability Risk Sector Guidance for 7 sectors, comprising:

1. Palm Oil
2. Forestry
3. Oil & Gas
4. Construction & Infrastructure
5. Coal
6. Mining & Quarrying
7. Manufacturing

Customers who fall into the list of High Risk Sectors are required to undergo further assessment based on the sector guidance:

1. Prohibit – The Bank will not proceed further with any customer or potential customer who engages in activities listed in this section.
2. Expect – Customers that have met all the following requirements under this category are deemed to have satisfied CIMB Thai's expectations in terms of environmental and social practices.
3. Encourage – Highlights best practices among practitioners in the industry. CIMB Thai's position is that we will encourage customers to adopt these industry-leading practices.

As at 31 December 2022, there were 39 evaluations that were done under the High Sustainability Risk Sector Guide requirements, and 24 ESDD evaluations were performed upon escalation from BSDD in accordance with the Sustainable Finance Policy.

Sustainable Finance in accordance with GSSIPS

The GSSIPS Framework by the CIMB Group as an internal taxonomy provides a guide for the Group to deliver impactful sustainable finance. In CIMB Thai, we are aligned with the GSSIPS Framework in promoting and developing our sustainable business. Annual GSSIPS results in CIMB Thai contributes to the Group-wide collective sustainable finance target set by the Group.

The Bank's GSSIPS tool is designed to provide a common and consistent language on financing and investment assets that are considered in line with the GSSIPS Framework and any other central bank requirements. The GSSIPS Tool is a document that is regularly reviewed and expanded to align with taxonomies such as the Bank Negara Malaysia Climate Change and Principle-based Taxonomy (BNM CCPT), the Indonesian Green Taxonomy by Otoritas Jasa Keuangan, the ASEAN Taxonomy, and by 2023, the upcoming Thai Taxonomy of the Bank of Thailand

As of 31 December 2022, CIMB Thai has achieved the following numbers in terms of sustainable finance aligned with our GSSIPS framework and eligibility criteria:

1. Corporate Banking: Approved loans and financing to GSSIPS projects for a total of THB 2,181,512,250.00
2. Debt Capital Market under Investment Banking: Issuance of green detenture, green bond and Sustainability-linked at a total amount THB 15,750,000,000, as Joint Lead Manager (JLM)
3. Treasury and Markets: THB 918,000,000 from "Maxi Flexi ESG" structured notes linked to Citi Flexibeta ESG USD VT5 Index which is available exclusively at CIMB Thai

Financial Ratios

Capital funds and capital adequacy ratio

As at 31 December 2022, CIMB Thai Group's assets were THB 45.8 billion higher than its liabilities, hence positive shareholders' equity. Its total consolidated capital funds amounted to THB 57.7 billion with capital adequacy ratio (BIS ratio) of 21.8%, exceeding the Bank of Thailand's regulatory requirement. Meanwhile, the Bank's capital funds amounted to THB 54.5 billion with BIS ratio of 20.8%.

Liquidity and loan to deposit ratio

The Bank has maintained the average cash reserve ratio at 1% of the total deposits and borrowings in accordance with the Bank of Thailand's regulations. As at 31 December 2022, the Bank's cash in hand, cash at the cash centre and cash at the Bank of Thailand totaled THB 3.6 billion. Its modified LDR was 78.5%, compared with 85.5% a year earlier, which was in line with its business plan.

Appointment of external auditor and consideration of audit fees

The Audit Committee considers the qualifications and track records of external candidates and recommends the appointment thereof as the external auditor as well as proposes audit fees to the Board of Directors annually. The Board then proposes the external auditor appointment and audit fees for the consideration and approval of the annual general meeting of shareholders. The external auditor to be proposed must also be endorsed by the Bank of Thailand.

Remuneration for external auditor

For the year ended 31 December 2022, fees paid to the external auditor were as follows:

(1) Audit fee

CIMB Thai Group paid the auditor audit fee of THB 14.69 million. Other incidental expenses included transport and photocopying expenses.

(2) Non-audit fee

There was non-audit service fee of THB 276,924 paid to the auditor in the fiscal year 2022, regarding "Transfer Pricing Advisory Service – Preferred Cross Border Referral" which transfer pricing review for the proposed profit split adopted between the Bank and CIMB Bank Berhad, Singapore Branch.

5. General Information and Other Important Information

5.1 General Information

Company Name	:	CIMB Thai Bank Public Company Limited
Registration Number	:	0107537002338 (formerly BorMorJor. 480)
Business Type	:	Commercial Banking
Head Office	:	Langsuan Building, 44 Langsuan Road, Lumpini, Pathumwan, Bangkok 10330, Thailand
Telephone Number	:	+66-2638-8000 and +66-2626-7000
CIMB Thai Care Center	:	Telephone number +66-2626-7777 E-mail address cimbthai.carecenter@cimbthai.com
Investor Relations	:	Telephone number +66-2626-7820 E-mail address ir@cimbthai.com
Company Secretary	:	Telephone number +66-2638-8287 and +66-2614-1009 E-mail address cs@cimbthai.com
Website	:	https://www.cimbthai.com

References

Registrar	:	Thailand Securities Depository Co., Ltd.
Address	:	93 Rachadapisek Road, Dindaeng, Bangkok 10400, Thailand
SET Contact Center	:	+66-2009-9999
Website	:	https://www.set.or.th/tsd
E-mail Address	:	SETContactCenter@set.or.th
Auditor	:	PricewaterhouseCoopers ABAS Ltd.
Address	:	15 th Floor, Bangkok City Tower, 179/74-80 South Sathorn Road, Thung Maha Mek, Sathorn, Bangkok 10120, Thailand
Telephone Number	:	+66-2844-1000
By	:	- Mr. Boonlert Kamolchanokkul Certified Public Accountant (Thailand) No. 5339 - Ms. Sinsiri Thangsombat Certified Public Accountant (Thailand) No. 7352 - Mr. Paiboon Tunkul Certified Public Accountant (Thailand) No. 4298

5.2 Other Important Information

5.2.1 ASEAN Investment Report 2022 and Outlook 2023

According to the World Investment Report 2022 conducted by United Nations Conference on Trade and Development (UNCTAD), global foreign direct investment (FDI) flows in 2021 were USD 1.58 trillion, up 64% from the exceptionally low level in 2020. This was underpinned by booming merger and acquisition (M&A) transactions and the recovery of Greenfield investments. ASEAN continued to be the region with such a high Inflows of FDI in 2021.

The FDI Inflows reflects the resilience of the ASEAN region

Inflows of FDI in ASEAN increased by 42% in 2021 to USD 175.3 billion, accounting for 11.1% of global FDI. Such increase was close to the pre-pandemic level, and significantly improved from the 2020 level, which plummeted by 30% to USD 122 billion caused by the COVID-19 outbreak.

The inflows of FDI reflect the resilience of the ASEAN region after being affected by the COVID-19 epidemic. **Singapore**, the largest recipient, saw inflows up 31% to USD 99 billion, following by **Indonesia**, the second largest recipient with a total investment value of USD 20 billion, an increase of 8%, and the third place is **Vietnam** with a total investment value of USD 15.6 billion, unchanged from the previous year. The fourth place was **Malaysia** with a total investment value of USD 11.6 billion, an increase of 267% from the previous year, while **Thailand** ranked the fifth with a total investment value of USD 11.4 billion, an increase of about 3 times compared to 2020 when the inflows of FDI in Thailand was worth a negative USD 4,849 million.

ASEAN region continued to be an important destination of FDI flows among emerging markets, and FDI inflows were an engine to propel economic growth momentum. The ASEAN region had experienced an average annual growth rate of FDI inflows of 7% during 2011-2017, then surging to 11% in 2019 during the pre-pandemic period. In 2021, the FDI inflows that increased and played a key role comprised the followings: investment in manufacturing industries recorded the strong growth of 134%, with a total investment value of USD 45 billion, particularly in electric vehicles (EV), semiconductors, electrical and electronic equipment, biomedical and pharmaceutical industries. Meanwhile, finance and some service industries associated with the digital economy 4.0 activities remained the largest FDI recipient industry with 22% growth and a total investment value of USD 57 billion. Both strong investment in the abovementioned industries were the key industry drivers.

The top three countries investing in ASEAN comprised the followings: **the United States** ranked top, rising by 41% to USD 40 billion, mainly investment in finance, electronics, biomedical and pharmaceutical industries. FDI from **China** was ranked second, up by 96% to USD 14 billion, mostly in manufacturing, EV-related, digital, infrastructure, and real estate industries. The third largest investment was from **Japan** with unchanged amount of USD 12 billion from the previous year, largely in electrical and electronic equipment as well as automotive industries.

Looking Forward: More intense economic competition to attract FDI

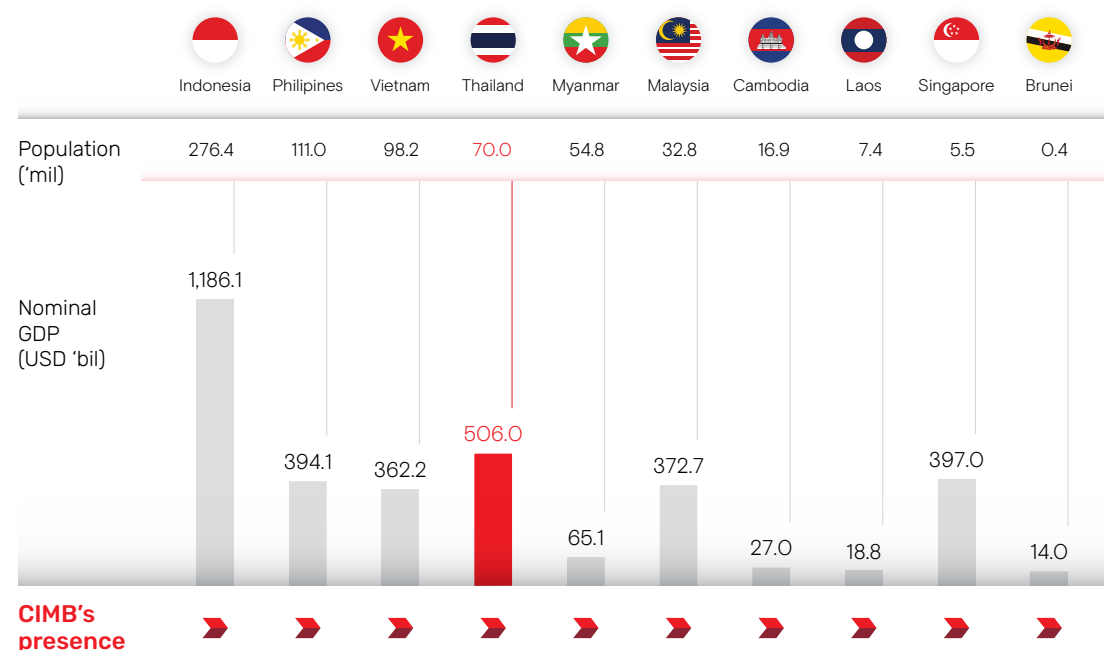
Economic competition to attract foreign direct investment is becoming increasingly intense after the COVID-19 epidemic situation has improved. It is expected that FDI would be the driver of ASEAN's economic recovery in 2023 and beyond. Such competition will be particularly in areas of capacity expansion to bolster supply chains which leads to the relocation of manufacturing or investment bases to ASEAN, infrastructure-related investments, including the digital economy and industry 4.0, investments in upstream industries that use advanced technology and innovation, as well as investments in the BCG economic model, which consists of a Bio-economy, Circular economy, and Green economy, in line with global trends that take account of the environment and sustainability.

Many countries in ASEAN have expedited measure issuance to attract investments, including accelerating the development of infrastructures to support investments, as can be seen from the following important movements.

- **Indonesia** has attracted more high-tech industry investments into the country, especially the supply chain of EV to further enhance the country's automotive industry.
- **Vietnam** has improved laws to attract FDI, especially the new Decree 35/2022 on industrial and economic zones in Vietnam, which will help reduce the steps and costs for investors to set up an economic zone in Vietnam.
- **Malaysia** aims to be the regional leader in the digital economy through Malaysia's Digital Economy Master Plan (My DIGITAL). It identifies new investments that will drive the pursuit of advanced technology and sustainable investments.
- **Philippines** has a policy conducive to foreign investments. It approved the draft amendment to the Retail Trade Liberalization Act (RTLTA) by adjusting the minimum issued and paid-up capital criteria on foreign retail businesses.
- **Thailand** has set up the 30@30 policy to push itself into the regional production base of EV and EV parts by aiming to produce zero-emissions vehicles of at least 30% out of total vehicle production within 2030. Thailand also accelerates FDI through aggressive investment promotion and facilitation, along with driving investments in the Eastern Economic Corridor (EEC). Recently, Long-Term Resident Visa (LTR Visa) measures have been issued to attract potential groups to invest in Thailand, such as wealthy global citizens.

In the world of high volatility, we believe that adaptation to keep up with changing trends, simplification of business operation, and availability of infrastructures, as well as strengthening partnerships for development at all levels will help attract more FDI into ASEAN countries, enabling ASEAN to drive economy momentum with technology, innovation and creativity. In addition, all of these will lift up competitive edge of ASEAN economy which also takes account of environmental and social sustainability dimensions.

CIMB Group's Operation in ASEAN Countries



Source: GDP report from World Bank as of December 2021

5.2.2 Legal Disputes

As of 31 December 2022, there is no legal dispute against the bank which may materially and adversely affect the bank's assets in the amount exceeding 5% of its shareholders' equity.

5.2.3 Details of fine payment of the Bank and companies in our financial business group as of 31 December 2022:

Regulators	Details of Fines Imposed by Regulators						
	Year 2022			Three Most Frequent Non-compliance Cases in the Past Five Years			
	Total amount (THB)	First three highest fine amounts		Section	Relevant laws	Section	Relevant laws
Amount (THB)		Section	Relevant laws				
1. Bank of Thailand	-	-	-	-	-	-	-
2. Office of the Securities and Exchange Commission	-	-	-	-	-	-	-
3. Office of Insurance Commission	-	-	-	-	-	-	-
Conclusion	In 2022, the Bank recorded no fine payment case.			For the past five years, the Bank recorded no fine payment case.			

Part 2

Corporate Governance

6. Corporate Governance Policy

7. Corporate Governance Structure and Important Information Related to the Board of Directors, Board Committees, Executives, Employees and Others

8. Report on Important Operational Results of Corporate Governance

9. Internal Control and Related Party Transactions

6. Corporate Governance Policy

CIMB Thai firmly believes that our ongoing commitment and efforts in ensuring a strong corporate governance structure and culture across the organisation will help us add value to all the stakeholders. Hence, we have strived to have good corporate governance practices put in place and the highest standards of business integrity applied to all activities to ensure an achievement of our purpose in building a high performing sustainable organisation.

The Bank has developed processes for identifying, assessing, and managing risks and uncertainties facing the Bank. Internal control processes are established to ensure that the business operations and controls in all areas, including finance and operations as well as compliance, comply with relevant laws and regulations. Corporate Assurance and Compliance have been tasked to provide oversight and support to ensure that individual business units conduct their business and affairs in a manner that drives forward the Bank's strategic objectives, while complying with applicable laws and regulatory requirements. A strong focus is placed on educating and increasing awareness among directors, executives, and employees on the Bank's Business Ethics, the relevant laws and regulatory requirements as well as disciplinary procedures.

The Bank's Corporate Governance Policy, which contains guidelines for directors, executives, and employees, was formulated. With adherence to this policy in our operations, we aim to build trust and confidence among investors and stakeholders, hence improving our competitiveness, enhancing value added, and promoting stability in the long run.

6.1 Overview of corporate governance policy and guidelines

6.1.1 Policy and guidelines regarding the Board of Directors

The Board of Directors has assigned the Nomination, Remuneration and Corporate Governance Committee (NRCC) to take charge of considering the Corporate Governance Policy, monitoring the implementation in compliance with the Corporate Governance Policy, as well as reviewing and updating the aforementioned Policy to keep abreast of and be compliant with latest regulatory authorities' rules and regulations.

Regarding the determination of directors' remuneration, the NRCC takes into account roles, duties, and responsibilities of members of the Board of Directors and the Board Committees, together with other factors such as economic condition. In 2022, the Board of Directors proposed the Annual General Meeting of Shareholders (AGM) No. 28 to consider and approve maintaining directors' remuneration rates for members of the Board of Directors and the Board Committees at the rates approved by the AGM No. 27, as recommended by the NRCC. In this connection, the remuneration paid to directors and executives is commensurate with peers' in the Thai banking industry, to retain directors and talents who possess knowledge, capabilities, and experiences beneficial to sustainable business operation in accordance with the Bank's purpose.

The Bank places importance on independence between the Board of Directors and management. Thus, the clear segregation of duties between the Chairman and the President and Chief Executive Officer are defined. The Bank, as stated in its Corporate Governance Policy, builds the diversity within the Board of Directors in terms of professional skill, specialisation, gender, age, race, and nationality. It also specifies the required number of two female directors, which is in line with the Corporate Governance Report of Thai Listed Companies for the year 2023 (CGR 2023) by Thai Institute of Directors (IOD).

The Bank makes available training courses and seminars, ranging from in-house courses, external courses, to courses organised by CIMB Group Holdings Berhad (an indirect shareholder of the Bank), to enhance directors' knowledge and capabilities (Please refer to details under the

topic 8.1.1). Furthermore, directors are required to complete the Certificate of Qualifications and Prohibited Characteristics twice a year, along with an annual assessment of the performance of the Bank's Board of Directors and each individual director, that will benefit an improvement of the directors' duty performance (Please refer to details under the topic 8.1.1).

To govern the administration of subsidiaries, the Bank has appointed its executives to sit on Boards of Directors and Board Committees of those companies. The Bank also provides an opportunity for Managing Director of subsidiaries to attend its Management Committee's meeting to enhance knowledge and understanding of the Bank's businesses, be committed to mutual objectives, and nurture good relationship between the Bank and subsidiaries (Please refer to details under the topic 8.1.3).

6.1.2 Policies and guidelines regarding shareholders and stakeholders

In order to ensure proper treatment of shareholders and stakeholders, the Bank has instituted policies and guidelines on rights of shareholders and stakeholders, which encompass promoting the exercise of shareholders' rights, equitable treatment of shareholders, accountability to stakeholders, supervision of the use of inside information, prevention of conflict of interest, anti-corruption as well as channels for complaints lodging and whistle-blowing, in either case of committing a wrongdoing or being involved in corruption activities, regardless of whether the accused person is the Bank's director or employee. The wrongdoer or the person involved in committing a wrongdoing or corruption activities shall be subject to punishment according to relevant laws and disciplinary punishment according to the Bank's regulations, such as dismissal. The Bank is entitled to review or terminate contract with any vendor, customer, or stakeholder whom is found to have committed wrongdoing or corruption or been involved in such activities.

6.2 Business ethics

The Bank has formulated Code of Ethics and Conduct which the Board of Directors, executives, and all employees must strictly follow the guidelines when dealing with the customers, shareholders, employees, vendors or creditors. In addition, emphasis on business operation is also required to reflect the responsibilities for the environment, society and competitors, protection of client confidentiality, honesty, fairness, professional integrity, business capacities, strict compliance with laws and regulations, and cooperation with regulatory agencies. All the Bank's people are required to keep uppermost in their minds, understand and act in compliance with the principles of good corporate governance. Anyone with alleged breach of the good corporate governance principles will be investigated in accordance with the procedures in place, and disciplinary penalty will be imposed if he/she is found guilty. (Please refer to details of the Bank's Code of Ethics and Conduct on www.cimbthai.com.) The Bank has communicated to all employees about the guidelines for their compliance with the Code of Ethics and Conduct by making such information available online through the Sync-Up system. (Please refer to details of the Bank's Code of Ethics and Conduct in **Attachment 5**).

- 100% of the Bank's staff, both new and existing, have been internally communicated and have read and acknowledged the Code of Ethics and Conducts.
- For 2021 and 2022, no Bank's employees committed any misconduct or violated the Code of Ethics and Conducts.

6.3 Significant changes and development in corporate governance policies, guidelines, and protocol in 2022

6.3.1 Significant changes and development

In 2022, the Bank conducted a review on corporate governance policies, guidelines, and protocol with an objective to enhance governance efficiency and standard to be in consistency with principles of the Corporate Governance Code for Listed Company 2017 (CG Code) issued by the Office of the Securities and Exchange Commission (the Office of the SEC). The Bank's key undertakings were as follows:

- Holding of its 2022 AGM via electronic means to facilitate shareholders to exercise their rights to attend the meeting, cast votes and raise questions electronically in accordance with the relevant laws and regulations.
- Determination of its Board composition to have at least one director with IT knowledge or experience, one with accounting knowledge or capability, and one with banking work experience. The current Board composition aligns with the aforesaid. (Please refer to Board Skills Matrix under the topic 7.2.1 Composition of the Board of Directors.)
- Requiring two female directors in order to empower women roles and involvements in the economic system, with opportunities provision to women in mind. This practice accords with the CGR 2023 and the ASEAN CG Scorecard benchmarks. In this regard, the Board of Directors has appointed Mrs. Vera Handajani as Director, effective from 5 July 2022, leading the Bank to have two female directors since then.
- Revising the Board of Directors' power, duties, and responsibilities to incorporate sustainability activities, including environment, society and good governance. Such act reflects our increased focus on sustainability. In 2022, the Bank has constantly arranged training sessions/lectures and workshops under the sustainability-related topics for directors, executives and all-level employees.
- Requiring that the President and Chief Executive Officer shall not perform duty as employee or executive at other entity, unless deemed necessary or reasonable and approved by the Bank of Thailand.
- Adding the power for the Board to approve the appointment, moving or removal of Head of Risk Management, Head of Compliance, and Head of Internal Audit, by evaluating effectiveness and efficiency in their duty performance. The Board may delegate authority for the relevant committees to perform such acts.
- Arrangement of small-group discussion sessions between the director(s) with specialisation in specific area and the respective executives for work performance follow-up and opportunity to receive directors' further guidance and suggestion in addition to those given during regular Board meetings. These include, for example, the extra session on IT strategic plans between Head of Technology and Data and IT-expert directors, and the risk management knowledge sharing session between Risk Management function and the director with such experiences.
- Improving the whistle-blowing channels to align with the Anti-Corruption Policy.

6.3.2 Adoption of the principles of the CG Code in business operations

The Board of Directors understands the roles, duties, benefits, and principles of the CG Code issued by the Office of the SEC, which provide sustainable values to the Bank's business. Therefore, in 2022, the Board of Directors resolved to approve the review of Corporate Governance Policy to be in line with the CG Code and the CGR 2023, in order for the Bank to adopt this Policy to its business context and keep abreast of rapid changes in corporate governance development. Salient points of this revision include the requirement of two female directors to empower women roles and involvements in the economic system, and the revision of the power, duties, and responsibilities of the Board of Directors to encompass sustainability-related activities, including environment, society, and good governance. (Please refer to details of the Bank's Corporate Governance Policy and Guidelines and Code of Ethics and Conduct (full version) in **Attachment 5**).

6.3.3 Compliance with other good corporate governance principles

In 2022, the Bank achieved a CG score of "Excellent" or 5-star level, with an overall average score of 93%, from an assessment of the CGR 2022 carried out by the IOD with a support from the Stock Exchange of Thailand (SET). The Bank attained scores as high as 90% for every assessment category, consisting of rights of shareholders, equitable treatment of shareholders, role of stakeholders, disclosure and transparency, and Board responsibilities.

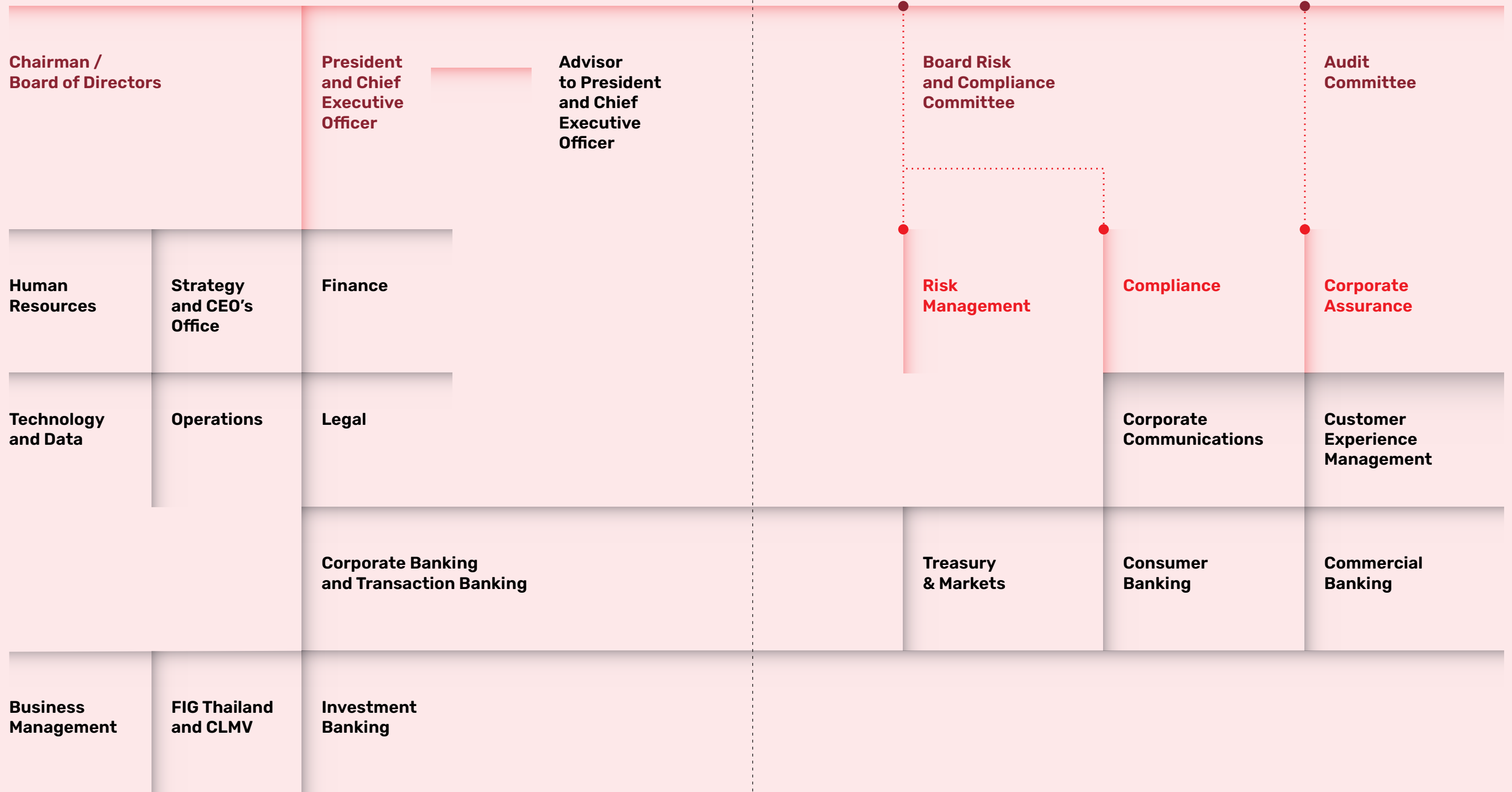
In addition, the Bank achieved a full score of 100%, classified in the top tier group, for quality in convening the AGM for the year 2022 according to the 2022 Annual General Meeting Checklist Project (AGM Checklist) carried out by the Thai Investors Association. This well reflects strong commitment of the Bank, as a listed company, to protect shareholders rights, as well as enhance good corporate governance and efficiency of convening the shareholders' meeting covering procedures of pre-meeting date, on the meeting date, and post-meeting date.

In 2022, the Bank was also awarded the "ASEAN CG Scorecard" in the category of ASEAN Asset Class PLCs for the year 2021, due to being a listed company obtaining a score of 97.50 or above. Among altogether 234 companies, CIMB Thai is one of 76 Thai listed entities winning this award, which concretely proves its strong corporate governance status and ongoing commitment to enhancing governance and ensuring proper business operations in line with global standards.

7. Corporate Governance Structure and Important Information Related to the Board of Directors, Board Committees, Executives, Employees and Others

7.1 Organisation Chart of CIMB Thai Bank Public Company Limited

Effective from 1 January 2023



7.2 Details of the Board of Directors

7.2.1 Composition of the Board of Directors

The Board of Directors determines the Board structure by taking into account the diversity in terms of gender, professional skill, specialisation, age, and race or nationality. The Board Skills Matrix has been developed to consider various skills required for Board members in alignment with the Bank's business strategy, for example, accounting, finance and banking, business administration, legal, risk management, administrative management, economics, business relations, international strategy, etc.

To ensure availability of necessary skills and sustainable benefits towards the Bank's business operation, the Board of Directors is composed of at least one director who possesses information technology knowledge or experience; at least one director with a degree or expertise in accounting; and at least one non-executive director with work experience in finance and banking businesses. (Please refer to details of director profiles as appeared in Form 56-1 One Report in **Attachment 1**.)

Board Skills Matrix

No.	Name of Board Member	Dato' Robert Cheim Dau Meng	Mr. Anon Sirisaengtaksin	Mrs. Oranuch Apisaksirikul	Dr. Rom Hirapruk	Mr. Chanmanu Sumawong	Mr. Niti Jungnithirundr	Mr. Natasak Roodjanapiches	Dato' Abdul Rahman Ahmad	Mrs. Vera Handajani	Mr. Paul Wong Chee Kin	Number of Directors with Expertise	Proportion of Directors with Expertise (%)
1	Accounting/Audit	X		X	X		X	X	X			6	60
2	Banking/Finance	X		X		X			X	X	X	6	60
3	Legal/Regulation/ Public service governance		X	X	X	X	X					5	50
4	Risk management		X	X						X		3	30
5	Capital market/ Corporate finance	X	X	X	X	X			X			6	60
6	Information technology				X			X				2	20
7	Sustainability/ Environment protection		X									1	10
8	Corporate leadership/ Senior management experience	X	X	X		X	X	X	X	X	X	9	90
9	Education/Learning & development			X	X							2	20
10	Regional/International experience	X	X	X					X	X	X	6	60
11	Other Board-related experience	X	X	X	X	X	X	X	X	X	X	10	100

The election of Board members follows the resolution of the shareholders' meetings and as set out in the Bank's Articles of Association which stipulates that the number of directors on the Board shall not be fewer than five and not more than twelve. The structure and composition of the Board of Directors and the set-up of Board Committees are as prescribed by the Bank of Thailand (BOT)'s Notification regarding corporate governance of financial institutions and the Capital Market Supervisory Board's Notification regarding application and approval for offer of newly issued shares and, further amendments thereof. The Board composition is as follows:

- Three executive directors
- One non-executive director (accounting for 10% of the entire Board)
- Six independent directors (accounting for 60% of the entire Board)

Four of the independent directors serve on the Audit Committee and have the qualifications that satisfy the criteria based on the good corporate governance principles.

The Board of Directors appoints one of its directors to be the Chairman. The Chairman is a non-executive director, is not the same person as the President and Chief Executive Officer, and does not serve as a chairman of any Board Committee. To ensure an appropriate check and balance system, the Board of Directors determines that there shall be independent directors of at least one-third of its total members, but not less than three. Powers and duties are clearly separately defined between the Board of Directors and the management to segregate the powers and duties on policy formulation, supervision, and routine business administration. This is to ensure no single individual has unfettered decision-making power and enable the Chairman to independently give oversight of the management.

1. Non-executive director

Means a director who does not hold any position in the Bank other than a member of the Board and does not act as an executive of the Bank. A non-executive director may or may not be an independent director.

2. Executive director

Means a director who holds an executive position, or a director who is in charge of any action deemed to be taken by an executive, and shall include a director who is authorised to sign in binding the Bank.

3. Director who is delegated authorised signatory

Means one or several director(s) authorised by the Board of Directors to sign in binding the Bank with the third parties.

7.2.2 Details of the Board of Directors

As of 31 December 2022, the Board of Directors was composed of the following 10 directors:

No.	Name	Position	Director Type
1.	Dato' Robert Cheim Dau Meng	Chairman Member and Alternate Chairman of Nomination, Remuneration and Corporate Governance Committee	Non-executive Director
2.	Mr. Anon Sirisaengtaksin	Director Chairman of Nomination, Remuneration and Corporate Governance Committee Member of Board Risk and Compliance Committee	Independent Director
3.	Mrs. Oranuch Apisaksirikul	Director Chairperson of Audit Committee	Independent Director
4.	Mr. Chanmanu Sumawong	Director Member of Audit Committee Member of Nomination, Remuneration and Corporate Governance Committee	Independent Director
5.	Dr. Rom Hiranpruk	Director Member of Audit Committee Chairman of Board Risk and Compliance Committee	Independent Director
6.	Mr. Niti Jungnitnirundr	Director Member of Audit Committee	Independent Director
7.	Mr. Natasak Rodjanapiches	Director Member and Alternate Chairman of Board Risk and Compliance Committee	Independent Director
8.	Dato' Abdul Rahman Ahmad	Director	Executive Director
9.	Mrs. Vera Handajani ^{1/}	Director Member of Board Risk and Compliance Committee	Executive Director
10.	Mr. Paul Wong Chee Kin	Director President and Chief Executive Officer	Executive Director

Remark:

^{1/} The Board of Directors at its meeting no. 4/2022, held on 27 April 2022, resolved to appoint Mrs. Vera Handajani to be an executive director (with signing authority), replacing Encik Omar Siddiq Bin Amin Noer Rashid, with effect from 5 July 2022.

Directors nominated by major shareholder (as of 31 December 2022)

CIMB Bank Berhad (CIMB Bank) has appointed three representatives to sit on the Board of Directors of the Bank, namely 1. Dato' Abdul Rahman Ahmad, 2. Mrs. Vera Handajani, and 3. Mr. Paul Wong Chee Kin.

Authorised signatories (as of 31 December 2022)

The directors who are authorised signatories of the Bank are Dato' Abdul Rahman Ahmad, Mrs. Vera Handajani, and Mr. Paul Wong Chee Kin, any two of whom are to jointly sign with the Bank's seal affixed.

Powers of the Board of Directors

- Oversee and manage the Bank to operate in accordance with the laws as well as its objectives, Articles of Association and resolutions of the shareholders' meeting.
- Appoint the Chairman and Vice Chairman of the Board of Directors as deemed proper.
- Establish Board Committees as deemed necessary and appropriate to assist the Board in overseeing the Bank's business affairs, and determine remuneration for Committee members as appropriate.
- Appoint any person as an advisor to the Board to give advice and opinion on the Bank's business affairs, and determine remuneration as appropriate.
- Delegate authority to any one or more director(s) or other person(s) to perform any duty on behalf of the Board.
- Appoint and remove regular and temporary employees, determine bonus payment, gratuity and severance pay to regular or temporary employees or any person doing business for the Bank, and declare dividend payment to shareholders.
- At the Board meeting, each director shall have one vote. Director with beneficial interests in any matter shall not be entitled to vote on that matter. In the event of a vote tie, the Chairman of the meeting shall have the casting vote.
- Other authority as stipulated by relevant laws / regulations.

Leadership and vision

The Board is composed of individuals with vision and leadership abilities, business knowledge and ethics, and with awareness of impact on the society and the environment, as well as possessing diverse professional skills and specific competencies that will benefit the Bank's business operation to achieve sustainable growth. The Board has developed the Bank's vision and mission for the management to apply in mapping out the Bank's long-term strategies and targets. In addition, the Board will consider reviewing the vision and mission, and oversee to ensure the Bank's implementation and translation of the strategies into action. Policies and procedures for the Bank's business operation are put in place with review of which is conducted on a regular basis to ensure that the Bank can carry on the business operation in line with the changing situations.

The roles and responsibilities of the Board, including the nomination, appointment and removal of directors, are set out in the Bank's corporate governance guidelines and Articles of Association. The Board has authority and is committed to performing duties under the corporate governance principles and has good understanding of the Bank's overall business. It is responsible for ensuring that the oversight of internal controls and risk management is effective and provides an objective assessment of the management's execution of the Bank's policies and strategies.

7.2.3 Duties and responsibilities of the Board of Directors

The Board of Directors' basic responsibility is to fiduciarily exercise its discretion to make business decision by taking into account the best interests of the Bank, as well as complying with the applicable laws and regulations, Articles of Association of the Bank, and the resolutions of the shareholders' meeting.

1. Ensure that all directors and executives perform duty of care and duty of loyalty, and as prescribed by law in accordance with the objectives and Articles of Association of the Bank, as well as the resolutions of the shareholders' meeting.
2. Ensure that the Bank has put in place its policies and procedures as well as approval processes for important operations (e.g. investment, transactions with material impact on business, connected transactions, acquisition/disposal of assets, dividend payment, etc.) as prescribed by law.
3. Determine the Bank's business operation policies, strategies, business plans, and objectives, consider and approve its business policies and framework, and control and monitor the management's discharge of functions in accordance with the policies set forth and in an efficient and effective manner in order to enhance financial value to the Bank, customers, stakeholders, and the society as a whole, with sustainability in business operation taken into account, as well as review business operation policies, strategies, business plans, and objectives, including risk governance framework and risk appetite which have been previously approved.
4. Nominate individuals qualified for the shareholders' consideration and election as directors, and support the shareholders' exercise of rights to appoint directors with channels available for them to nominate candidates to stand for election as directors.
5. Select and nominate qualified individuals from diverse professional expertise and experience for appointment as top executive. Moreover, for continuity in business operation, the Board should ensure a succession plan is in place for preparedness of successors to top executive including the President and Chief Executive Officer.
6. Approve business budgets based on joint consideration with the management.
7. Delegate authority to executives to carry out tasks in accordance with the targets. In case of significant issues with drastic impacts and those not in normal course of business of the Bank, such as investment in other businesses, making sizable transactions, etc., or the issues with conflict of interests of the executives, the Board shall handle in order to relieve managerial risks, or make recommendation to the shareholders' meeting if shareholders' approval is required pursuant to the regulatory criteria.
8. Determine the issues to be brought by the management to the attention of the Board.
9. Establish measures for the management to take in order to meet the targets and plans set out, and ensure that the management communicates the policies, targets and plans to staff at all levels across the organisation.
10. Supervise and monitor the management's business administration to ensure the Bank's operations comply with the laws and provisions in the relevant agreements.
11. Supervise to ensure that the Bank and its subsidiaries in the financial business group have in place risk factors determination, risk assessment, risk management measures, risk monitoring and examination, and review of risk management system on a regular basis, including the building of risk culture within the organisation as well as having the remuneration structure that is effective and good risk governance framework.
Duties of Board of Directors relating to the risk governance framework:
12. Formulate or approve the overall risk management policies and strategies, transaction making or new product launch policy, and risk appetite that is in line with risk profile and business model of the Bank and its subsidiaries in financial business group.
13. Oversee to ensure that the Bank and its subsidiaries have in place risk-taking policies and processes, including internal pricing process (if any), that are in accordance with the overall risk management policies and strategies and risk appetite.
14. Assign and oversee that senior executives set the risk limit in accordance with the risk appetite, and communicate with related persons to ensure their acknowledgement and understanding on a regular basis.
15. Assign and oversee that senior executives formulate detailed policies, processes, and systems for managing overall risks and each type of risk, as well as frameworks or procedures for identifying, assessing, monitoring, controlling and reporting risks.
16. Approve an organisational structure that facilitates the monitoring, oversight, control and examination to ensure that the Bank's operations comply with policies, strategies, processes and procedures on risk management.
17. Oversee to ensure that there is the building of risk culture.
18. Review and verify the adequacy and effectiveness of the policies and strategies on overall risk management and risk appetite at least once a year or promptly upon any significant change.
19. Monitor the overall risk exposure and the exposure of each type of risk.
20. Oversee to ensure that the Bank and the subsidiaries in its financial business group hold stable and sufficient capital and liquidity to support both current and future business operations.
21. Ensure that the Bank has in place and maintains adequate, appropriate and effective internal control and audit systems for the benefits of the Bank, along with determining clear practice guidelines to prevent and eliminate conflict of interests, formulating policy and procedure to control and prevent abuse of the Bank's inside information for own benefits, and assessing as well as reviewing adequacy of internal control system at every year-end.
22. Oversee that the Bank discloses important good governance data at the shareholders' meeting and to the public to promote and demonstrate that the Bank is committed to good governance.
23. Coordinate and maintain good balance among diverse groups of stakeholders and the Bank through fair treatment of all parties.
24. Be accountable for the Bank's financial statements and disclosure thereof, and ensure monitoring by the Board of the management's operations and that of the Bank in overall by the shareholders.
25. Ensure that there is operational reporting system to track whether the actual operations are on track compared with the targets and identify problems and obstacles so that the Board can monitor and improve or modify the action plans and strategies as deemed appropriate.
26. Prepare report of the responsibility of the Board of Directors in the Form 56-1 One Report alongside the auditor's report, covering important points as per the Code of Conduct for the Board to ensure that the Bank's financial report is accurate, complete, and reliable.
27. Oversee to ensure that senior executives of the Bank and the subsidiaries in its financial business group implement the specified targets, policies and strategies across the organisations, as well as set out processes and operating systems, and make the relevant arrangements so that the Bank and subsidiaries in its financial business group reach the targets according to the policies and strategies as specified or approved by its Board of Directors.
28. Oversee to ensure that the Bank and subsidiaries in its financial business group prepare the complete minutes of the Board of Directors' meeting, where the comments on important agenda/issues of each individual director must be recorded.

29. Oversee to ensure that senior executives have skills needed for performing functions of the Bank and the subsidiaries in its financial business group, including the appointment of qualified persons with managing power, and that there is a succession plan for top and senior executives to ensure that the Bank and the subsidiaries in its financial business group can operate their business on an ongoing basis.
30. Set guidelines for evaluation of executives' performance to support annual consideration and adjustment of salaries and bonuses taking into account duties and responsibilities and associated risks, as well as enhancement of shareholder value in the long run.
31. Consider structure and criteria of bonus and compensation payments to employees, contract employees or any person doing business for the Bank, whether full-time or part-time, as proposed by the management.
32. Appoint any person as advisor to the Board or request any professional opinion from external advisor to assist and advise on the Bank's operations at the Bank's own expense, and determine remuneration and bonuses as deemed appropriate.
33. Appoint a number of Board members to sit on other committees or Board Committees to take charge of any one or several activities, determine remuneration and bonuses for them as deemed appropriate, and render support to them with delegation of authority so that they can fully function and engage consultants/advisors with specialised expertise to give additional opinions at the Bank's own expense, as well as make available full-time staff to follow up, seek information and coordinate in support of the operations of the committees/Board Committees.
34. Oversee to ensure that there is the appropriate balance of power among the Board members by placing importance on the component or number of independent directors and the effective duty performance by the Board members for the balance of power.
35. Ensure the Bank's complete, adequate, reliable and timely disclosure of information.
36. Revise the segregation of duties among the Board of Directors, the President and Chief Executive Officer, and the management on a regular basis to be consistent with the organisation's direction.
37. Take into consideration the business operation impact on the society and the environment besides financial profits.
38. Put in place policies as written operation guidelines for directors, executives and staff members, e.g. Corporate Governance Policy and Code of Ethics and Conduct, which define roles and responsibilities of the Board of Directors so that they can use as reference, ensure that there is enough communication for directors, executives and employees' understanding, with enough mechanism that enables their compliance with such policies, and monitor compliance results as well as review the policies and actual operation on a regular basis.
39. Supervise and monitor objectives, targets and strategy of each business function to be in line with the main objectives and targets of the business in order to drive the Bank as a sustainable growth organisation, with adoption of new innovations and technologies to enhance the Bank's competitiveness and respond to the needs of stakeholders in a safe and appropriate manner and with social and environmental responsibility.
40. Ensure that there is data security system, and put in place policies and procedures regarding confidentiality, integrity and availability of information, and management of market sensitive information.
41. Ensure that management has efficiently and effectively managed and allocated resources, taking into consideration impacts and development of resources to enable the Bank to achieve its main objectives and targets.
42. Establish an IT governance and management framework at organisational level that is aligned with the business needs and priorities, and ensure use of IT to maximise

business opportunities, develop operational performance, and strengthen risk management in support of the main business objectives and targets.

43. Oversee to ensure that the Bank and the subsidiaries in its financial business group have fair market conduct according to the BOT Notification Re: Guidelines on Market Conduct.
44. Oversee to ensure that the Bank and the subsidiaries in its financial business group have the efficient whistle-blowing policy and procedure.
45. Oversee to ensure that there is an annual assessment of the performance of the Bank's Board of Directors and each individual director in the forms of (i) self-evaluation and (ii) cross evaluation or third party evaluation and there is an assessment of the performance of the top executive of the Bank, and that the directors must continuously obtain the skill training needed for their duty performance.
46. Approve appointments, relocations, dismissals, and assessment of efficiency and effectiveness of Head of Risk Management, Head of Compliance, and Head of Internal Audit. The Board of Directors can delegate such authority to other Board Committees as deemed appropriate.
47. Consider, approve, review, and audit to ensure that the Bank has the policy and governance framework on Sustainable Banking in place, which take into account the environmental, social and corporate governance aspects.

The Board shall, under no undue influence, make independent decisions or objections in case of disagreement or conflict of interests, give approval of business matters, or put forward recommendations to the shareholders' meeting for approval as appropriate, based on the following principles:

Sufficiency

- 1) To act in the best interests of the Bank;
- 2) To exercise sound and prudent judgment; and
- 3) To decide dispassionately without consideration of personal gains.

Prudence

- 1) To act with due care taking all steps in the manner a director should take under similar circumstance;
- 2) To make informed decisions; and
- 3) To act with reasonable grounds that information is reliable and correct.

Integrity

- 1) To act in good faith;
- 2) To make decisions free of possible or appearance of conflict of interest; and
- 3) To make no use of the Bank's information and opportunities for personal or other persons' gains.

Roles and duties of Chairman:

1. Supervise, monitor and oversee the processes of the Board of the Directors and of Board Committees to achieve the objectives set forth.
2. Chair the Board of Directors' meetings and cast a deciding vote in case of a tie vote at the Board of Directors' meetings.
3. The Chairman of the Board of Directors should take the role in promoting the open discussion at the meeting, including strengthening good relationship between executive directors and non-executive directors, and between the Board of Directors and the management.

4. Chair the shareholders' meetings, control the meetings to proceed in accordance with the Bank's Articles of Associations and with the businesses on the agenda, unless the resolutions of the meetings suggested otherwise.
5. Promote and ensure Board members' adherence to good corporate governance and Code of Conduct of the Bank.
6. Ensure all Board members participate in promoting organisation culture which fosters Code of Ethics and good corporate governance.
7. Call the Board of Directors' meetings and consider agenda drawn up for Board meetings by discussing with the President and Chief Executive Officer and ensure important matters are put on the agenda.
8. Allocate sufficient time for the management to propose matters and for directors to discuss thoroughly on the matters, and encourage directors to exercise due discretion and give independent opinions.

President and Chief Executive Officer is an ex officio executive director who has powers and duties as deemed appropriate by the Board of Directors, which include:

1. Ensure that the Bank's business operation is in line with the Bank's strategies, policies, Articles of Association, and targets as assigned by the Board of Directors.
2. Manage the Bank's operation in accordance with the action plan or budget approved by the Board of Directors.
3. Ensure that employees and contract employees at all levels perform their duties in accordance with the policies approved by the Board of Directors.
4. Contact, build relationship, and coordinate with other banks and organisations, both domestically and internationally.
5. Represent the Bank or perform as the Bank's authorised person in dealing with external agencies or supervisory bodies, or perform any legally binding acts as assigned by the Board of Directors and within the scope of the Bank's objectives and Articles of Association.
6. Consider other matters as assigned by the Board of Directors.

7.3 Details of Board Committees

7.3.1 Board Committees comprise:

1. Audit Committee
2. Nomination, Remuneration and Corporate Governance Committee
3. Board Risk and Compliance Committee

7.3.2 Litst of Board Committees and their authorities, duties and responsibilities (as of 31 December 2022)

1. Audit Committee

The Audit Committee (AC) is composed of:

- | | | |
|-------------------------------|------------------------|-------------|
| 1. Mrs. Oranuch Apisaksirikul | Independent Director | Chairperson |
| 2. Mr. Chanmanu Sumawong | Independent Director | Member |
| 3. Dr. Rom Hiranpruk | Independent Director | Member |
| 4. Mr. Niti Jungnitnirundr* | Independent Director | Member |
| Ms. Siriporn Sanunpairaue | Head of Internal Audit | Secretary |

Remark: * Mr. Niti Jungnitnirundr is an independent director and Audit Committee member who possesses knowledge and experiences in financial statement audit of various businesses, e.g. financial institution business, finance and securities business, insurance business, life insurance business, manufacturing business.

Powers, duties and responsibilities*

1. Assist the Board of Directors in reviewing the effectiveness of internal controls, risk management processes, accounting, reporting practices and good corporate governance taking into account the requirements of relevant guidelines of the BOT, the Office of the Securities and Exchange Commission (Office of the SEC), the Stock Exchange of Thailand (SET), and other relevant guidelines associated with banking business issued by the regulators.
2. Consider and concur the appointment, transfer, remuneration, performance evaluation and dismissal of Head of Internal Audit.
3. Review the effectiveness of Corporate Assurance function.
4. Consider and review the qualifications, independence, effectiveness and remuneration of external auditor, and recommend the appointment, termination and audit fee to the Board of Directors and the shareholders.
5. Review the significant findings of investigations, audits, internal controls and compliance issues identified by internal auditors, external auditors and regulators to ensure that remedial actions are appropriately and timely taken by the management.
6. Review the correctness and adequacy of financial statements for submission to the Board of CIMB Thai Group, the BOT, the SET and other regulators in relation to the Bank's business.
7. Review every related party transaction, or transaction with potential conflict of interest submitted by the management prior to submission for the Board of Directors' approval.
8. Report to the Board of Directors any corrective action or improvement should the Audit Committee has concerns over conflict of interest activities, fraud, irregularities, significant internal control weakness, or violation to the relevant regulations in relation to the Bank's business.
9. Report all activities of the Audit Committee in the Bank's Form 56-1 One Report, which contains required information as stipulated in the SET's regulations and must be signed by the Audit Committee Chairperson.
10. Approve Corporate Assurance Terms of Reference and concur Corporate Assurance Policy prior to submission for the Board of Directors' approval.
11. Perform any other assignments delegated to it by the Board of Directors in line with the Audit Committee Terms of Reference.

Remark: * This also applies to companies in the financial business group.

Please refer to details of the Audit Committee Terms of Reference in **Attachment 7**.

2. Nomination, Remuneration and Corporate Governance Committee

The Nomination, Remuneration and Corporate Governance Committee (NRCC) is composed of:

- | | | |
|--------------------------------|-------------------------|-------------------------------|
| 1. Mr. Anon Sirisaengtaksin | Independent Director | Chairman |
| 2. Dato' Robert Cheim Dau Meng | Non-executive Director | Member and Alternate Chairman |
| 3. Mr. Chanmanu Sumawong | Independent Director | Member |
| Mrs. Kanokpai Vongsatitporn | Head of Human Resources | Secretary |

Powers, duties and responsibilities

1. Nomination:
 - To formulate policies, criteria, and methods of nominating candidates as the Bank's directors or persons with management power (Executive Vice President - U2 upwards) for further proposal to the Board for consideration and approval, and to submit such policies, criteria and methods to the BOT upon its request.

- To select and nominate names of qualified candidates for the following positions to the Board of Directors for approval:
 - a) Member of the Board of Directors,
 - b) Member of the Board of Directors appointed to sit at any Board Committee, and
 - c) Executive Vice President - U2 upwards
- To ensure that the size and composition of the Board of Directors is appropriate for the organisation and the dynamic business environment. Board members shall possess appropriate expertise and experiences in various areas.
- To disclose the nomination policy and process in the Bank's Form 56-1 One Report.
- To consider the appointment and remuneration of directors in the Bank's subsidiaries and recommend to the Board of the subsidiaries for approval.

Remark:

The NRCC guided by the following quantitative and qualitative criteria when assessing the suitability of directors for nomination:

- 1) appropriate size and balance between Independent Directors, Non-independent Directors, Non-executive Directors and Executive Directors;
 - 2) skills, background and experiences;
 - 3) diversity, including but not limited to gender, nationality, cultural background and geographical provenance;
 - 4) commitment to sustainability; and
 - 5) any other criteria that the NRCC may deem fit.
2. Remuneration:
 - To develop the policies on remuneration and other benefits payment, as well as remunerations and other benefits for directors and persons with management power (Executive Vice President - U2 upwards) under clear and transparent criteria for proposal to the Board of Directors for consideration and approval, and to submit such policies to the BOT upon its request. (Policies on remunerations, benefits and welfares shall cover every aspect of remunerations, including director fees, salaries, allowances, bonuses, as well as relevant options and benefits.)
 - To ensure that the directors and persons with management power (Executive Vice President - U2 upwards)'s remunerations are commensurate with their duties and responsibilities. Board members who take extra assignments should receive remunerations commensurate with their designated duties and responsibilities.
 - To determine performance assessment criteria for the Board members and persons with management power (Executive Vice President - U2 upwards) for use in annual remuneration review, taking into account their responsibilities and relevant risks, as well as increase of shareholders' equity in the long run.
 - To disclose the policy on remuneration determination and remunerations in various forms, and to prepare a report on remuneration determination that at least covers the objectives, activities and opinions of the NRCC in the Bank's Form 56-1 One Report .
 - To review the remuneration and compensation schemes for employees to be in line with the industry practices and remuneration framework of the CIMB Group.
 - To recommend the annual salary adjustment and bonus framework for CIMB Thai Group to the Board of Directors for approval.
 - To approve any employee benefit and welfare in the amount up to THB 50 million.

3. Corporate governance:
 - To review the Corporate Governance Policy and Codes of Conduct for directors and employees of the Bank to ensure consistency with the corporate governance criteria of relevant regulatory authorities, and to submit to the Board of Directors for approval.
 - To approve corporate governance guidelines for relevant units to align with and present to the Board of Directors for acknowledgement on a yearly basis to enhance good corporate governance of the Bank.
 - To oversee the conduct of the annual review and assessment of the Board's effectiveness.
4. The Board may assign any additional assignment to the NRCC for consideration and approval.

Please refer to details of the Nomination, Remuneration and Corporate Governance Committee Terms of Reference in **Attachment 7**.

3. Board Risk and Compliance Committee

The Board Risk and Compliance Committee (BRCC) is composed of:

1. Dr. Rom Hiranpruk	Independent Director	Chairman
2. Mr. Natasak Rodjanapichet	Independent Director	Member and Alternate Chairman
3. Mr. Anon Sirisaengtaksin	Independent Director	Member
4. Mrs. Vera Handajani	Director	Member
Mr. Arthit Masathirakul	Head of Risk Management	Secretary for Risk Management function
Mr. Zethjak Leeyakars	Head of Compliance	Secretary for Compliance function

Powers, duties and responsibilities*

1. Oversight on risk management
- 1.1 To approve the appointment of risk committees and the appointment of new members and changes of members as well as powers, duties and responsibilities of the following risk committees:
 - (1) Risk Management Committee (RMC)
 - (2) Asset and Liability Management Committee (ALCO)
 - (3) Thailand Underwriting Committee (TUC)
 - (4) Credit Committee (CC)
 - (5) Asset Quality Committee (AQC)
 - (6) Any other risk committees appointed to be reported directly to BRCC
- 1.2 To concur or approve risk frameworks, policies, limits and management action trigger (MAT) of risks, e.g. market risk, credit risk, operational risk, strategic risk, etc., of CIMB Thai and companies in its financial business group, as follows:

Frameworks/policies/limits and MATs of CIMB Thai

 - (1) To approve new or changes resulted in material increase in risk to the existing risk frameworks/policies permitted by regulator(s) to be approved by Board-delegated committee; and
 - (2) To approve all risk limits and MATs permitted by regulator(s) to be approved by Board-delegated committee.

Frameworks/policies/limits and MATs of companies in the financial business group

- (1) To concur on new (required for companies in the financial business group) or changes resulting in material increase in risk to the existing risk frameworks/policies prior to submission to the respective Board of Directors of the companies in the financial business group for approval.
- (2) To concur on all risk limits and MATs prior to submission to the respective Board of Directors of the companies in the financial business group for approval.
- 1.3 To oversee the entire risk and capital management functions of CIMB Thai and companies in the financial business group, including but not limited to the following:
- (1) To ensure capital management frameworks, policies and strategies and its related frameworks, policies and strategies operate effectively and being complied with.
- (2) To review and approve the Stress Testing Scenario and Risk Posture.
- 1.4 To review and concur or approve proposals recommended by risk committees, including but not limited to the following:
- (1) New 3rd party of CIMB Thai and companies in the financial business group
To approve the new 3rd party(ies) of CIMB Thai (excluding CIMB Principal and CIMB Thai's subsidiaries) before selling their products, or to concur with the new 3rd party(ies) of companies in the financial business group prior to submission to the respective Board of Directors of the companies in the financial business group for approval.
- (2) TFRS9/IFRS9 financial reporting standard
To approve TFRS9/IFRS9 Expected Credit Loss models, validation results and related framework(s)/policy(ies)/methodology(ies).
- 1.5 To provide strategic guidance and review decisions made by the various risk committees.
- 1.6 To ensure that infrastructure, resources, systems, including risk measurement tools and other capabilities, of CIMB Thai and companies in the financial business group are in place for risk management in order to maintain a satisfactory level of risk management and discipline and the risk awareness culture is pervasive throughout the organisation.
- 1.7 To appoint external consultants, from time to time, to review and advise the BRCC on risk management matters.
- 1.8 To approve and ensure the following are in line with regulatory requirements:
- (1) Risk-related disclosures; and
- (2) Internal control over process of risk-related disclosures.
2. Oversight on compliance risk
- 2.1 To provide oversight and advice to the Board of Directors and the management in respect of the management of compliance risk.
- 2.2 To review and assess compliance and anti-money laundering and countering the financing of terrorism (AML/CFT) risk issues, and ensure such issues are resolved effectively and expeditiously.
- 2.3 To review the findings of major investigations, routine audit findings, internal controls and compliance issues identified by internal auditors, external auditors and regulators, and to ensure that appropriate and prompt remedial actions are taken by management.
- 2.4 To approve the following:
- (1) Compliance and AML/CFT framework/policies/procedures manual/code of conduct, etc., including the revisions and annual reviews to those compliance and AML/CFT framework/policies/procedures manual/code of conduct.

(2) Annual Compliance Report for reporting relevant regulators.

(3) Compliance Unit Charter.

(4) Compliance Strategy Plan.

2.5 To evaluate the effectiveness of the Bank's overall management of compliance and AML/CFT risks, focusing on strengthening the role of compliance functions, resources and infrastructure.

2.6 To review the compliance and AML/CFT strategy.

2.7 To determine the AML/CFT risk appetite which includes sanction risks by defining the terms and the risks that are acceptable. The AML/CFT risk appetite should be developed by considering the risks around customers, products, channels and geographies, as well as the types of businesses.

3. To appraise Head of Risk Management and Head of Compliance who report directly to the BRCC.

4. To approve the Credit Review Policy, Credit Review Plan and the Quarterly Credit Review Progress Report.

Remark:

* This also applies to companies in the financial business group (where deemed appropriate).

Please refer to details of the BRCC Terms of Reference in **Attachment 7**.

Management Committee

The Management Committee (MC) is composed of:

1.	President and Chief Executive Officer	Chairman
2.	Head of Finance	Vice Chairman
3.	Head of Risk Management	Member
4.	Head of Treasury & Markets	Member
5.	Head of Transaction Banking	Member
6.	Head of Technology and Data	Member
7.	Head of Operations	Member
8.	Head of Commercial Banking	Member
9.	Head of Consumer Banking	Member
10.	Head of Human Resources	Member
11.	Head of Corporate Communications	Member
12.	Head of Strategy and CEO's Office	Member
13.	Head of Compliance	Member
14.	Head of Legal	Member
15.	Head of Customer Experience Management	Member
16.	Head of Corporate Banking	Member
17.	Head of Investment Banking	Member
18.	Head of FIG Thailand and CLMV	Member

Remark: Positions of members of the MC shall include acting positions, or co-head of such positions.

Permanent invitees

Advisor to the President and Chief Executive Officer
Head of Internal Audit

By invitation

Managing Director, CIMB Thai Auto Co., Ltd.
Managing Director, WorldLease Co., Ltd.

Powers, duties and responsibilities*

1. Advise the President and Chief Executive Officer.
2. Monitor and evaluate performance of each business division.
3. Review financial and other management reports of the Bank.
4. Devise strategy, business and capital management plans and budgets for the Bank.
5. Identify cross-divisional and cross-border synergies.
6. Deliberate key regulatory issues.
7. Approve delegated authorities on internal operations of non-risk related business unit.
8. Approve, revise and conduct annual reviews of the Bank's internal policies related to administration/operation/others, which are not required by regulatory bodies to obtain the Board of Directors' approval.
9. Approve the revision of delegation of authority and policies which will be related to the Bank's reorganisation.
10. Review, give opinions, consider and approve the proposed legal provision in case the Bank and executives are sued for damages as recommended by Legal.
11. Approve fee sharing scheme for investment product selling and/or referring customers through Consumer Banking only in case of 3rd party products which are not related parties transaction or do not have material change from the existing ones already approved by the Risk Management Committee.
12. In regard to the 3rd party products:
 - a) 3rd party product(s) of CIMB Thai
To approve new or changes resulted in material increase in risk to the existing 3rd party products.
 - b) 3rd party product(s) of CIMB Thai's companies in the financial business group
To concur with new or changes resulted in material increase in risk to the existing 3rd party product prior to submission to the respective Board of Directors of the companies in the financial business group for approval.
13. Formulate and drive CIMB Thai sustainability vision and strategies bank-wide, in alignment with the overall CIMB Group sustainability strategy.
14. Review overall business continuity management (BCM) policy, ensure sound BCM practices, oversee BCM activities, ensure workable BCM plans/procedures, and take such other actions, which are in relation to the BCM of the Bank, as well as advising and/or giving directions to the Crisis Management Committee (CMC) in taking necessary/required actions as deemed appropriate during the crisis situations.
15. Arrange for a policy relating to anti-corruption, including reviewing, examining, improving and proposing the policy for the Board's approval, as well as arrange for a renewal of the Bank's membership of the Private Sector Collective Action Coalition Against Corruption (CAC) within the determined timelines, monitor to ensure appropriate communications to the Bank staff at all levels for their acknowledgement and compliance with the Bank's anti-corruption policy, and take any and all necessary actions to ensure the best practice in regards to the anti-corruption.

16. Review and endorse revisions made to the Country Delegated Authority (Country DA) prior to proposal to the Board for consideration and approval.

17. Other matters as directed by the Board / President and Chief Executive Officer.

Remark: * This also applies to companies in the financial business group.

Please refer to details of the Management Committee Terms of Reference in **Attachment 7**

7.4 Details of executives**7.4.1 Names and positions of executives**

As of 31 December 2022, the Bank's senior executives are composed of:

Name	Positions
1. Mr. Paul Wong Chee Kin	President and Chief Executive Officer Acting Head of Commercial Banking Acting Head of Operations
2. Mr. Arthit Masathirakul	Head of Risk Management
3. Mr. Jason Leong Kok Yew	Head of Finance
4. Mr. Tan Keat Jin	Head of Consumer Banking
5. Ms. Siriporn Sanunpairaue	Head of Internal Audit
6. Mrs. Kanokpai Vongsatitporn	Head of Human Resources
7. Mr. Prapas Thongsuk	Head of Corporate Communications
8. Mr. Zethjak Leeyakars	Head of Compliance
9. Mr. Pao Chatakanonta	Head of Treasury & Markets
10. Mr. Lim Yeong Thian	Head of Strategy and CEO's Office
11. Mr. Paisan Thumpothong	Head of Technology and Data
12. Ms. Uthaiwan Sukphanpim	Head of Customer Experience Management
13. Ms. Pajaree Thongvanit	Head of Legal
14. Mr. Konthee Prasertwongse	Head of Investment Banking
15. Ms. Panida Tangsriwong	Head of Financial Institution Thailand and CLMV
16. Mr. Wut Thanittiraporn	Head of Corporate Banking Acting Head of Transaction Banking

As of 31 December 2022, the Bank had 15 senior executives from Senior Executive Vice President upwards and executives in accounting and finance functional lines in accordance with the definition of the term “executives” prescribed by the Office of the SEC as follows:

Name	Position
1. Mr. Paul Wong Chee Kin	President and Chief Executive Officer Acting Head of Commercial Banking Acting Head of Operations
2. Mr. Arthit Masathirakul	Head of Risk Management
3. Mr. Jason Leong Kok Yew	Head of Finance
4. Mr. Tan Keat Jin	Head of Consumer Banking
5. Ms. Siriporn Sanunpairaue	Head of Internal Audit
6. Mrs. Kanokpai Vongsatitporn	Head of Human Resources
7. Mr. Prapas Thongsuk	Head of Corporate Communications
8. Mr. Zethjak Leeyakars	Head of Compliance
9. Mr. Pao Chatakanonta	Head of Treasury & Markets
10. Mr. Lim Yeong Thian	Head of Strategy and CEO's Office
11. Mr. Paisan Thumpothong	Head of Technology and Data
12. Mr. Konthee Prasertwongse	Head of Investment Banking
13. Ms. Panida Tangsriwong	Head of Financial Institution Thailand and CLMV
14. Mr. Wut Thanittiraporn	Head of Corporate Banking Acting Head of Transaction Banking
15. Ms. Waewalai Wattana	Head of Financial Control

7.4.2 Remuneration policy for the Bank's executives and employees

The remuneration policy is formulated under transparent principles based on scopes of responsibilities of the job position and competitive edge of the Bank relative to other financial institutions and leading companies in Thailand to assure that the Bank can attract talents as well as retain and motivate high-performers to create sustainable success of the organisation. The policy is applicable to all CIMB Thai employees.

Composition of remuneration

The Bank has defined remuneration for all employees, comprising monetary remuneration (such as salary, living allowance, overtime pay and holiday pay) and other remuneration in terms of benefits on medical treatment, health check-up, life insurance and accident insurance, provident fund, and welfare loans that are applicable at present or to be amended through the Bank's announcement in the future.

Remuneration for executives

The Nomination, Remuneration and Corporate Governance Committee is responsible for formulating a policy on payment and amount of remuneration and other benefits for executives (from Executive Vice President - U2 upwards), including the President and Chief Executive Officer, before proposal for the Board of Directors' approval. In this regard, the said payment will be linked to short- and long-term performance of the Bank and the work performance of each respective executive against financial, customer, work process improvement and personnel development indicators. The Bank's executives will receive remuneration in monetary form and otherwise as determined by the Bank.

7.4.3 Remuneration for senior executives

(1) Monetary remuneration

The Board is responsible for determining the procedures for evaluating the performance of senior executives based on the responsibilities, challenges and risks faced by each of them, and how their personal contributions help deliver sustainable shareholder value. The Board is also responsible for determining the appropriate remuneration packages for permanent and contract employees or any other persons having done business for the Bank, as recommended by executive management. In 2022, the aggregate remuneration for 15 senior Executive Vice Presidents and above including the executives of finance and accounting functional lines (in accordance with the Office of the SEC's definition of the term 'executives'), plus that for one Advisor to the President and Chief Executive Officer, was THB 131.22 million. In addition, the aggregate remuneration for 43 Executive Vice Presidents and above (in accordance with the BOT's definition of the term 'executives') was THB 269.04 million.

(2) Other remunerations

In 2022, the Bank's contribution towards the provident fund for 13 Senior Executive Vice Presidents and above including the executives of finance and accounting functional lines (in accordance with the SEC's definition of the term 'executives') was THB 5.60 million. Meanwhile, its contribution towards the provident fund for 37 Executive Vice Presidents and above (in accordance with the BOT's definition of the term 'executives') was THB 11.82 million.

7.5 Details of employees

Organisation and personnel

As of 31 December 2022, the total manpower of the Bank was 2,428 employees, of whom 387 work at Bank branches and 2,041 at the head office, as below:

	No. of employees
1. President and Chief Executive Officer, Acting Head of Commercial Banking and Acting Head of Operations	1
2. CEO Country Head's Office	2
3. Business Management	13
4. Commercial Banking	39
5. Compliance	32
6. Consumer Banking	1,134
7. Corporate Assurance	41
8. Corporate Banking	55
9. Corporate Communications	21
10. Customer Experience Management	30
11. FIG Thailand and CLMV	15
12. Finance	128
13. Human Resources	51
14. Investment Banking	17
15. Legal	14
16. Operations	287
17. Risk Management	87
18. Strategy and CEO's Office	30
19. Technology and Data	331
20. Transaction Banking	28
21. Treasury & Markets	72
Grand total	2,428

Employee development policy and human resource management plan

The Bank is committed to consistently developing people capability at all levels with focus on intensive career development and succession planning to enhance knowledge, skills and competencies of staff. The learning roadmap is developed through identifying required skillset for each job role to support career advancement.

The Bank continued to equip staff with future skills focusing on digital and data capability in accordance with rapid changes of business environment and strategic direction. The Bank encourages staff to have continuous learnings, including but not limited to mentoring and coaching, peer-to-peer learning, staff scholarship programme and learning on mobile (e-learning) in addition to classroom training.

Employee benefits and welfares

The Bank has provided employee benefits such as provident fund, social security fund, life insurance, medical treatment, annual health check-up, staff clinic, housing loan, car/motorcycle loan, staff education loan and general purpose loan, that are competitive against other leading banks to attract and retain talented and competent staff. The total fixed salary paid to Bank employees for the fiscal year was THB 2,318.23 million. To be an employer of choice, the Bank will continue to improve its staff benefits to attract and retain quality staff.

A) Employment / dismissal with equality and fairness

The Bank has the recruitment process with equality, fairness in alignment with CIMB Group's standard. The candidates are selected based on their experiences, job knowledge, talent, code of ethics and qualification for the vacant positions. The Bank imposes the disciplinary

action against the wrongdoing employees fairly and suitably in accordance with the offences and not in conflict with the Labour Protection Act, B.E. 2541 (1998).

B) Welfare committee for employees benefits

The Bank established a welfare committee in the workplace to comply with the Labour Protection Act, B.E. 2541 (1998). The committee members are elected by the employees and are responsible for proposing employee welfare or improvement of existing welfare to the Bank.

C) Disclosure of employees compensation and welfare information

- Welfare for employees
The Bank has provided employee benefits which are comprised of annual leave, different types of leave, such as personal leave, maternity leave, ordination/Hajj leave, training leave, military service leave, etc. The welfare also includes provident fund, social security fund, life insurance, medical treatment, dental fee, annual health check-up, staff clinic, and welfare for various types of employees loan.
- Ratio of remuneration for female to male employees is 1.54 : 1.
- Ratio of employees participating in provident fund to total employees (percentage)

Ratio of employees participating in provident fund as of 31 December 2022 (percentage)	No. of employees	Percentage ratio
Total employees (excluding employees on probation)	2,325	
Number of provident members	2,236	96.17

Learning and development

In 2022, the Bank organised a total of 261 training courses for the staff, consisting of 209 in-house and 52 external programmes with a total of 3,125 staff (including Subsidiaries' staff) attendance (data as of 31 December 2022), equivalent to 96% of the total workforces, or an average 4.21 days per person per year. Total learning investment in 2022 was THB 8.45 million (data as of 30 November 2022). The Bank is committed to people development through several initiatives such as Back-to-School (BTS) as learning platform to develop our staff by the external speakers to share knowledge in variety of topics via Internal Facebook Live. Moreover, the Bank has engaged external professional to develop our staff with key future skillset, such as Critical Thinking, Data Analytics Tools, Business Presentation, etc. It also offers staff scholarship for master's degree in business innovation and data science. In 2022, the Bank, in collaboration with CIMB Group, has rolled out series of sustainability training for 258 middle to senior leaders, equivalent to 91%. The Bank also continued to support staff in specific roles with various professional certification programmes, such as Professional Investment Planner, Life and Non-Life Insurance License, as well as the compulsory courses in relation to regulatory requirements for banking business and other lectures, such as knowledge on anti-corruption, via e-learning platform.

Employee health and safety information

Ratio of average employees leave days classified by type	2022 %	2021 %
Sick leave	15.4	9.9
Injury and sickness leave arising from work	-	-
Others	84.6	90.1
No. of average sick leave days (days/person)	2.1	1.9
Accidental death (persons) arising from work	-	-

Work environment

The Bank consistently places importance on ensuring healthy and safe work environment. Due to the prolonged COVID-19 pandemic in the first quarter of 2022, the Bank has still adopted strict measures to prevent the spread of the disease. Working From Home protocol and measures for the good hygiene of work environment have been implemented in strict compliance with the practice guidelines of Department of Disease Control and CIMB Group. The measures taken can be summarised as follows:

- Requirement for all visitors to undergo health screening before entering the Bank premises by showing vaccination certificate and negative ATK test result taken within 24 hours; Arrangement of work seats, common areas, meeting rooms, and the canteen with social distancing of 1-2 meters; hourly disinfection of touch surfaces in public areas with alcohol; spraying of sanitising solution every weekend; and making available for at least 3-month use of necessary supplies for staff's personal hygiene, such as alcohol, hand gel, gloves and disinfectant solution. In case there is any staff tested positive for COVID-19, the work areas shall be disinfected immediately to ensure sanitisation for staff.
- In the middle of 2022 when the pandemic situation improved, more staff resumed to operate at the Headquarter building. The Bank thus had work area in readiness to accommodate staff, including facilities such as back-up parking areas, shuttle bus service commuting to public transportation, canteen offering meals at reasonable prices, fitness center, and food and beverage vending machines. For those staff who need special assistance, the Bank also had wheelchair ramps and toilet grab bars installed.
- Moreover, the Bank puts in place the air quality check, monthly test of fire extinguishing system and elevator rescue drill, annual fire drill, and work environment inspection on a monthly basis to comply with the Occupational Safety, Health, and Working Environment Policy.

Environment and energy management

The Bank has in place the Energy Conservation Policy, in accordance with standards, criteria, and guidelines on energy management prescribed in the Energy Conservation Promotion Act. In 2022, the Bank implemented the additional energy-saving measures as follows:

- Installation of solar cell panels at the rooftop of the Headquarter building to generate electricity and then to be utilised for lighting at the Bank's canteen area on 17th floor.
- Switching to LED bulbs to reduce electricity usage.
- Organising "Reduce Reuse Recycle Campaign" to raise staff awareness about energy conservation which will provide the next generations with the better environment.

The said campaign encouraged bringing own containers to purchase food or drinks with discounted prices, sorting solid waste to convert to fertiliser, and collecting used plastic bottles for recycling process.

- Making proper adjustment of workplace lighting, such as reducing the number of light bulbs in work areas from 3 to 2 with illuminance in line with the lighting standard, and reducing those in an elevator from 8 to 4, etc.
- Waste water management in accordance with the standards prescribed by the Pollution Control Department.

Remuneration for employee

Human Resources unit will determine the remuneration rates, both in monetary form and otherwise, for employees from the corporate title of Senior Vice President - U3 and below as deemed appropriate in line with the nature of work, function, qualifications, professional experience and responsibilities before proposing to the executives with DA-based approval authority for consideration.

Annual merit increase

The Bank's staff and their supervisors will evaluate staff's performance in the previous year and set the target for the following year. The annual merit increase will be considered based mainly on individual's performance and overall performance of the Bank. The annual merit increase shall be subject to the Nomination, Remuneration and Corporate Governance Committee's concurrence and the Board of Directors' approval. The Bank reserves the right to change the remuneration rates as deemed proper and necessary.

Bonus payment

The Bank will consider the bonus payment annually and announce its bonus payment criteria every year for employees with evaluated score not below the set criteria approved by the Board of Directors and no prohibited characteristics under the Bank's regulations. The bonus payment shall be concurred by the Nomination, Remuneration and Corporate Governance Committee and approved by the Board of Directors.

Hiring with disability

In 2022, to comply with the Thai Labour Law, the Bank collaborated with the Thai Red Cross to support hiring 22 people with disability. Meanwhile, the Bank also hired two people with disability as our permanent employees. The collaboration has been active since 2016.

Engagement plan for the Bank's employees

The engagement plan will focus on building EPICC culture in the organisation as follows:

- Leverage the understanding of EPICC through EPICC cascade sessions to all divisions.
- Make EPICC stick with series of interventions via projects and recognitions programmes, for example, EPICC CX Star Awards, EPICC programmes, etc..
- Embed EPICC with series of hardwiring continuation program for recruitment, especially in hiring, performance management and learning and development, e.g. development programmes for people managers and senior leaders.

OHI (Organisation Health Index) is the measurement of engagement in CIMB Thai. The overall OHI score in 2021 is 79, which is in the Top Quartile and higher than 2020 by 1 point.

In addition, employee turnover rate in 2022 is 13%, which is lower than 2021 by 0.7%

7.6 Other important details

7.6.1 Company Secretary, person assigned to take the highest responsibility in accounting and finance functional lines, Head of Internal Audit and Head of Compliance

Company Secretary

The Bank has appointed Mrs. Patima Jumpasut, who has a law degree and has completed company secretarial training courses, as Company Secretary to provide legal advice and ensure Board activities comply with applicable laws and regulations and in line with good corporate governance principles, as follows:

- Give preliminary advice and suggestions to Board members on legal issues, and rules, regulations and practices of the Bank to ensure performance under good corporate governance principles.
- Make arrangements for holding of Board meeting and shareholders' meeting in line with the law and Articles of Association of the Bank, and take minutes of such meetings, as well as follow up the execution in accordance with the resolutions passed at such meetings.
- Prepare and maintain directors' register, invitation letters and minutes of Board meetings, invitation letters and minutes of shareholders' meetings, and Annual Registration Statement / Annual Report 2022 (Form 56-1 One Report).
- Prepare documents and information that will benefit performance of duties of new directors, and brief them about the Bank's nature of business and business framework.
- Make available training courses and seminars to enhance directors' knowledge and develop their skills and experiences that will benefit the directors' performance of duties.
- Ensure the disclosure of information and information memorandum on the part under responsibility to the supervisory bodies under the relevant rules and regulations.
- Undertake other tasks as announced/prescribed by the Capital Market Supervisory Board.
- Undergo ongoing knowledge and skills training and development in the areas of performance of duties of company secretary, as well as self-development in the areas of relevant laws and regulations.

Please refer to details of qualifications of Company Secretary in **Attachment 1**.

Person assigned to take the highest responsibility in accounting and finance functional lines, Head of Internal Audit and Head of Compliance

The Bank assigned

- Mr. Jason Leong Kok Yew, Senior Executive Vice President, as Chief Financial Officer
- Ms. Siriporn Sanunpairaue, Senior Executive Vice President, as Head of Internal Audit
- Mr. Zethjak Leeyakars, Senior Executive Vice President, as Head of Compliance

Please refer to details of qualifications of the person assigned to take the highest responsibility in accounting and finance functional lines in **Attachment 1**, and details of qualifications of Head of Internal Audit and Head of Compliance in **Attachment 3**.

7.6.2 Head of Investor Relations

The Bank assigned Mrs. Patchpornluk Kaewvirul, Head of Capital & Balance Sheet Management, to take charge of Head of Investor Relations.

Investors or general public can reach the Investor Relation Team via Tel. +662-614-1155, e-mail: ir@cimbthai.com, or website: http://www.cimbthai.com/CIMB/investor_relations/.

7.6.3 Appointment of external auditor and consideration of audit fees

The Audit Committee considers the qualifications and track records of external candidates and recommends the appointment thereof as the external auditor as well as proposes audit fees to the Board of Directors annually. The Board then proposes the external auditor appointment and audit fees for the consideration and approval of the annual general meeting of shareholders. The external auditor to be proposed must also be endorsed by the BOT.

Remuneration for external auditor

For the year ended 31 December 2022, fees paid to the external auditor were as follows:

(1) Audit fee

CIMB Thai Group paid the auditor audit fee of THB 14.69 million. Other incidental expenses included transport and photocopying expenses.

(2) Non-audit fee

In fiscal year 2022, CIMB Thai Group paid the non-audit service fee to the auditor in the amount of THB 276,924 for the transfer pricing advisory service -preferred cross border referral used to evaluate the determination of transfer pricing for profit sharing between the Bank and CIMB Bank Berhad, Singapore Branch.

8. Report on Important Operational Results of Corporate Governance

8.1 Summary of Board of Directors' performance in the past year

8.1.1 Nomination, development and performance assessment of the Board of Directors

Selection, appointment and removal of directors

The Board of Directors shall be elected by the shareholders. The Bank has put in place director nomination procedures that are transparent and open for inspection. The Board has appointed the Nomination, Remuneration and Corporate Governance Committee (NRCC) to take charge of selecting and nominating qualified candidates, who are able to contribute to sustainable growth of the Bank's business operation and have no prohibited characteristics according to the law for appointment as directors by recommending them through the Board before submitting to the meeting of the shareholders for approval and appointment. This process shall comply with the rules and procedures on appointment and removal of directors as specified in the Bank's Articles of Association as follows:

1. The director appointment shall be subject to the shareholders' resolution. The Board of Directors shall comprise no fewer than five and no more than twelve members, with at least half the Board members having domicile in Thailand. At least one-third of the total directors (but not less than three) shall be Independent Directors.
2. In casting votes to elect the Bank's directors, the meeting of shareholders shall consider electing the directors in accordance with the criteria and procedure stipulated in Article 16 of the Bank's Articles of Association:
 - (1) Each shareholder shall have the number of votes equal to the number of shares held. One share is entitled to one vote;
 - (2) Votes shall be cast for either an individual or several directors in the number required to be elected at the respective meeting and as deemed appropriate by the meeting. In the election of either an individual or several directors, each elected person shall receive votes from each shareholder in the full amount of shares held by that shareholder. The shareholder shall not allot his/her votes to any person in any number;
 - (3) The candidates shall be ranked in order descending from the highest number of votes received to the lowest, and shall be appointed as directors in that order in the number required in the election. Where the votes cast for candidates in the descending order are tied, and would otherwise cause the number of directors to exceed the number required to be elected at the respective meeting, the remaining appointments shall be made by drawing lots in the procedure to be determined by the Chairman of the meeting.
3. At every annual general meeting, one-third of the directors shall retire. In any subsequent years, the directors who have been in office the longest shall retire. The retiring directors may be re-elected.

4. Whenever any person vacates his/her seat as a Board member for any reason other than expiry of term of office unless his/her remaining term is less than two months, the NRCC shall nominate a qualified person without prohibited characteristics according to the law for the Board of Directors to consider appointing as a replacing director at the next Board meeting with the required motion of majority consent of at least three-fourths of the remaining members of the Board. The replacing director shall have the term of office equal to the remaining term of the director he/she is replacing.

In addition, pursuant to the Financial Institution Business Act, B.E. 2551 (2008), the Bank of Thailand (BOT) is empowered to issue an order instructing a commercial bank to remove from office any director or any person in charge of business operation that has caused serious harm to the public at large, or has failed to comply with the directives prescribed by the BOT. In this respect, the Bank is obliged to select a suitable replacement subject to approval by the BOT. The decision taken by the BOT to appoint or remove any director is conclusive.

Qualifications of independent director

Each independent director of the Bank must have qualifications as follows:

- a) Hold shares not exceeding 0.5% of the total number of shares with voting rights of the Bank, or its parent company, subsidiary company, associated company, major shareholder or controlling person of the Bank, including shares held by related persons of such independent director;
 - b) Neither be nor have been an executive director, employee, contract employee, advisor who receives a salary, or controlling person of the Bank, or its parent company, subsidiary company, associated company, same-level subsidiary company, major shareholder or controlling person of the Bank, unless the foregoing status has ended not less than two years prior to the date of filing the application with the Office of the Securities and Exchange Commission (Office of the SEC). Such prohibited characteristic shall not include the case where the independent director used to be a government official or advisor of a government agency which is a major shareholder or controlling person of the Bank;
 - c) Not be a person related by blood or legal registration as father, mother, spouse, sibling, and child, including spouse of a child, of executive, major shareholder, controlling person, or a person nominated as an executive or controlling person of the Bank or a subsidiary company of the Bank;
 - d) Neither have nor have had a business relationship with the Bank, or its parent company, subsidiary company, associated company, major shareholder or controlling person of the Bank, in the manner which may interfere with his/her independent judgement, and neither be nor have been a significant shareholder or controlling person of any person having a business relationship with the Bank, or its parent company, subsidiary company, associated company, major shareholder or controlling person of the Bank, unless the foregoing relationship has ended not less than two years prior to the date of filing the application with the Office of the SEC;
- The term "business relationship" shall include any normal business transaction for business operation, rent or lease of immovable property, transaction relating to assets or services, or granting or receipt of financial assistance through receiving or extending loans, guarantees, providing assets as collateral, and any other similar actions, which result in the Bank or the counterparty being subject to indebtedness to the other party in the amount of 3% or more of the net tangible assets of the Bank or THB 20 million or more, whichever is lower. The amount of such indebtedness shall be calculated by the valuation method applicable to related party transactions pursuant to the Capital

Market Supervisory Board's Notification regarding criteria on related party transactions mutatis mutandis. The consideration of such indebtedness shall include indebtedness incurred during the period of one year prior to the date on which the business relationship with the related person commences;

- e) Neither be nor have been an auditor of the Bank, its parent company, subsidiary company, associated company, major shareholder or controlling person of the Bank, and not be a significant shareholder, controlling person, or partner of an audit firm which employs the auditor of the Bank, its parent company, subsidiary company, associated company, major shareholder or controlling person of the Bank, unless the foregoing relationship has ended not less than two years prior to the date of filing the application with the Office of the SEC;
- f) Neither be nor have been a provider of any professional services including those as legal advisor or financial advisor who receives service fee exceeding THB 2 million per year from the Bank, or its parent company, subsidiary company, associated company, major shareholder or controlling person of the Bank, and not be a significant shareholder, controlling person or partner of the provider of professional services, unless the foregoing relationship has ended not less than two years prior to the date of filing the application with the Office of the SEC;
- g) Not be a director appointed as representative of directors of the Bank, major shareholder or shareholder who is related to the major shareholder of the Bank;
- h) Not undertake any business in the same nature as and in material competition with the business of the Bank or its subsidiary company, or not be a significant partner in a partnership, or not be a director involved in management, employee, contract employee, advisor who receives regular salary or holds shares exceeding 1% of the total number of shares with voting rights of another company which undertakes business in the same nature as and in material competition with the business of the Bank or its subsidiary company;
- i) Have no other characteristics which disable expression of independent opinions on the Bank's business operations.
Upon appointment as an independent director with qualifications as stated from (a) to (i) in the first paragraph, the independent director may be assigned by the Board to take part in the business decisions of the Bank, or its parent company, subsidiary company, associated company, same-level subsidiary company, major shareholder or controlling person of the Bank, on a collective decision basis;
- j) Have no business, participation in the business of, or benefit in relation to the Bank, or have any other features that cause inability to independently opine, decide, or vote on matters regarding business operation of the Bank;
- k) Neither be nor have been a non-independent director, manager, person with management power, advisor or employee of the Bank and any company in the Bank's financial business group, unless the foregoing position or status has ended not less than two years prior to the date of filing the application with the BOT;
- l) Be eligible to hold the independent director position for not more than nine consecutive years, in which case such period shall include the period during which he/she holds the independent director position of the companies in the financial business group of the Bank.

For any independent director who has held the position for less than nine years, if such person's status of an independent director of the Bank and companies in the Bank's financial business group has ended not more than two years, and during such period the person has not assumed any position of director, manager, controlling person, advisor or employee of the Bank and companies in the Bank's financial business group, the person may be re-appointed as an

independent director, but the period during which he/she has served as an independent director must be all counted in continuation.

Term of director

Each director has a term of office as prescribed in the Articles of Association, i.e. at every annual general meeting, one-third of the directors shall retire. In any subsequent years, the directors who have been in office the longest shall retire. The retired directors may be re-elected.

An independent director may hold his/her position in the Bank for no more than nine consecutive years from the date on which he/she was appointed for the first time as the independent director. Such duration shall also include the period that he/she serves as an independent director of companies in the Bank's financial business group.

For any independent director who has held the position for less than nine years, if such person's status of an independent director of the Bank and companies in the Bank's financial business group has ended not more than two years, and during such period the person has not assumed any position of director, manager, controlling person, advisor or employee of the Bank and companies in the Bank's financial business group, the person may be re-appointed as an independent director, but the period during which he/she has served as an independent director must be all counted in continuation.

Directorship in other companies

The Board has well realized the importance of efficient performance of duties as directors and executives of the Bank. It has thus put in place a policy to determine the number of companies in which directors, managers or persons with managing power can assume directorship in line with the corporate governance practices prescribed by the relevant regulators, such as the BOT and the Stock Exchange of Thailand (SET) as follows:

1. Directors, managers, persons with managing power, advisors, and top executive of the Bank may assume either chairmanship or executive directorship or both in other companies of no more than three business groups, excluding directorship in the Bank.
2. Directors, managers, persons with managing power, advisors, and top executive of the Bank may hold directorship in no more than five listed companies, both at home and overseas (with directorship at the Bank counted as one out of five), excluding listed companies the Bank has acquired from debt restructuring.
3. The President and Chief Executive Officer and top executive may assume directorship in other companies as approved by the Board of Directors prior to assuming the directorship. The Board of Directors shall take into consideration the position type and number of companies in which such persons can assume directorship. Assuming directorship in other companies shall not violate any rules or regulations of relevant supervisory bodies and shall be reported to the Bank within seven days from the appointment or the effective date.
4. The Bank requires directors and persons with managing power to inform the Board of Directors of all updates in terms of directorship in other companies or juristic persons.
5. The top executive of the Bank must not serve as an employee or an executive of other organisations, unless it deems necessary and is approved by the BOT.

In 2022, none of the Bank's directors, senior executives, and advisors hold directorship in more than five listed companies, and none of them assume either chairmanship or executive directorship in other companies of more than three business sectors.

Director and executive development

The Bank encourages all directors to participate regularly in the training programmes, seminars, and lectures, organised by the Bank, CIMB Group Holdings Berhad (an indirect shareholder of the Bank), regulatory authorities, and external organisation, which relate to their roles and responsibilities as Board members to provide them with, and assisting them in developing visionary thinking for the sake of moving the Bank forward to sustainable growth. So far, most of the directors have participated in the directorship-related programmes organised by the Thai Institute of Directors (IOD), such as the Director Certification Programme (DCP) and Director Accreditation Programme (DAP), etc. Details on trainings of each director are presented in the Directors' Profiles section.

In 2022, the Bank's directors attended directorship-related training courses/seminars/lectures for performance enhancement as follows:

Director Name	Training Course/Seminar/Lecture
1. Dato' Robert Cheim Dau Meng	<ul style="list-style-type: none"> - Knowledge Sharing: Payment Outages - What's Next? lectured by Dr. Tanai Khiaonarong and held by CIMB Thai Bank Plc - CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd - Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd - 5th Directors' Sharing Session by CIMB Group Holdings Bhd - Culture Workshop by CIMB Thai Bank Plc - Managing Cyber Risk by CIMB Thai Bank Plc
2. Mr. Anon Sirisaengtaksin	<ul style="list-style-type: none"> - Preparation of Data Processing Agreement (DPA) between Personal Data Controller and Processor and Personal Data Protection Impact Assessment (DPIA) by Office of the SEC - AIB Dinner Talks Series 2022: Thailand Financial Perspective Beyond 2022 by Association of International Bank (Thailand) - CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd - Sustainability Update to Board of Directors by CIMB Thai Bank Plc - Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd - 5th Directors' Sharing Session by CIMB Group Holdings Bhd - Culture Workshop by CIMB Thai Bank Plc - Managing Cyber Risk by CIMB Thai Bank Plc
3. Mrs. Oranuch Apisaksirikul	<ul style="list-style-type: none"> - Knowledge Sharing: Payment Outages - What's Next? lectured by Dr. Tanai Khiaonarong and held by CIMB Thai Bank Plc - AIB Dinner Talks Series 2022: Thailand Financial Perspective Beyond 2022 by Association of International Bank (Thailand) - CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd - Sustainability Update to Board of Directors by CIMB Thai Bank Plc - Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd - 5th Directors' Sharing Session by CIMB Group Holdings Bhd - Culture Workshop by CIMB Thai Bank Plc - Managing Cyber Risk by CIMB Thai Bank Plc

Director Name	Training Course/Seminar/Lecture
4. Mr. Chanmanu Sumawong	<ul style="list-style-type: none"> - Recording of Processing Activities (ROPA) and Preparing and Communicating Privacy Notice by Office of the SEC - Easy Listening: Accounting Knowledge for AC, EP. 2 by Office of the SEC - CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd - Sustainability Update to Board of Directors by CIMB Thai Bank Plc - Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd - 5th Directors' Sharing Session by CIMB Group Holdings Bhd - Culture Workshop by CIMB Thai Bank Plc - Managing Cyber Risk by CIMB Thai Bank Plc
5. Dr. Rom Hiranpruk	<ul style="list-style-type: none"> - Actions in Response to Data Subject Right Exercising and Handling of Incident / Personal Data Breaches by Office of the SEC - Easy Listening: Accounting Knowledge for AC, EP. 2 by Office of the SEC - Knowledge Sharing: Payment Outages - What's Next? lectured by Dr. Tanai Khiaonarong and held by CIMB Thai Bank Plc - AIB Dinner Talks Series 2022: Thailand Financial Perspective Beyond 2022 by Association of International Bank (Thailand) - CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd - Sustainability Update to Board of Directors by CIMB Thai Bank Plc - Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd - 5th Directors' Sharing Session by CIMB Group Holdings Bhd - Culture Workshop by CIMB Thai Bank Plc - Managing Cyber Risk by CIMB Thai Bank Plc
6. Mr. Niti Jungnitnirundr	<ul style="list-style-type: none"> - Advanced Audit Committee Programme, Class 45/2022 by Thai Institute of Directors - Role of the Chairman Programme, Class 50/2022 by Thai Institute of Directors - Preparation of Data Processing Agreement (DPA) between Personal Data Controller and Processor and Personal Data Protection Impact Assessment (DPIA) by Office of the SEC - Knowledge Sharing: Payment Outages - What's Next? lectured by Dr. Tanai Khiaonarong and held by CIMB Thai Bank Plc - CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd - Sustainability Update to Board of Directors by CIMB Thai Bank Plc - Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd - 5th Directors' Sharing Session by CIMB Group Holdings Bhd - Culture Workshop by CIMB Thai Bank Plc - Managing Cyber Risk by CIMB Thai Bank Plc

Director Name	Training Course/Seminar/Lecture
7. Mr. Natasak Rodjanapiches	<ul style="list-style-type: none"> - Actions in Response to Data Subject Right Exercising and Handling of Incident / Personal Data Breaches by Office of the SEC - Knowledge Sharing: Payment Outages - What's Next? lectured by Dr. Tanai Khiaonarong and held by CIMB Thai Bank Plc - CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd - Sustainability Update to Board of Directors by CIMB Thai Bank Plc - Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd - 5th Directors' Sharing Session by CIMB Group Holdings Bhd - Culture Workshop by CIMB Thai Bank Plc - Managing Cyber Risk by CIMB Thai Bank Plc
8. Dato' Abdul Rahman Ahmad	<ul style="list-style-type: none"> - CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd - Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd - 5th Directors' Sharing Session by CIMB Group Holdings Bhd - Culture Workshop by CIMB Thai Bank Plc
9. Mrs. Vera Handajani	<ul style="list-style-type: none"> - CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd - Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd - 5th Directors' Sharing Session by CIMB Group Holdings Bhd - Culture Workshop by CIMB Thai Bank Plc - Managing Cyber Risk by CIMB Thai Bank Plc
10. Mr. Paul Wong Chee Kin	<ul style="list-style-type: none"> - Director Certification Programme (DCP) by Thai Institute of Directors - Knowledge Sharing: Payment Outages - What's Next? lectured by Dr. Tanai Khiaonarong and held by CIMB Thai Bank Plc - CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd - 5th Directors' Sharing Session by CIMB Group Holdings Bhd - Culture Workshop by CIMB Thai Bank Plc

In 2022, there was one new director being appointed by the Board's meeting, i.e. Mrs. Vera Handajani. The Bank has made available orientation sessions for new director presented by senior executives, so that the new director is well informed of the Bank's and subsidiaries in its financial business group's nature of business, strategic plans, business plans, financial reports, relevant rules and regulations, roles, duties, and responsibilities of directors. The new director has also been advised in terms of legal and regulatory requirements in regard to directorship in a listed company, including information about the Bank's and subsidiaries in its financial business group's business operations. The Company Secretary has prepared the director's handbook which features role, duties and responsibilities of directors and relevant rules and regulations, and delivered such director's handbook to the director for acknowledgement of sufficient information before commencing performance of duties.

Succession plan

The Bank is fully aware of the necessity to operate its business efficiently and continuously. Thus, Human Resources has worked with each business unit to formulate a succession plan to ensure that the Bank has identified executives or talents as successors and provided an appropriate learning and development plan to upskill each individual to be ready to replace key positions in the future particularly the critical senior positions. The succession plan will be presented to the NRCC and the Board of Directors for the updates periodically at least once a year.

Evaluation of the Board's/Board Committees' performance

The Bank has conducted annual evaluation of the Board's and Board Committee's performance to allow Board and Board Committee members to jointly review their performance, raise problems and obstacles concerned, and give observations and recommendations for improvement of operational efficiency and alignment with the business direction on enhancing sustainable growth. The evaluation form of the Board and Board Committees is divided into evaluation as a whole and evaluation on an individual basis in terms of both (1) self-evaluation and (2) cross-evaluation. The evaluation as a whole comprises six sections: 1) structure and qualifications of the Board, 2) roles, duties and responsibilities of the Board, 3) Board meetings, 4) Board members' performance of duties, 5) relationship with the management, and 6) self-development of the Board members and executive officers. The evaluation on an individual basis comprises three sections: 1) structure and qualifications of the Board members, 2) Board meetings, and 3) roles, duties and responsibilities of the Board members. The evaluation result with score ranging from 0 (strongly disagree or no action taken) to 4 (strongly agree or action taken satisfactorily) will be compiled and concluded by the Board Secretary before subsequently presenting to the Chairman of the Board.

The evaluation result of the Board's performance in 2022 was as follows: 1) self-evaluation of the Board as a whole, with the average score of 3.54 from all categories, 2) self-evaluation of the Board on an individual basis, with the average score of 3.65 from all categories, and 3) cross-evaluation of the Board on an individual basis, with the average score of 3.70 from all categories.

As for Board Committees, namely the Audit Committee, the Nomination, Remuneration and Corporate Governance Committee, and the Board Risk and Compliance Committee, their performance is evaluated on a yearly basis so that each Board Committee can review its performance in the past year relative to the duties and responsibilities assigned by the Board and use the evaluation result for improvement of its performance of duties. The evaluation is by way of self-assessment of the committee as a whole and on an individual basis. The Board Secretary will send the evaluation form to each committee member for conduct of self-assessment and later compile and conclude the result of which together with recommendations from each Board Committee member for subsequently presenting to the Chairman of the Board.

Moreover, the Bank will conduct annual evaluation of the President and Chief Executive Officer's performance, taking into consideration the key performance indicators determined based on the Bank's strategies and targets each year. The evaluation result will be compiled and concluded by the Board Secretary before subsequently presenting to the Chairman of the Board.

8.1.2 Board of Directors' meetings and remuneration to directors

Board meetings

A Board meeting is normally held once a month in compliance with the law and the Bank's Articles of Association which stipulate that a Board meeting shall be held at least once every quarter. The Board meeting schedule is set in advance for the entire year.

The invitation letter for each Board meeting will clearly specify agenda items submitted for information and consideration. In addition to the scheduled Board meetings, special Board meetings may also be held as and when they are required. The Board Secretary is responsible for providing all directors with the invitation letters, including the agenda, at least seven days before the meeting, sending supporting documents and relevant information for each meeting to the directors and the management in advance so that they can study the matters in the agenda before the meeting, and ensuring that time will be allocated efficiently for the meeting. The Board Secretary is also responsible for taking the minutes of each meeting and have them well-documented. The minutes adopted by the Board will be filed and kept for examination by the Board and relevant agencies. In 2022, the Bank held 12 Board meetings, details of which are as disclosed in "Meeting Attendance of Directors" section.

To ensure the Board's efficient performance of duties with balance of power, the Board may arrange for the holding of meeting among non-executive directors to discuss the Bank's affairs without participation of the management. In 2022, the two meetings among non-executive directors were held on 17 May 2022 and 16 November 2022. After such meetings, the Board Chairman has notified the matters under discussion at the Board of Directors' meetings for acknowledgement.

Meeting attendance of the Board and Board Committees and the General Meeting of Shareholders in 2022

Unit: Attendance

Director Name (number of meetings attended/ total meetings)	(1) Board of Directors	(2) Audit Committee	(3) Nomination, Remuneration and Corporate Governance Committee	(4) Board Risk and Compliance Committee	(5) General Meeting of Shareholders
1. Dato' Robert Cheim Dau Meng*	12/12	-	13/13	-	1/1
2. Mr. Anon Sirisaengtaksin	12/12	-	13/13	12/12	1/1
3. Mrs. Oranuch Apisaksirikul*	12/12	15/15	-	-	1/1
4. Mr. Chanmanu Sumawong*	12/12	15/15	13/13	-	1/1
5. Dr. Rom Hiranpruk*	12/12	15/15	-	12/12	1/1
6. Mr. Niti Jungnitnirundr*	12/12	15/15	-		1/1
7. Mr. Natasak Rodjanapiches*	12/12	-	-	11/12	1/1
8. Dato' Abdul Rahman Ahmad*	11/12	-	-	-	1/1
9. Mrs. Vera Handajani**	6/6	-	-	5/5	-
Encik Omar Siddiq Bin Amin Noer Rashid (resigned, effective on 11 January 2022)	-	-	-	-	-
10. Mr. Paul Wong Chee Kin	11/12	-	-	-	1/1
11. Mr. Hafriz Bin Abdul Rahman* (resigned, effective on 1 September 2022)	8/8	-	-	8/8	1/1

Remarks:

- * Director in attendance via Webex at the General Meeting of Shareholders
- ** The Board of Directors at its meeting no. 4/2022, held on 27 April 2022, resolved to appoint Mrs. Vera Handajani to be an executive director (with signing authority), replacing Encik Omar Siddiq Bin Amin Noer Rashid, with effect from 5 July 2022.
- *** Out of the 12 Board of Directors' meetings in total, two were conducted physically, nine virtually and one on a hybrid mode.

Policy on remuneration for directors

The Board has assigned the NRCC to consider and determine the criteria for payment of remuneration and other benefits to the directors at appropriate rates commensurate with the scope of duties and responsibilities assigned and in line with or on a par with those paid by other banks of similar ranks. The remuneration shall also be in line with the Bank's long-term strategy and targets, experiences, duties, accountability and responsibility and benefits the Bank expects to receive from each director. A director with additional assignment of duties and responsibilities, i.e. having been appointed as a member of a Board Committee, should receive an appropriate increase in the remuneration. The shareholders are to approve remuneration structure and rate for Board and Board Committee members, in monetary form. The NRCC is in charge of determining such payment of remuneration as deemed appropriate.

Remuneration of directors

The Board has a policy to disclose information on the remuneration of its directors and senior executives in compliance with the Public Limited Companies Act, B.E. 2535 (1992) and the requirements of the supervisory and regulatory bodies. Such remuneration is on a par with that of peer financial institutions in accordance with the following guidelines:

The Bank's Articles of Association set out broad criteria to allow flexibility in determining and adjusting directors' remuneration to be in line with the Bank's operating results and suit circumstances. According to the Articles of Association, the Bank may consider providing remuneration to directors in forms of gratuity, meeting allowance, pension, bonus, or benefits of other forms, as approved by the meeting of shareholders. In this respect, the shareholders' meetings may have the remuneration determined either in a specific definite amount or as general guidelines, and either from time to time or to take effect until any change thereafter. However, there will be no impact on the rights of employees or contract employees who also serve on the Board to receipt of remuneration and benefits in their capacity as employees or contract employees of the Bank.

The Board is responsible for proposing the remuneration packages for directors at the meeting of shareholders for approval. Such remuneration packages shall be worked out taking into account various factors such as conformity with the remuneration in the same industry and others.

The Annual General Meeting of Shareholders (AGM) No. 28, held on 12 April 2022, resolved to approve the same rates approved by the AGM No. 27. Details are as below:

1. Remuneration for Board members:

THB/person

Position	2022		
	Monthly Allowance (Position Allowance)	Meeting Allowance (Monthly)	Attendance Allowance
Chairman	140,000	50,000	50,000
Director	-	50,000	50,000

Remarks:

- Directors are responsible for paying their own income tax.
- Attendance allowance will be paid once regardless of meeting frequency per month.

2. Remuneration for Board Committee members:

THB/person

Position	2022		
	Monthly Allowance (Position Allowance)	Meeting Allowance (Monthly)	Attendance Allowance (Per Time)
1. Audit Committee			
Chairman	50,000	-	50,000
Committee member	-	-	50,000
2. Other Committees (i.e. Nomination, Remuneration and Corporate Governance Committee, and Board Risk and Compliance Committee)			
Chairman	50,000	-	50,000
Committee member	-	-	50,000

Remarks:

- Board Committee Members are responsible for paying their own income tax.
- Attendance allowance will be paid on a per meeting basis.

In addition, according to the Articles of Association, the Board may appoint an independent expert to serve as an advisor to assist in giving opinions relating to the Bank's business with remuneration to be determined as considered appropriate. The Board is also duty-bound to disclose information on remuneration packages for directors and senior executives in compliance with the Public Limited Companies Act, B.E. 2535 (1992) and relevant regulatory requirements.

Remuneration for Board members (as of 31 December 2022)

(1) Monetary remuneration

a. Remuneration for Board members

This report describes the current components of the Bank's remuneration policy and details of the remuneration for each director during his/her directorship. In 2022, the aggregate remuneration for directors comprising meeting and entertainment allowances for Board members and remuneration for Board Committee members amounted to THB 18,530,000 (compared with THB 16,155,200 in 2021), as described below:

1. Board of Directors	THB	10,080,000 (2021: THB 8,688,000)
2. Audit Committee	THB	3,400,000 (2021: THB 3,093,200)
3. Nomination, Remuneration and Corporate Governance Committee	THB	2,550,000 (2021: THB 1,942,000)
4. Board Risk and Compliance Committee	THB	2,500,000 (2021: THB 2,432,000)

Unit: THB

Name	Position	Monetary Remuneration			
		Board and Board Committee Members			
		Board of Directors	Audit Committee	Nomination, Remuneration and Corporate Governance Committee	Board Risk and Compliance Committee
1 Dato' Robert Cheim Dau Meng	Chairman	2,880,000	-	650,000	-
2 Mr. Anon Sirisaengtaksin	Independent Director	1,200,000	-	1,250,000	650,000
3 Dr. Rom Hiranpruk	Independent Director	1,200,000	700,000	-	1,250,000
4 Mr. Niti Jungnitnirundr	Independent Director	1,200,000	700,000	-	-
5 Mr. Natasak Rodjanapiches	Independent Director	1,200,000	-	-	600,000
6 Mr. Chanmanu Sumawong	Independent Director	1,200,000	700,000	650,000	-
7 Mrs. Oranuch Apisaksirikul	Independent Director	1,200,000	1,300,000	-	-
8 Dato' Abdul Rahman Ahmad	Director	-	-	-	-
9 Mrs. Vera Handajani	Director	-	-	-	-
10 Mr. Paul Wong Chee Kin	Director	-	-	-	-
Total		10,080,000	3,400,000	2,550,000	2,500,000

8.1.3 Governing administration of subsidiaries

In governing administration of subsidiaries, the Bank has appointed certain executives to sit on the Boards of Directors of those companies. Such appointment shall undergo concurrences from the NRCC and the Board of Directors of the Bank respectively, prior to proposing to the respective Board of Directors of subsidiary for approval.

With a view to ensure proper and efficient oversight, the Board of Directors of the Bank shall consider and concur with any significant matters, prior to proposing to the respective Board of Directors of subsidiary for approval. Moreover, the subsidiaries' progress of operations and operating results are required to be monthly reported to the Bank's Management Committee and Board of Directors. The Board of Directors has also established the Risk Management Committee to monitor and supervise the companies in the Bank's financial business group to ensure that their operations are in compliance with the Bank's Risk Management Policy in place as well as regulations prescribed by regulatory authorities. The formulation of subsidiaries' policies shall be in conformity with the Bank's criteria and guideline to align business operation in the same direction.

In addition, the Board of Directors has supported the Audit Committee in overseeing the companies in the financial business group to enable the Bank to monitor their operations in accordance with the financial business group's policies, and in conducting audits of their financial reports to ensure accuracy and adequacy.

8.1.4 Ensuring compliance with corporate governance policy and guidelines

Prevention of conflict of interest

The Bank has the policies and procedures in place to prevent conflict of interest, or related party transactions, or inappropriate connected transactions. These include:

- Policy for consideration of the granting of credits to and investments in, and undertaking contingent liabilities or other credit-like transactions with the Bank's major shareholders and related persons thereof or businesses with beneficial interest relating to the Bank, or the directors or persons with managing authority of the Bank, which must adhere to the ratios stipulated by the BOT. Any such grant must be approved unanimously by the Board, and no director or person with managing authority who benefits from the granting of credits and investments, and the undertaking of contingent liabilities or other credit-like transactions, can take part in the decision-making process. In addition, the Bank has in place the policy relating to prohibition of and criteria for granting of credits and undertaking contingent liabilities or other credit-like transactions with the Bank's directors or persons with managing authority of the Bank and/or companies in the financial business group of the Bank, including the related persons thereof. Such transactions and undertakings are monitored to ensure compliance with the relevant laws and regulatory requirements.
- Conflict Management and Chinese Wall Policy and Procedure and Personal Account Dealing Policy and Procedure set ethical principles, prohibitions, criteria and practice guidelines for employees to prevent access to or use of inside information of customers that has not yet been disclosed publicly for personal benefits or benefits of any persons in relation to performance of duties assigned by the Bank.
- Compliance Unit regularly sends a reminder message regarding the blackout period to the insiders that they are prohibited from using any inside information that may have material effect on change in the price of the Bank's securities and has not yet been disclosed to the public and investors for the purpose of purchase, sale, transfer, or acceptance of transfer of the Bank's securities. He/she shall not disclose such inside information to any person. The Compliance Unit also communicates with executives and employees for their acknowledgement and action in compliance with Policies and Procedures on preventing conflict of interest. In addition, the covered division staff members and executives are required to declare their shareholdings in Personal Trading Account(s) on an annual basis, in order to prevent conflict of interest. Staff members and executives must enrol for a refresher course on "Conflict Management, Chinese Wall, and Personal Account Dealing", and take the test via e-learning system to further enhance their knowledge and understanding about prevention of conflict of interest.
- It is required by the Bank that directors as well as the covered division staff members and executives must sign "the Acknowledgement and Compliance Form" on an annual basis to ensure their compliance with the Policy and Procedure on Conflict Management, Chinese Wall, and Personal Account Dealing.
- There was no breach/ incident related to the prevention of conflict of interest in the past year.

- Policy for undertaking major transactions as provided in the corporate governance principles of the Bank, comprising entering into related party transactions and/or making transactions to acquire or dispose the Bank's core assets and/or rights to acquire or dispose of the Bank's core assets. The Bank must comply with the requirements of regulatory agencies.

When considering a related party transaction, if the transaction is connected to a major shareholder, director, senior executive vice president or that holding the equivalent position thereto, and an executive in the Finance function line, and any other parties concerned pursuant to the criteria of Office of the SEC, the Board and management members must:

- 1) Ensure that the substance of the transaction is fair, that is, it is reasonable and is in the best interest of the Bank, and that the terms and conditions are not different from those of a similar transaction made with an unrelated party; and
- 2) Ascertain that the procedures for considering and approving any such transaction are fair, transparent, and verifiable, and that sufficient information on such transaction is disclosed to investors.

Related party transactions are subject to approval by the Board. The approver must have no interests therein. Directors with material interests therein are also not allowed to attend the meeting or cast vote thereon. The Bank may seek additional opinion from an independent financial advisor if the transaction has to go to the shareholders' meeting.

Governance of use of inside information

The Bank has oversight of the use of inside information in accordance with the good corporate governance principles. It is determined in a written form and included in the Corporate Governance Policy of the Bank, details of which are summarised below:

Members of the Board, executives, and employees, as well as spouses and underage children thereof, shall refrain from using any inside information that may have material effect on change in the price of the Bank's securities and has not yet been disclosed to the public and investors for the purpose of purchase, sale, transfer, or acceptance of transfer of the Bank's securities during a one-month period before such information becomes publicly known.

Moreover, members of the Board and executives from the levels of senior executive vice president or the equivalent upward, and those holding executive positions or heads of units or the equivalent upward in the accounting or finance function line, as well as persons having relationship with the foregoing, i.e. spouse or person cohabiting as husband and wife (without marriage registration), underage children and any juristic person in which Board members or executives, or spouse or person cohabiting as husband and wife (without marriage registration) or underage children thereof, have a combined shareholding exceeding 30% of the total shares with voting rights and representing the largest shareholding proportion in such juristic person, are duty-bound to report their securities and derivatives holdings and any change therein, to the Office of the SEC within the three business days from the transaction dates thereof, and send copies of such report to Company Secretary and Administration Team as evidences of the Bank's securities holding within the above specified timeframe. The Bank also has a policy in place requiring the directors to report their sale and purchase as well as holding of the Bank's shares and/or securities to the Board of Directors.

Compliance Unit regularly sends a reminder message regarding the blackout period to the insiders that they are prohibited from using any inside information that may have material effect on change in the price of the Bank's securities and has not yet been disclosed to the public and investors for the purpose of purchase, sale, transfer, or acceptance of transfer of the Bank's securities. He/she shall not disclose such inside information to any person. Compliance Unit also communicates with executives and employees for their acknowledgement and action in compliance with the policies and procedures on preventing conflict of interest.

There was no breach/ incident on using inside information in the past year.

In 2022, Compliance Unit underwent reorganisation to enhance efficiency of the Bank's compliance, whereby the team was divided into Wholesale Banking Compliance, Retail Banking Compliance, and AML Compliance. This is to ensure a clear and rapid coordination with other units within the Bank, and to lift up efficiency of the advisory function and compliance monitoring function.

Compliance Unit has constantly educated knowledge, and conducted compliance reviews of branches and other units. In 2022, Compliance Unit arranged both classroom and online training sessions for staff on various regulations, e.g. Market Conduct, Fair Lending, and AML regulations, by both internal and external speakers. In addition, Compliance Unit has regularly communicated significant regulations to relevant units via email, monthly RCO/DCORO meeting, and internal communication platform called CIMBTConnex, for staff's comprehensive understanding on regulatory requirements.

Regarding the performance of compliance review duty, Compliance Unit has conducted a review of compliance within work units and branches of the Bank as well as a thematic review based on the result of compliance risk assessment conducted annually to assess compliance risk taking into account regulatory landscape, the Bank's internal control, non-compliance incidents with regulatory requirements, and complaints received. In 2022, Compliance Unit additionally implemented a quarterly Control Effectiveness Testing (CET) Validation, to review the effectiveness of internal control measures instituted by internal units within the Bank with an objective to prevent non-compliance incidents with regulatory requirements. The result of compliance review has been reported to relevant committees on a regular basis.

Anti-bribery and corruption

The Bank has participated in and has been certified for the first renewal of membership of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) since 30 June 2022 to underline our ongoing commitment to fight all forms of corruption. We have mapped out sound practices and guidelines and procedures to counter corruption with the Anti-Bribery and Corruption Policy established to be strictly adopted by directors, executives, and staff of the Bank and the companies in its financial business group. We have also reviewed the relevant practices, oversight structure, risk management system, internal control and audit systems to safeguard against any internal fraud. In addition, the Bank established "tone from the top" to ensure zero tolerance to all forms of bribery and corruption and consequence of breach, including disciplinary action for all levels.

Moreover, to support our anti-corruption operation in a more concrete manner, the Policy and Procedure on Giving and Acceptance of Gifts and Entertainment have been reviewed to ensure alignment with the Anti-Bribery and Corruption Policy in place and communicated to staff at all levels for their strict adherence and engagement in building a transparent organisation

culture. All other stakeholders have also been requested to refrain from giving gifts to the Bank's executives and staff members. This aims to prevent and reduce circumstances where corruption risk may be incurred and to ensure that the Bank operates business in accordance with corporate governance principles, and with integrity, transparency and avoidance of conflict of interests, which are the core principles of business operations for sustainable growth of the Bank and companies in its financial business group.

To further enhance our staff's knowledge and understanding, staff members and executives must enrol for a refresher course and take the test via e-learning system on a bi-annual basis with the purpose of having comprehension of the Anti-Bribery and Corruption Policy's intent and good practice of giving and acceptance of gifts and entertainment.

As for new staff, they must also take a compulsory e-learning course and the test via e-learning system. All staff must sign "the Acknowledgement and Compliance Form" to assure that they read, understand, and will put the Anti-Bribery and Corruption Policy into practice. This is a part of the employment conditions, any breach of which will render them liable to disciplinary actions and summary dismissal.

With awareness of the accountability for all stakeholders, the Bank has instituted a policy relating to information disclosure, along with having whistle-blowing channels in place for any report of concern, complaint, wrongdoing, wrongful acts in duty, fraud, and non-compliance by employees with the Bank's work rules, to be made and processed directly to Chairman of the Board of Directors, Chairman of the Audit Committee, or President and Chief Executive Officer, or via the Bank's website. The whistle-blowers or the complainants will be protected and treated with fairness, and the information and complaints will be kept in confidentiality.

The Bank conducts an annual bribery and corruption risk assessment process, and also considers necessity to put additional control procedures or measures in place for an immediate risk mitigation. Concerning such risk assessment in 2022, there was no bribery and corruption breach. Such result was reported to Group Compliance and the Board Risk and Compliance Committee in November 2022.

The Bank's zero-tolerance approach to all forms of bribery and corruption is communicated to its business associates and associated persons at the outset of the Bank's business relationship with them and as appropriate thereafter. The relevant terms of the Anti-Bribery and Corruption Policy will also be incorporated in their terms of engagement, if required.

Whistle-blowing or lodging of complaints

The Board of Directors has put in place channels to receive report on suspicious fraud/ corruption incidents or behaviours, or any conduct which employees and stakeholders believe or suspect that may be involved with fraudulent/ corruption acts in the future. Employees and stakeholders are encouraged to report such conduct as soon as possible via the following channels:

1. Whistle-blowing channels

- An employee or a stakeholder who finds any unlawful activities, misconduct, fraud, wrongdoings, including corruption, can report to the Audit Committee Chairperson via e-mail: whistleblow@cimbthai.com.
- The whistle-blower shall provide real name and surname, address and phone number or e-mail address as well as the name of the person or the incident in question to show that the whistle-blowing is made with sincerity, without intention to defame or cause damage to the Bank or other persons.

- The Bank will carry out an investigation by keeping the lid on the whistle-blower's name and the complainant's name to protect and prevent any impact on them. The Bank is to proceed in accordance with the steps and procedures in place, together with having a written record of the investigation results, which must be safely kept in confidentiality and only accessible by relevant persons.
- General questions, i.e. open hours of the Bank, interest rate, or general information of the Bank, shall not be identified as complaints. Such questions shall be passed on to responsible parties to make responses to questioners.

There was no whistle-blowing report in the past year.

2. Complaints lodging channels

The Bank is aware of reputation risk and importance of customer satisfaction. It has thus set up an independent centralised complaint management unit, i.e. Customer Experience Management (CX), which works closely with customer touchpoints such as CIMB Thai Care Centre and other units to efficiently govern handling of customers' complaints and queries. The Customer Complaint Handling Policy and Procedures have been established to set out the standard framework and mechanism for dealing with customers' complaints in accordance with local regulatory requirements and CIMB Group standards. This would ensure that all complaints are handled effectively by relevant subject matter experts in a fair and timely manner.

Furthermore, CX has gathered the complaints received as well as knowledge about the Bank's customers based on surveys and voices of customers through various touchpoints. This is to drive for improvement in all angles of customer experience with an aim to uplift customer engagement. The complaint information, knowledge about the Bank's customers, and improvement initiatives are prepared and proposed by CX to Thailand Customer Experience Committee, Management Committee, Board Risk and Compliance Committee - Compliance Reporting, and other relevant committees on a regular basis.

According to relevant regulatory requirements, i.e. Market Conduct prescribed by the BOT and Guideline for Selling and Providing Services relating to Capital Market Products in types of Mutual Fund and Bonds (Fair Dealing) prescribed by the Office of the SEC, the Bank is required to disclose the following information for customers to contact regulators for filing of their complaints:

- **Financial Consumer Protection Center (FCC), Bank of Thailand**
Hotline: 1213
E-mail: fcc@bot.or.th
- **Office of the Securities and Exchange Commission (Office of the SEC)**
Hotline: 1207
E-mail: complaint@sec.or.th

Customer relationship management plan and continuous customer satisfaction evaluation

The Bank places importance on the voice of customers as well as products and services quality improvement. In order to achieve such objectives, the Bank has established the CX Unit, which initiated and has conducted customer satisfaction surveys at branches since 2017, along with developing more convenient accessible surveys for customers. Such surveys thoroughly encompass the following various service channels.

1. When customers access to any branch for banking services, they can evaluate the branch services via QR code located in front of the service counter.
2. When customers contact and use services with Relationship Manager, they can rate satisfaction on the services provided through surveys sent via SMS.
3. When customers contact CIMB Thai Care Centre, they can evaluate staff's services via IVR system before ending a conversation.
4. When customers contact TB Hotline, they can evaluate staff's services via an e-survey.
5. When customers make a transaction via CIMB THAI Digital Banking Application, they can give us feedback through a survey sent via In-App Notification.
6. When customers make a transaction via BizChannel, they can give us feedback through an e-survey.
7. When customers file a complaint, they can evaluate our complaint handling service through surveys sent via SMS.

Besides, the Bank also has a representative to conduct customer satisfaction surveys via telephone, as an alternative channel.

Customers can take survey on a voluntary basis. The Bank does not ask or store any personal information of all customers, but only collects information of customer opinions for further improvement on the Bank's service quality.

Opinions received from customers will be used for the Bank's analysis and formulation of continuous improvement plan on services provided via several channels, for example, adding more features in CIMB THAI Digital Banking Application to serve customer needs, and reducing the down time through application development to empower users with seamless experiences.

To conduct surveys, the Bank measures customer satisfaction based on their scores given and sets target satisfaction level at 80 percent. In the previous year, the Bank achieved a satisfaction level of 91 percent from various service channels. Nonetheless, the Bank continues conducting customer surveys, in order for us to be the admired bank for customers to serve their satisfaction and continued use of the Bank's services.

8.2 Performance result report of the Audit Committee during the past year

Performance results of the Audit Committee are shown in **Attachment 6**. Details of the meetings and meeting attendance of the Audit Committee members can be found under the topic 8.1.2 on Board of Directors' Meetings and Remuneration of Directors.

8.3 Performance result reports of other Board Committees

Performance results of the Nomination, Remuneration and Corporate Governance Committee and the Board Risk and Compliance Committee are shown in **Attachment 6**. Details of the meetings and meeting attendance of the Nomination, Remuneration and Corporate Governance Committee and the Board Risk and Compliance Committee can be found under the topic 8.1.2 on Board of Directors' Meetings and Remuneration to Directors.

8.4 Encouragement of shareholders to exercise their rights

The Bank has recognised the rights of all shareholders and encouraged them to exercise their basic rights on an equitable basis, as well as proactively communicated with them regularly. Such rights include the rights to sell, purchase or transfer shares, access the Bank information, ensure fair distribution of profit, attend meetings to exercise voting rights, express opinions and comments, and decide on important matters, such as appointment of director and auditor, allocation of profit, dividend payment, capital increase or decrease, and approval of any extra items, etc.

With the deep concern over the health safety of the shareholders and involved persons amidst the spreading of COVID-19, the Bank decided to convene the 2022 AGM via electronic media (E-AGM) on 12 April 2022 at 10.00 hrs.

In this E-AGM, the Bank used the services of Inventech Systems, a service provider that meets the standard and passes the evaluation of Electronic Transactions Development Agency (ETDA). Inventech Systems is accepted by a number of listed companies, including those in banking industry, as a reliable service provider. Shareholders and participants could conveniently attend the meeting via computer, mobile phone, laptop, and tablet device, which operates through either IOS or Android.

Before the AGM date on 12 April 2022, shareholders were invited to propose matters for inclusion in the meeting agenda and propose names of qualified candidates for consideration and election as directors of the Bank from 1 October 2021 to 31 December 2021 in accordance with the Bank's rules and criteria. It came out that no agenda items and no director nominations were proposed by the shareholders for the 2022 AGM held on 12 April 2022.

In the invitation letter sent to each shareholder, the Bank clearly identified which agenda item was for acknowledgement or for consideration, together with background, rationale, and recommendations of the Board, as well as supporting documents which comprised the registration form for attending the E-AGM, guidelines for vote casting and proxy appointment, Annual Registration Statement/Annual Report 2021 (Form 56-1 One Report), as well as guidelines for attending the E-AGM. The Bank assigned Thailand Securities Depository Co., Ltd., the Bank's share registrar, to send the invitation letter to the shareholders for consideration 21 days before the meeting, and also published the invitation letter and other supporting documents on our website at least 30 days before the meeting. This allowed the shareholders to have time to study information beforehand. Besides, the invitation letter was also made available to public via the disclosure channel of the SET, and in accordance with the law, the letter was published in newspapers for three consecutive days at least three days before the meeting.

At the 2022 AGM, two of the Board members attended the meeting in person and eight via electronic means, representing 100.00% of the total number of the Board members. The Bank's senior executives also attended the meeting either in person or via electronic means. There were 36 shareholders and proxies attending the meeting, with total shares held of 33,066,510,110 shares representing 94.9579% of the total issued shares. In addition, the representative from Thai Investors Association also attended the meeting jointly with the shareholders, as well as the representatives from our legal advisor to witness the voting process, which was to ensure transparency and compliance with the laws and the Bank's Articles of Association.

On the date of the meeting, all shareholders groups were facilitated in their meeting attendance. They could choose to request to join the meeting either through a web browser or scanning

a QR code to log into the system and provide personal data as well as supporting identity verification documents. The Bank, by the service provider, also made available the Call Centre to render advice and assistance to the shareholders who faced the technical issue during the step of e-request and e-meeting download and installation, from the date of request submission until the end of the meeting.

Prior to commencing the meeting with the specified business agendas, the Bank opened the e-meeting system to allow the participants to register two hours ahead of the meeting time. To facilitate the shareholders and participants, Dato' Robert Cheim Dau Meng, the Board Chairman who served as the Chairman of the meeting, assigned Mr. Anon Sirisaengtaksin, Independent Director who is the Chairman of the NRCC, Member of the Board Risk and Compliance Committee as well as a shareholder, to carry out the meeting in Thai.

During the meeting, the Chairman assigned the Company Secretary to give an explanation to the attendees regarding voting casting and counting procedures for each agenda, as well as that all shareholders and proxies would have opportunity to express opinions and/or ask questions related to the agendas or other Bank-related matters before the meeting date and before the vote casting in each agenda. They could type and send a question via the system. In voting, a common shareholder, including a proxy holder who participated the meeting, was entitled to one voting right per share. Any shareholder with a special interest in any specific matter for which the votes would be cast by the meeting shall not be allowed to vote on that matter, unless it was a vote for election of director. The cast votes were tallied by deducting the disagreement or abstention votes from the total votes by the shareholders who attended the meeting and had the voting right, to make the vote counting process efficient and quick.

After the meeting, the minutes of the meeting were prepared, both in Thai and English, in an accurate and comprehensive manner, such as a summary of questions, clarifications and views provided as well as detailed votes for each agenda item which showed the number of votes cast for and against the motion as well as abstention votes, etc. The draft minutes of the 2022 AGM were submitted to the relevant supervisory authorities within the timeline as prescribed by relevant law and regulations, and posted on the Bank's website, www.cimbthai.com, for shareholders' reference.

8.5 Equitable treatment of shareholders

The Bank recognises the importance of fair treatment of all shareholders, including the duty on protection of shareholders' interests. Hence, measures are put in place to prevent the use of inside information for personal gains by the Board members, executives and employees. The Board has set criteria to prohibit the Board members, executives and employees, including spouses and underage children thereof, from using material inside information with impact on the Bank's securities which has not yet been disclosed to the public and may have an effect on CIMB Thai securities price and trading price, for purchase, sale, transfer or receipt of transfer of securities of the Bank during a one-month period before such information goes to public. Moreover, members of the Board and executives from the levels of senior executive vice president or the equivalents upward, and those holding executive positions or heads of work units or the equivalents upward in the accounting or finance function line, including persons having relationship with the foregoing, i.e. spouse or person cohabiting as husband and wife (without marriage registration), underage children and any juristic person in which Board members or

executives, or spouse or person cohabiting as husband and wife (without registration of marriage), or underage children of Board members or executives, have a combined shareholding exceeding 30% of the total voting rights and representing the largest shareholding proportion in such juristic person, are duty-bound to report their securities and derivatives holding as well as any change in the securities and derivatives holding, to the Office of the SEC within three business days from the transaction dates thereof, and send copies of such report to the Company Secretary and Administration Team within the above specified timeframe. For the information of the Bank, a policy is laid down for the Bank's directors to report their sale and purchase as well as holding of the Bank's shares and/or securities to the Board. In addition, the Bank has formulated the Code of Ethics and Conduct for the Board, executives and employees, which cover topics on the use of inside information and operation guidelines with avoidance of conflicts of interest to ensure more efficient, effective and transparent business management.

8.6 Accountability to stakeholders

The Bank places great importance to the rights of all our stakeholders, whether they are directors, executives, employees, shareholders, clients, business partners, creditors or relevant government authorities.

1. **Customers**

The Bank takes its commitment seriously to provide customers with high-quality products and services while safeguarding their interests and treating them fairly in all aspects of their dealings with the Bank. To pursue such objectives, the Bank has set up the CX Unit to work closely with customer touchpoints and other units to efficiently handle customers' complaints and queries. The Customer Complaint Handling Policy has been established as the key reference document and basis to set out the standard framework and mechanism for dealing with customers' complaints in accordance with local regulatory requirements and CIMB Group standards. CX acts as the independent centralised complaint management unit to ensure that all customers' complaints are handled effectively by relevant subject matter experts in a fair and timely manner. The prompt and constructive responses given to customers would, in turn, build customers' loyalty and trust in the Bank. In addition, customers' confidentiality is strictly observed at all times in compliance with relevant laws and regulations unless the disclosure is required by law or authorised in writing by the customers.

Policy and procedure regarding confidentiality of customers' personal data in accordance with the Personal Data Protection Act (PDPA)

The Bank realises and places importance on privacy. We also strive to protect the customers' personal data or personal data of those related to customers' businesses. The Bank has collected, used, and disclosed personal data to render products and/or services to customers, as well as to offer products and services that suitably address the needs of customers. Moreover, the Bank manages personal data for the purpose of providing utmost satisfactions to customers and complying with the Personal Data Protection Act, B.E. 2562 (2019). The Bank determines to take responsibility for and protect personal data of all stakeholders, namely shareholders, employees, customers, and business partners. The Bank, therefore, disseminates the Privacy Notice on its websites to manifest the Bank's operational transparency. The Bank's Data Protection Office is responsible for overseeing personal data protection, of which the operational framework is aligned with the Personal Data Protection Act, B.E. 2562 (2019). The Privacy Policy

and the Privacy Notice also apply to the personal data used at branches, all online channels, and CIMB Thai Care Centre under the Bank's business operation, with details as follows:

- Purposes of personal data collection, use and/or disclosure
- Types of personal data
- Retention period of personal data
- Other third parties which the Bank possibly discloses personal data to
- Cross-border transfer of personal data
- Security of personal data
- Cookies Policy
- Rights as data subject
- Revision of the Bank's Privacy Notice
- Contact information in regard to the rights of personal data

2. Shareholders

The Bank recognises the critical importance of ensuring work systems and processes are in place to provide assurance of effective and efficient operations, internal controls and compliance with laws and regulations, as well as adherence to the code of conduct by all employees. The Bank focuses on creating and delivering sustainable shareholder value, protection of assets and providing all shareholders with fair treatment whilst allowing them to exercise their rights fully and fairly in an informed manner unless they have interests in the matter considered at the shareholders' meeting, and in such case, the shareholders concerned are required to abstain from voting thereon, except voting for the election of directors.

3. Employees

The Bank believes in fair treatment accorded to all employees, and is fully committed to uplifting the quality of our human capital. In this context, we have consistently provided them with training so that they have an opportunity to improve their performance with more career development options. Such efforts will enhance our sustainable growth and serve our business expansion plans in the increasingly competitive markets.

4. Creditors

The Bank strictly follows the contractual terms and conditions as agreed with its creditors, including those for guarantee, capital management and liquidity management purposes, to assure stability and solidity of the entity along with the ability to repay debts to the creditors within the specified period. In the event of realising inability to abide by a contractual obligation, the creditor will be notified by the Bank in advance for mutual exploration of solution, together with the Bank's financial positions under the respective circumstance in an accurate and comprehensive manner. Our contacts with the creditors are without any demand for or acceptance of payment or payment of any dishonest benefits.

5. Competitors

The Bank recognises the importance of a fair and competitive business environment. We have treated our competitors with fairness and without breaching the confidentiality of their information nor tarnishing their reputation. Legal and ethical best practices have been put in place as guidelines for the employees. In 2022, there was no legal dispute between the Bank and the competitors.

6. Business partners

The Bank adheres to the processes that are transparent and verifiable in its selection of business partners. The Bank's Procurement Policies and Procedures are complied with in the processes of selecting and evaluating the vendor or service provider.

Transparent, fair, and non-discriminatory procurement practices

The Bank has announced the Procurement Policy and Guideline to be implemented organisation-wide and made them accessible to all employees. The Bank has the fair business partner selection process in place, in consistency with its criteria on business partner screening and selection, which the Bank thoroughly takes into account quality, credibility, business sale volume, as well as other relevant factors. The Bank also considers whether such brands and services are compatible with preferences and affordable price ranges of its target customers. Business partner's financial position and operational process, plus the contributions towards OTOP/SME products are also factors that the Bank considers. All business partners must comply with the Bank's standards in terms of cost, quality, and product specification, marketing plan, production capacity, product replenishment, and product delivery. Business partners must also adhere to ethical business practices, as well as the food safety standards as specified by the Bank and as required by laws and regulations. Moreover, all of the Bank's business partners, in some cases, shall be held liable to customers directly, in accordance with the terms prescribed in Consumer Protection Laws.

Supportive measures for business partners to enhance capability

In order to systemise the procurement process, the Bank has Group Electronic Procurement System in place. Accordingly, the training session was arranged for the Bank's business partners, in order to enable them to use the system to make procurement transactions with the Bank. As the business partners' information are kept in the data centre which is accessible to the entire CIMB Group, this will help increase opportunities for the domestic business partners to become an option of being a business partner with CIMB Group.

Business partner performance evaluation is conducted with a rating scale ranking from 0.00-4.00, and comprises the four criteria, details of which can be summarised as follows:

1. Strategic & corporate fit e.g. political situation, cultural and communicating barrier, trade rules and agreements, cultural difference, ethical standard, quality standard, exploitation of labour, money laundering, terrorism financing, compliance with relevant laws and regulations, and credibility of business partner.
2. Project management capability e.g. business partner's ability to deliver results in a timely manner with constant follow-up and progress report, business partner's employee management, cost management in accordance with the allocated budget, business partner's risk management (e.g. risk identification, risk monitoring, risk mitigation, and risk communication), business partner's problem resolution plan (e.g. issue identification, resolution, and reporting), business partner's accountability, and business partner's level of knowledge and understanding on project management, delivery and closing.
3. Cost effectiveness e.g. service fee of the business partner compared to market price, cost competitiveness, serious actions taken to reduce expenses.
4. Customer satisfaction e.g. business partner's code of conduct, flexibility, quick response, ability to communicate and coordinate with the Bank's staff, years of experiences and past key projects, qualifications of business partner's team members, and team structure.

Green procurement

Procurement, Administration and Property Management Department places importance on environmental conservation. The Group Electronic Procurement System, therefore, has been in place, whereby electronic purchase orders are used in replacement of the traditional (manual) ones. Other relevant processes have also been executed electronically to efficiently reduce paper use, e.g. approval process, meetings, minutes of the meetings, etc. The Green Procurement

Practice Guideline has also been set as a part of the Bank's Environmental Management Policy. CIMB Group organised the Sustainability Conference, titled "Sustainability Summit 2022: Facilitating a Just Transition," for business partners. Such conference aimed to raise awareness about environmental conservation and support a just transition.

7. Community and society

We recognise our ability to make positive impacts on the community and the environment. We have actively been involved in a range of charitable activities, including Kathin robe offerings, blood donation drives, fundraising to help monks, underprivileged children and local community at large, as well as Read for the Blind which is a long ongoing project that has gained high participation by executives and staff of the Bank.

8.7. Disclosure and transparency

The Bank places great importance to ensuring that accurate, timely and clear information, both in Thai and English, is comprehensively disseminated to investors and parties concerned across a variety of media channels, including those provided by the SET and the Bank's website. In addition, as required by regulatory criteria, we disclose relevant information in the Annual Registration Statement/Annual Report 2022 (Form 56-1 One Report), and also disclose information through various projects and activities to boost investor confidence in Thai capital market. Clear and accurate information on our activities has also been provided to regulatory bodies, investors, shareholders, analysts and the general public. These initiatives include:

- Investor Relations (IR) and Company Secretary and Administration take charge of disseminating the Bank's information and represent the Bank in communicating with investors, securities analysts, media and other interested persons, as well as report operating results and material transactions in an accurate, fair, and transparent manner and in compliance with the applicable laws and regulatory requirements.

In 2022, the Bank organised IR activities to provide information both directly and indirectly as follows:

- IR and the management had arranged three conference calls with credit rating agencies: Fitch Ratings (Thailand) Ltd., Moody's Investors Service (MOODY'S), and Rating Agency Malaysia Bhd (RAM), to be updated on the Bank's financial and operational status.
- Press release issued when the Bank had significant investment or business activities.
- Availability of channels for provision of information and dealing with enquiries of investors and media via e-mail: ir@cimbthai.com, or Tel.+66-2614-1155, or website: http://www.cimbthai.com/CIMB/investor_relations/.

- Holding press conference to disseminate information to the general public via the media on financial results and business directions of the Bank for the information of interested parties and allowing local and foreign investors and analysts to keep abreast of the Bank's performance and growth.

Policy on nomination of directors and executives

The Bank has put in place the director nomination procedures that are transparent and open for inspection. The Board has delegated authority to the NRCC to take charge of selecting and nominating qualified persons by taking into account the Director Pool database and considering their skills or expertise based on the Board Skills Matrix, in order to align with the Bank's business direction and strategy as well as the laws and regulations related to directorship. Such nominated

persons shall also have no prohibited characteristics as prescribed in the laws. The NRCC will then propose for the Board of Directors' approval or endorsement prior to submitting to the shareholders' meeting for approval (as the case may be). In either case, the appointment of a new director or the re-electing of an existing director for another term shall be subject to the BOT's approval.

The NRCC is responsible for reviewing and screening qualifications of candidates for executive positions of the Bank before proposing for the Board of Directors' approval prior to seeking for an approval from the BOT. The Bank has set the executive hiring governance procedure in order to ensure that all nominated and appointed executives are qualified as per the requirements of the BOT and other regulators.

Policy of non-violation of intellectual property rights or copyrights

The Bank does not support our directors, executives and employees operating in violation of intellectual property rights or copyrights. As such, we have established a policy prohibiting the Bank's directors, executives and employees from violating intellectual property rights or copyrights, e.g. duplicating, modifying or disseminating creative works with copyrights, to the public without permission from the copyright owners.

Policy for reporting of interests of directors and executives

In order to control and monitor transactions made between the Bank and the directors, executives and related persons, the Board of Directors has formulated the policy for reporting the interests of directors and executives (reports of interests). Directors and executives shall submit to the Company Secretary their reports and those of related persons within seven business days from the end of the semi-annual period as well as when there are changes thereof (if any). The Company Secretary will submit copies of such reports to the Chairman of the Board and the Chairman of the Audit Committee for acknowledgement within seven business days from the date the reports are received by the Company Secretary. In this connection, the Board of Directors also requests all directors to provide a monthly report on any change in their interests to the Board.

Anti-Bribery and Corruption Policy and Procedure

To ensure that the Bank has in place appropriate practice and regulations to prevent corruption, the Bank has prepared the Anti-Bribery and Corruption Policy and Procedure to be strictly complied with by the directors, executives and employees as well as the Bank's affiliates. The Board of Directors requires a review of the Anti-Bribery and Corruption Policy and Procedure on an annual basis, or upon any changes in relevant laws and regulations.

Furthermore, the Bank has intited the Policy and Procedure on Giving and Acceptance of Gifts and Entertainment, which is regulated in conformity with the Anti-Bribery and Corruption Policy and Procedure, to be strictly complied with by the executives and employees as well as the Bank's affiliates. The Board of Directors determines that the Policy and Procedure on Giving and Acceptance of Gifts and Entertainment must be reviewed on an annual basis.

Information security policy and details on monitoring results of policy implementation

The Bank has the Information Security Policy as well as other policies relating to IT security in place, which are in accordance with requirements of regulatory authorities, such as the BOT, the Office of the SEC, and other laws related to IT security. In addition, the Bank has applied certain international standards, e.g. ISO27001 and NIST Cybersecurity Framework, in its determination of guidelines and control systems to be implemented entity-wide under the three lines of

defense structure, for example, system configuration and parameter setting, system and user access control management, IT security protection and maintenance, system hardening, regular patch and system update management, encryption and data security protection as per data classification, data backup, cyber security drills, along with performance monitoring and reporting the results thereof to various levels as well as relevant committees in accordance with the agenda and reporting period specified. In terms of employees and related parties, the Bank has provided training sessions as well as continually raised awareness of IT security risk and threats, to ensure employees' understanding and ability to effectively prevent and deal with cyber attacks.

9. Internal Control and Related Party Transactions

9.1 Internal Control and Auditing Systems

The Bank has established the organisational structure, policies and work procedures to ensure that effective risk management and internal control systems are put in place, enabling sustainable business growth and compliance with good corporate governance principles. In addition, it has mechanisms in place to consistently monitor, assess and audit its internal control system to ensure adequacy, appropriateness, and effectiveness.

• **Organisation and environment**

The Bank has structured its organisation taking into account proper segregation of duties that will contribute to effective risk management and internal control as well as monitoring and auditing systems (Three Lines of Defence). It has also consistently monitored the operations of its staff to be in line with the Code of Ethics and best practice in business operations with fair treatment of its stakeholders. Short- and medium-term business plans have been worked out to determine business strategy and framework, which are communicated to the staff at managerial levels Bank-wide for their awareness and implementation to achieve the plans and targets set forth.

• **Risk management**

The Bank has realised the significance of risk management covering both internal and external risk factors. Board Risk and Compliance Committee and Risk Management Committee have been appointed by the Board of Directors with relevant roles, duties and responsibilities defined and operations of which assessed to ensure conformity with the risk governance framework in place. Board Risk and Compliance Committee and Risk Management Unit are in charge of formulating the Bank’s comprehensive risk management policy and procedures and setting up the risk control and monitoring mechanisms, as well as continuously fostering its risk culture.

• **Oversight of executive management**

The Bank has clearly defined, and regularly reviewed the scope of authority and responsibilities conferred on or delegated to executive officers at different levels. A clear division of responsibility between various management positions provides a mechanism for checks and balances between senior executives. This has been incorporated in the standard operating procedures and reviewed regularly.

Executive management is required to bring to the attention and consideration of the Board any transactions to provide loans or make investment in businesses in which the Bank’s major shareholders, directors or senior executives as well as parties related to them have beneficial interests. In addition, any sales, giving, lease, purchase or rent of assets concerning the Bank’s major shareholders, directors or senior executives as well as parties related to them have to comply with the policies and procedures in place. The Head of Internal Audit has been appointed by the Audit Committee. Ms. Siriporn Sanunpairaue has been appointed as Head of Internal Audit, in view of her qualifications, capabilities, knowledge and experience to perform this function.

In addition, the Bank has established Compliance Unit to provide oversight and support to ensure that the Bank conducts its businesses in compliance with all applicable laws and regulatory requirements. Internal Audit has also been established as an independent unit to examine and ensure all Bank activities are effectively and efficiently managed and operated in line with the good risk management and internal control principles.

• **Information and communication infrastructure**

The Bank has established its accounting policies and procedures in line with generally accepted accounting principles that support the Bank’s business requirements. It has

developed and managed its information and database systems consistently so that significant information is accessible on an adequate and timely basis. The document management system provides an effective tool for retrieving and storing important electronic documents appropriately and safely. The policies and procedures have been communicated to relevant staff at all levels.

• **Follow-up and monitoring system**

The Bank has put in place processes for monitoring and reviewing the implementation of activities against its strategic objectives, policies, procedures, relevant laws, regulations, and internal control systems. An annual business plan is prepared and periodically reviewed to ensure its effectiveness in a rapidly changing environment. The Audit Committee is committed to ensuring that concrete actions are taken to execute recommendations and regularly monitoring resolutions to ensure that any identified issues are brought to satisfactory conclusion.

9.2 Related Party Transactions

As of 31 December 2022, the Bank recorded significant business transactions with its subsidiary and affiliated companies (related by way of having common shareholders), including related persons (directors or executives from the level of vice president upwards). These transactions were concluded on commercial terms and based on mutually agreed upon criteria in the ordinary course of business between the Bank and its subsidiary, associated and affiliated companies. Details are as disclosed in the Notes to Financial Statements item 44 of Financial Statements as of 31 December 2022.

- Related Party transactions with persons who may have conflicts of interest are as follows:

Name and Relationship	Transaction Characteristics and Value	Necessity and Reasonableness with Board of Directors’ Opinion
Mr. Chanmanu Sumawong, the Bank’s Director, as a senior executive at one juristic person	<p>The Bank has conducted an annual review and extended all credit facilities to 31 January 2023 for one juristic person, the ultimate shareholder of which is served as a senior executive by Mr. Chamanu Sumawong.</p> <p>This transaction is considered the Bank’s normal course of business.</p>	<p>The Board of Directors’ meeting no. 1/2022, held on 27 January 2022 (excluding Mr. Chanmanu Sumawong who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank’s normal course of business.</p>

Name and Relationship	Transaction Characteristics and Value	Necessity and Reasonableness with Board of Directors' Opinion
CIMB Group, an indirect major shareholder of the Bank	<p>The Bank has performed an annual review of the six counterparties under CIMB Group, including CIMB Bank Berhad, CIMB Investment Bank Berhad, PT Bank CIMB Niaga Tbk, CIMB (L) Ltd., CIMB Bank Plc. and CIMB Bank (Vietnam) Ltd., with the next annual review to be 28 February 2023.</p> <p>This transaction is considered the Bank's normal course of business.</p>	<p>The Board of Directors' meeting no. 2/2022, held on 22 February 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal course of business.</p>
CGS-CIMB Securities (Thailand) Co., Ltd. (CGS-CIMB), a subsidiary having CIMB Group as the major shareholder	<p>The Bank has conducted an annual review on an unchanged basis and extended all credit facilities for CGS-CIMB, with the next review to be 30 September 2022.</p> <p>This transaction is considered the Bank's normal course of business.</p>	<p>The Board of Directors' meeting no. 2/2022, held on 22 February 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal course of business.</p>

Name and Relationship	Transaction Characteristics and Value	Necessity and Reasonableness with Board of Directors' Opinion																																								
iCIMB (MSC) Sendirian Berhad (iCIMB), a subsidiary having CIMB Group as the major shareholder	<p>Under the agreements for use of the Group Financial Management System (GFMS) service between the Bank/ CIMB Thai Auto Co., Ltd. (CTA)/ WorldLease Co., Ltd. (WL) and iCIMB, the Bank has revised the IT outsourcing (ITO) fees chargeable to the Bank and its subsidiaries for the years 2022-2025, and has extended the agreements for another two years, from 2026 to 2027.</p> <p>The revised ITO fees for years 2022 until 2027 are as follows:</p> <table border="1" data-bbox="2109 795 2564 990"> <thead> <tr> <th>Entity</th> <th>Y2022 (MYR)</th> <th>Y2023 (MYR)</th> <th>Y2024 (MYR)</th> <th>Y2025 (MYR)</th> <th>Y2026 (MYR)</th> <th>Y2027 (MYR)</th> <th>Total (MYR)</th> </tr> </thead> <tbody> <tr> <td>CIMB Thai</td> <td>696,545.83</td> <td>696,545.83</td> <td>643,024.36</td> <td>643,024.36</td> <td>494,065.51</td> <td>494,065.51</td> <td>3,667,271.40</td> </tr> <tr> <td>CTA</td> <td>109,418.50</td> <td>109,418.50</td> <td>100,372.62</td> <td>100,372.62</td> <td>83,504.03</td> <td>83,504.03</td> <td>586,590.30</td> </tr> <tr> <td>WL</td> <td>90,618.29</td> <td>90,618.29</td> <td>83,080.06</td> <td>83,080.06</td> <td>69,586.69</td> <td>69,586.69</td> <td>486,570.08</td> </tr> <tr> <td>Total revised ITO fee</td> <td>96,582.62</td> <td>96,582.62</td> <td>826,477.04</td> <td>826,477.04</td> <td>647,156.23</td> <td>647,156.23</td> <td>4,740,431.78</td> </tr> </tbody> </table> <p>Note: ITO fees exclude VAT 7%.</p> <p>This transaction is considered the Bank's normal business support.</p>	Entity	Y2022 (MYR)	Y2023 (MYR)	Y2024 (MYR)	Y2025 (MYR)	Y2026 (MYR)	Y2027 (MYR)	Total (MYR)	CIMB Thai	696,545.83	696,545.83	643,024.36	643,024.36	494,065.51	494,065.51	3,667,271.40	CTA	109,418.50	109,418.50	100,372.62	100,372.62	83,504.03	83,504.03	586,590.30	WL	90,618.29	90,618.29	83,080.06	83,080.06	69,586.69	69,586.69	486,570.08	Total revised ITO fee	96,582.62	96,582.62	826,477.04	826,477.04	647,156.23	647,156.23	4,740,431.78	<p>The Board of Directors' meeting no. 4/2022, held on 27 April 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal business support.</p>
Entity	Y2022 (MYR)	Y2023 (MYR)	Y2024 (MYR)	Y2025 (MYR)	Y2026 (MYR)	Y2027 (MYR)	Total (MYR)																																			
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iCIMB (MSC) Sendirian Berhad (iCIMB), a subsidiary having CIMB Group as the major shareholder	<p>The Bank, CIMB Thai Auto Co., Ltd. (CTA) and WorldLease Co., Ltd. (WL) have earlier used the International Financial Reporting Standard 9 (IFRS 9) system service under the agreement between CIMB Thai and iCIMB.</p> <p>With the new direction for the Bank's subsidiaries to be directly charged back by iCIMB under separately signed agreements, the Bank has revised the IT outsourcing (ITO) fees of CIMB Thai, and has imposed the ITO fees of its subsidiaries for years 2022-2024, as below.</p> <table border="1" data-bbox="2109 1529 2564 1748"> <thead> <tr> <th>Entity</th> <th>Y2022 (MYR)</th> <th>Y2023 (MYR)</th> <th>Y2024 (MYR)</th> <th>Total (MYR)</th> </tr> </thead> <tbody> <tr> <td>CIMB Thai</td> <td>658,764</td> <td>658,764</td> <td>658,764</td> <td>1,976,292</td> </tr> <tr> <td>CTA</td> <td>584,894</td> <td>584,894</td> <td>584,894</td> <td>1,754,682</td> </tr> <tr> <td>WL</td> <td>420,129</td> <td>420,129</td> <td>420,129</td> <td>1,260,387</td> </tr> <tr> <td>Total revised ITO fee</td> <td>1,666,236</td> <td>1,666,236</td> <td>1,666,236</td> <td>4,998,708</td> </tr> </tbody> </table> <p>Note: * ITO fees exclude VAT 7%.</p> <p>This transaction is considered the Bank's normal business support.</p>	Entity	Y2022 (MYR)	Y2023 (MYR)	Y2024 (MYR)	Total (MYR)	CIMB Thai	658,764	658,764	658,764	1,976,292	CTA	584,894	584,894	584,894	1,754,682	WL	420,129	420,129	420,129	1,260,387	Total revised ITO fee	1,666,236	1,666,236	1,666,236	4,998,708	<p>The Board of Directors' meeting no. 4/2022, held on 27 April 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal business support.</p>															
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Name and Relationship	Transaction Characteristics and Value	Necessity and Reasonableness with Board of Directors' Opinion																										
iCIMB (MSC) Sendirian Berhad (iCIMB), a subsidiary having CIMB Group as the major shareholder	<p>Following the Board's earlier approval of outsourcing the IFRS 9 model development to iCIMB, the Bank has revised the service charges of the Bank and its subsidiaries for year 2022 onwards, comprising:</p> <ol style="list-style-type: none"> Revision of man-day rate to be based on Data Scientist - tier 3 role, as sourced from CIMB Group's Internal Resources Rate Card. <table border="1" data-bbox="401 727 847 851"> <thead> <tr> <th>Existing rate</th> <th>Revised rate</th> </tr> </thead> <tbody> <tr> <td>Man-day rate (MYR)</td> <td>Standard internal staff man-day rate (MYR)</td> </tr> <tr> <td>651</td> <td>1,241</td> </tr> </tbody> </table> <p>Note:</p> <ol style="list-style-type: none"> Data Scientist - Tier 3 rate is comparable to the market rate on modelling expertise. Previous man-day rate was included indirect cost and mark-up of 10%. <ol style="list-style-type: none"> Revision of charge rate for IFRS 9 modelling services per model as follows: <table border="1" data-bbox="401 1094 847 1425"> <thead> <tr> <th>Services</th> <th>Effort (Working days)</th> <th>Man-day rate (MYR)</th> <th>Total cost (MYR)</th> </tr> </thead> <tbody> <tr> <td>Model development/ calibration</td> <td>60</td> <td>1,241</td> <td>74,460</td> </tr> <tr> <td>New/ calibrated model implementation and testing</td> <td>20</td> <td>1,241</td> <td>24,820</td> </tr> <tr> <td>Business criteria, model/ risk factors, overlays configuration and testing</td> <td>10</td> <td>1,241</td> <td>12,410</td> </tr> <tr> <td>Model monitoring, script development and testing</td> <td>14</td> <td>1,241</td> <td>17,374</td> </tr> </tbody> </table> <p>Note:</p> <ol style="list-style-type: none"> The above cost per model is tax exclusive. Other IFRS 9-model-related services (excluding IFRS 9 validation services) are subject to number of man-day as agreed by both parties. <p>This transaction is considered the Bank's normal business support.</p>	Existing rate	Revised rate	Man-day rate (MYR)	Standard internal staff man-day rate (MYR)	651	1,241	Services	Effort (Working days)	Man-day rate (MYR)	Total cost (MYR)	Model development/ calibration	60	1,241	74,460	New/ calibrated model implementation and testing	20	1,241	24,820	Business criteria, model/ risk factors, overlays configuration and testing	10	1,241	12,410	Model monitoring, script development and testing	14	1,241	17,374	<p>The Board of Directors' meeting no. 4/2022, held on 27 April 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal business support.</p>
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Name and Relationship	Transaction Characteristics and Value	Necessity and Reasonableness with Board of Directors' Opinion															
CIMB Bank Berhad, the major shareholder of the Bank holding 94.83% of the Bank's total issued and paid-up shares	<p>To realise CIMB Thai's efforts for regional income generation through deal referrals, the Bank has entered into the following three cross-border referral agreements, which specifies cross-border income sharing:</p> <ol style="list-style-type: none"> CIMB Thai's deal referrals to CIMB Bank Berhad CIMB Thai's deal referrals to CIMB Bank Berhad, Labuan Offshore Branch CIMB Bank Berhad's deal referrals to CIMB Thai <p>The pricing policy by products is as summarised below.</p> <table border="1" data-bbox="2106 893 2552 1114"> <thead> <tr> <th>Type of product</th> <th>Pricing policy for referral fee</th> </tr> </thead> <tbody> <tr> <td>Loan (Term Loan, Revolving Credit)</td> <td>16% - 20%</td> </tr> <tr> <td>Derivatives</td> <td>Nurtured: 35% Nurtured-Vanilla: 36% Reverse Inquiry and Reverse Inquiry & Vanilla: 16%</td> </tr> <tr> <td>Trade Finance</td> <td>17%</td> </tr> </tbody> </table> <p>Note: Deposit products (Funding Margin) and Cash Management are excluded due to minimal income recorded.</p> <p>This transaction is considered the Bank's normal course of business.</p>	Type of product	Pricing policy for referral fee	Loan (Term Loan, Revolving Credit)	16% - 20%	Derivatives	Nurtured: 35% Nurtured-Vanilla: 36% Reverse Inquiry and Reverse Inquiry & Vanilla: 16%	Trade Finance	17%	<p>The Board of Directors' meeting no. 4/2022, held on 27 April 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal course of business.</p>							
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Trade Finance	17%																
iCIMB (MSC) Sendirian Berhad (iCIMB), a subsidiary having CIMB Group as the major shareholder	<p>The Bank has renewed the Y.O.D.A. Non-Payroll contract with iCIMB for years 2022-2024 for CIMB Thai Auto Co., Ltd. (CTA) and WorldLease Co., Ltd. (WL)'s IT outsourcing of HRIS service. The annual service fees (excluded taxes) are as follows:</p> <table border="1" data-bbox="2106 1508 2552 1638"> <thead> <tr> <th>Entity</th> <th>Y2022 (MYR)</th> <th>Y2023 (MYR)</th> <th>Y2024 (MYR)</th> <th>OPEX (MYR)</th> </tr> </thead> <tbody> <tr> <td>CTA</td> <td>190,879.81</td> <td>192,916.86</td> <td>194,953.91</td> <td>578,750.58</td> </tr> <tr> <td>WL</td> <td>178,289.87</td> <td>180,192.56</td> <td>182,095.25</td> <td>540,577.68</td> </tr> </tbody> </table> <p>Note: The fees are inclusive of 5% markup of transfer pricing.</p> <p>This transaction is considered the Bank's normal business support.</p>	Entity	Y2022 (MYR)	Y2023 (MYR)	Y2024 (MYR)	OPEX (MYR)	CTA	190,879.81	192,916.86	194,953.91	578,750.58	WL	178,289.87	180,192.56	182,095.25	540,577.68	<p>The Board of Directors' meeting no. 5/2022, held on 26 May 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal business support.</p>
Entity	Y2022 (MYR)	Y2023 (MYR)	Y2024 (MYR)	OPEX (MYR)													
CTA	190,879.81	192,916.86	194,953.91	578,750.58													
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Name and Relationship	Transaction Characteristics and Value	Necessity and Reasonableness with Board of Directors' Opinion	Name and Relationship	Transaction Characteristics and Value	Necessity and Reasonableness with Board of Directors' Opinion
CGS-CIMB Securities (Thailand) Co., Ltd. (CGS-CIMB), a subsidiary having CIMB Group as the major shareholder	<p>The Bank has engaged with CGS-CIMB to bring individual investors to Cambodia, where CIMB Thai, as a selling agent, would receive an upfront fee and/or trail fee.</p> <p>An upfront fee of the private fund is expected at around 0.2-5% of the subscription amount, while a trail fee generally varies more and could be a percentage of asset under management or a percentage of performance fee.</p> <p>With the Bank being appointed as the selling agent, it would be granted a private fund selling license.</p> <p>This transaction is considered the Bank's normal course of business.</p>	<p>The Board of Directors' meeting no. 6/2022, held on 24 June 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal course of business.</p>	WorldLease Co., Ltd. (WL), a subsidiary having the Bank as the major shareholder	<p>The Bank has conducted an annual review and extended all credit facilities totaling THB 3,657.42 million (including investment of THB 567.42 million) of WL to 31 July 2023.</p> <p>This transaction is considered the Bank's normal course of business.</p>	<p>The Board of Directors' meeting no. 7/2022, held on 27 July 2022, deemed it proper to approve the transaction since it was the Bank's normal course of business.</p>
Mrs. Vijitra Thumponthong, a spouse of Mr. Paisan Thumponthong, SEVP, Head of Technology and Data of CIMB Thai, as Chief People Officer at one juristic person	<p>The Bank has renewed the rental agreement with one juristic person, which is a related party of an entity where Mrs. Vijitra Thumponthong sits as Chief People Officer. The renewal is for a short period of two months in alignment with the renovation plan. The rental rate remains unchanged at THB 3,595.24 per sqm per month (VAT excluded).</p> <p>This transaction is considered the Bank's normal course of business.</p>	<p>The Board of Directors' meeting no. 6/2022, held on 24 June 2022, deemed it proper to approve the transaction since it was the Bank's normal course of business.</p>	iCIMB (MSC) Sendirian Berhad (iCIMB), a subsidiary having CIMB Group as the major shareholder	<p>The Bank and CIMB Thai Auto Co., Ltd. (CTA) are currently using the Regional Collection Recovery System (RCRS), called FinnOne Collection, which would be obsolete in Q3/2022, while WorldLease Co., Ltd. (WL) is using the AmQue Collection System from a non-related-party vendor.</p> <p>From the review of software quality, the Bank has decided to implement the AmQue Collection System as a single platform for Thailand. However, it has to maintain the existing RCRS for another three months to ensure the stability of the new system.</p> <p>The Bank has thus engaged iCIMB to provide the RCRS services for year 2023, with the total outsourcing service fee of MYR 671,023, comprising MYR 271,823 CAPEX and MYR 399,199 Pre-live OPEX.</p> <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 7/2022, held on 27 July 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal business support.</p>
CIMB Thai Auto Co., Ltd. (CTA), a subsidiary having the Bank as the major shareholder	<p>The Bank has decreased the credit facilities provided to CTA by totaling THB 900 million to THB 35,940 million. It has also performed an annual review and extended all credit limits totaling THB 38,268 million (including the investment of THB 2,328 million) to 30 June 2023.</p> <p>This transaction is considered the Bank's normal course of business.</p>	<p>The Board of Directors' meeting no. 6/2022, held on 24 June 2022, deemed it proper to approve the transaction since it was the Bank's normal course of business.</p>	iCIMB (MSC) Sendirian Berhad (iCIMB), a subsidiary having CIMB Group as the major shareholder	<p>The Bank has entered into a service agreement with iCIMB to provide system hubbing services and IT operations services to it.</p> <p>Given the Bank's business-as-usual activities and some changes in relevant projects, iCIMB's supports are required from time to time. Instead of requesting the Board of Directors' approvals of every single transaction, the Board has granted the approval authority of each spending for iCIMB service under the Change Request (CR) Form in accordance with its local Delegated Authority (DA) under the due control procedures put in place.</p> <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 8/2022, held on 26 August 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal business support.</p>

Name and Relationship	Transaction Characteristics and Value	Necessity and Reasonableness with Board of Directors' Opinion
iCIMB (MSC) Sendirian Berhad (iCIMB), a subsidiary having CIMB Group as the major shareholder	<p>The Bank has made the payments to iCIMB for its use of Group's Regional Transaction Banking (RTB) or BizChannel@CIMB as a digital banking system to support its corporate customers, as follows:</p> <ul style="list-style-type: none"> - To pay for RTB 1.0 at MYR 0.1 per transaction for years 2015-2019, according to the service level agreement (SLA) signed in year 2014. - To pay for RTB 1.0, RTB 1.0 Mobile and RTB 1.5 for years 2022-2026. <p>For the payment of RTB 1.0 and RTB 1.0 Mobile for years 2020-2021, the Board of Directors' meeting no. 9/2022 resolved to defer the decision, and requested Mr. Paul Wong Chee Kin, President and CEO, to proceed further relevant actions at the Group's level.</p> <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 9/2022, held on 27 September 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal business support.</p>
Mr. Anon Sirisaengtaksin the Bank's Director, as an authorised director at one juristic person	<p>The Bank has performed an annual review of credit facilities of one juristic person, the affiliated company of which is sat by Mr. Anon Sirisaengtaksin as an authorised director.</p> <p>This transaction is considered the Bank's normal course of business.</p>	<p>The Board of Directors' meeting no. 9/2022, held on 27 September 2022 (excluding Mr. Anon Sirisaengtaksin who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal course of business.</p>

Name and Relationship	Transaction Characteristics and Value	Necessity and Reasonableness with Board of Directors' Opinion
Sathorn Asset Management Co., Ltd. (STAMC), a subsidiary of CIMB Group which is the Bank's indirect major shareholder	<p>The Bank has renewed the insourcing service agreement with STAMC, with a review of service fees, for the following services for a period from 1 January 2023 to 31 December 2025:</p> <ol style="list-style-type: none"> 1) Information Technology: Monthly service fee is revised from THB 194,569.72 to THB 251,519.33, taking into account the new services provided and transfer pricing. 2) Human Resources: Total service fee (included VAT 7%) per year is THB 508,816.80, based on the estimated average staff of 51 headcounts. 3) Credit Operations: Total 3-year service fee is estimated at THB 7,750,000. With the expanded scope of service by enhancing 1P system to support STAMC in bidding new NPL Secured loans from other financial institutions, there would be the project's total cost of ownership (TCO) of THB 5,567,002.50. 4) Finance: Service fee is reduced from THB 2,712,000.00 to THB 2,102,052.00 per year (excluded VAT) under maintained scope of services. 5) Corporate Assurance: Service fees is THB 2,295,000 (excluded VAT). <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 10/2022, held on 27 October 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal business support.</p>

Name and Relationship	Transaction Characteristics and Value	Necessity and Reasonableness with Board of Directors' Opinion
Sathorn Asset Management Co., Ltd. (STAMC), a subsidiary of CIMB Group which is the Bank's indirect major shareholder	<p>Under the master service agreement for STAMC to provide debt management, litigation case management and litigation services to the Bank, the Bank has amended the service fees for debt management and litigation case management services to be as follows:</p> <ol style="list-style-type: none"> 1) Service fee for debt management: 5% of the cash collection amount. If the cash collection amount is higher than the target cash collection amount, the service fee rate will be as follows: <ul style="list-style-type: none"> - First tier: 6% of the total cash collection amount, if the total cash collection amount is higher than the target cash collection amount from 1% to 20%. - Second tier: 7% of the total cash collection amount if the total cash collection amount is higher than the target collected debt amount exceeding 20%. 2) Service fee for litigation case management: THB 1,000 per litigation milestone. If STAMC can complete any milestone earlier than the agreed timeline, STAMC will charge the additional service fee in amount of THB 500 for such litigation milestone. <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 11/2022, held on 23 November 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal business support.</p>
iCIMB (MSC) Sendirian Berhad (iCIMB), a subsidiary having CIMB Group as the major shareholder	<p>The Bank has outsourced to iCIMB for HRPAY Database Upgrade Project for provision of specified services, hardware, software, application software and logistics.</p> <p>The total one-time IT outsourcing fee for year 2023 (15% withholding tax absorbed by iCIMB) is MYR 149,682.72, which includes 5% markup transfer pricing, paid as the post-live OPEX.</p> <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 11/2022, held on 23 November 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal business support.</p>

Name and Relationship	Transaction Characteristics and Value	Necessity and Reasonableness with Board of Directors' Opinion
iCIMB (MSC) Sendirian Berhad (iCIMB), a subsidiary having CIMB Group as the major shareholder	<p>The Bank has renewed the IT outsourcing contract of ICRES system with iCIMB for a period from February 2023 to February 2028, with the total charge of MYR 859,521.53. The charge-back cost could be changed subject to yearly review based on the actual cost incurred.</p> <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 12/2022, held on 14 December 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal business support.</p>
iCIMB (MSC) Sendirian Berhad (iCIMB), a subsidiary having CIMB Group as the major shareholder	<p>The Bank has made the changes related to the Paperless Board Meeting (PBM) or Convene system, which was earlier approved by its Board of Directors in October 2021 to support its Board and Board Committees' meetings, as follows:</p> <ol style="list-style-type: none"> 1) Change of counterparty from CIMB Group Holdings Berhad to iCIMB. 2) Revision of license fee from MYR 25,460.74 to MYR 28,094.80, for the period from 16 December 2021 to 15 April 2023. 3) Additional payment of Convene application service fee of MYR 3,924 per annum for the service period from 16 April 2022 to 15 April 2023. <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 12/2022, held on 14 December 2022 (excluding CIMB Bank Berhad's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter), deemed it proper to approve the transaction since it was the Bank's normal business support.</p>

- Loans, Deposits and Contingent Liabilities

a. Loans, contingent liabilities and deposits associated with businesses in which the Bank and its subsidiary companies, or directors or executives from the level of executive vice president upwards, hold 10% or more of their paid-up capital were as follows:

	Separate								Shareholding (%)	Joint Management
	2022									
	Outstanding loans Interbank and money market items (asset)	Obligations	Other assets	Deposits	Interbank and money market items (liability)	Borrowings	Other liabilities			
Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht			
Subsidiary companies										
CIMB Thai Auto Co., Ltd.	27,554	-	-	37	202	-	-	-	99.99	Mr. Tan Keat Jin Ms. Sasima Thongsamak Ms. Piyawan Thianphranon Mr. Paisan Thumpothong Mr. Kwong Hon Yean
WorldLease Co., Ltd.	40	-	-	42	537	-	-	-	99.99	Mr. Jason Leong Kok Yew Mr. Yeong Thian Lim Mr. Montri Puangpool Ms. Pornpat Artornsombudh Mr. Kriangpop Panurach
Parent company										
CIMB Bank Berhad	-	5,077	3	2,539	-	9,225	-	663	94.83	Dato' Abdul Rahman Ahmad Mrs. Vera Handajani
Interest rate swap contracts										
- Fixed rate receiver	-	-	7,683	-	-	-	-	-		
- Floating rate receiver	-	-	10,093	-	-	-	-	-		
Forward and spot contracts										
- Bought	-	-	5,932	-	-	-	-	-		
- Sold	-	-	661	-	-	-	-	-		
Cross currency and interest rate swap contracts										
- Bought	-	-	12,529	-	-	-	-	-		
Credit derivatives										
- Sold	-	-	5,567	-	-	-	-	-		
Companies under common control										
CIMB Bank Plc, Cambodia	-	189	-	-	-	65	-	-		
CIMB Islamic Bank Bhd	-	-	-	-	-	1	-	-		
CIMB Niaga	-	-	-	7	-	-	-	-		
iCIMB (MSC) Sdn Bhd	-	-	-	-	-	-	-	66		
PT Bank CIMB Niaga Tbk	-	3	-	-	-	13	-	-		
Sathorn Asset Management Co., Ltd.	-	-	-	1	975	-	-	4		Mr. Zethjak Leeyakars
Joint venture of the Group parent company										
CGS-CIMB Securities (Thailand) Co., Ltd.	-	-	-	33	-	199	-	-		
Forward and spot contracts										
- Sold	-	-	3	-	-	-	-	-		

	Separate								Shareholding (%)	Joint Management
	2022									
	Outstanding loans Interbank and money market items (asset)	Obligations	Other assets	Deposits	Interbank and money market items (liability)	Borrowings	Other liabilities			
Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht			
Equity option										
- Bought	-	-	170	-	-	-	-	-		
Principal Asset Management Co., Ltd	-	-	-	10	-	789	-	2		Mr. Jason Leong Kok Yew
Other related persons or parties	28	-	591	-	1,771	-	-	2		

The Bank pays interests on deposits made by related parties at the normal rates applicable to general depositors.

b. The Bank is not aware of any person with potential conflicts of interest and holding more than 5% of voting shares in any of the Bank's subsidiaries or associated companies.

- Justification of related party transactions

Loans and contingent liabilities associated with directors or executives from the level of executive vice president upwards are subject to interest charges under the Bank's employee benefits scheme.

Loans, contingent liabilities and deposits associated with businesses in which the Bank or its subsidiary companies, or directors or executive officers from the level of executive vice president upwards, hold 10% or more of their paid-up capital were transferred to the Bank under the merger process, or have undergone debt restructuring. These loans which include some new loans have been concluded on commercial terms agreed upon in the ordinary course of business between the Bank and the parties concerned, and are subject to market interest rates.

- Procedures for approving related party transactions and safeguarding shareholders' interest

According to the Bank's Articles of Association, all related party transactions are subject to a formal approval process, including the analysis and approval of the relevant Committees, Audit Committee and Board of Directors. Executives or directors with material interest in any transaction are not allowed to take part in the decision-making process.

- Trends in related party transactions

Related party transactions include those relating to the Bank's business functions and are subject to the formal approval process in place and the criteria of the relevant regulatory bodies. There is a strong probability that related party transactions will continue to be an integral part of the Bank's business, and will be governed by clearly defined review and approval procedures and practices.

Part 3

Financial Statements

Financial Statements for the Past 3 Years

Attachments

Attachment 1	Details of the Board of Directors, Executives, Controlling Persons, the Person Assigned to Take the Highest Responsibility in Accounting and Finance, and Company Secretary
Attachment 2	Details of Directorship of Directors and Executives in the Bank, Subsidiaries, Other Companies or Related Companies
Attachment 3	Details of Internal Audit Head and Compliance Head
Attachment 4	Assets for Business Undertaking and Details of Asset Valuation
Attachment 5	Policies and Guidelines for Corporate Governance and Business Ethics (Full Version)
Attachment 6	Reports of Board Committees
Attachment 7	Terms of Reference of Board Committees
Attachment 8	Report of Responsibilities of the Board of Directors' for Financial Statements
Attachment 9	Independent Auditor's Report
Attachment 10	Financial Statements and Notes to the Financial Statements

Financial Statements for the Past 3 Years

Summary of financial position of CIMB Thai Bank Public Company Limited as at 31 December 2022, 2021, and 2020, and its operating results as well as financial ratios for the years ended 31 December 2022, 2021 and 2020.

Statement of Financial Position

	31 December 2022 Baht	31 December 2021 Baht	31 December 2020 Baht
Assets			
Cash	919,879,924	817,779,386	917,689,843
Interbank and money market items, net	20,411,313,521	9,261,643,964	6,188,677,940
Financial assets measured at fair value through profit or loss	22,363,069,421	31,302,996,216	35,233,559,419
Derivative assets	80,283,644,431	46,418,710,687	57,560,610,597
Investments, net	105,073,841,500	74,279,241,219	61,490,898,712
Investments in subsidiaries, net	2,895,420,707	2,904,440,639	2,933,315,115
Loans and accrued interest receivables, net	226,407,600,200	202,709,335,507	217,575,772,174
Properties for sale, net	1,004,700,844	1,004,249,273	909,229,206
Premises and equipment, net	3,511,562,092	3,654,669,922	3,184,960,352
Right of use assets, net	142,205,872	165,335,747	231,112,349
Intangible assets, net	920,664,739	917,575,324	920,772,733
Deferred tax assets	1,092,531,008	769,150,376	-
Credit support assets on derivatives	16,240,924,437	13,660,011,269	16,051,131,778
Accounts receivable from sell of financial assets measured at fair value through profit or loss and investments	9,039,871,049	5,805,942,605	3,051,557,703
Other assets, net	1,421,820,189	1,208,125,459	1,450,159,918
Total assets	491,729,049,934	394,879,207,593	407,699,447,839

Statement of Financial Position (Cont'd)

	Separate		
	31 December 2022 Baht	31 December 2021 Baht	31 December 2020 Baht
Liabilities and equity			
Liabilities			
Deposits	237,433,715,361	182,778,838,078	194,149,733,163
Interbank and money market items	46,907,042,477	55,396,711,208	47,094,775,120
Liability payable on demand	172,177,259	432,383,333	256,215,690
Financial liabilities measured at fair value through profit or loss	21,161,403,733	17,743,842,598	28,948,798,788
Derivative liabilities	76,846,974,935	42,707,621,778	57,221,163,685
Debt issued and borrowings	20,819,956,588	29,466,009,167	19,449,377,487
Lease liabilities	146,095,324	168,573,732	233,549,214
Provisions	2,154,657,807	2,490,519,884	2,512,525,405
Deferred tax liabilities	-	-	29,749,582
Credit support liabilities on derivatives	29,708,018,029	14,885,571,233	12,111,017,104
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	10,567,031,279	5,456,623,472	3,805,723,315
Other liabilities	3,902,073,072	3,294,044,122	2,655,088,383
Total liabilities	449,819,145,864	354,820,738,605	368,467,716,936

Statement of Financial Position (Cont'd)

	Separate		
	31 December 2022 Baht	31 December 2021 Baht	31 December 2020 Baht
Liabilities and equity (Cont'd)			
Equity			
Share capital			
Registered 34,822,261,748 ordinary shares of Baht 0.50 each	17,411,130,874	17,411,130,874	17,411,130,874
Issued and paid-up share capital 34,822,261,748 ordinary shares of Baht 0.50 each	17,411,130,874	17,411,130,874	17,411,130,874
Premium on share capital	10,145,965,854	10,145,965,854	10,145,965,854
Other reserves	939,836,493	1,127,058,864	1,593,402,211
Accretion of equity interests in subsidiary	-	-	-
Retained earnings			
Appropriated - statutory reserve	684,201,000	574,030,000	536,200,000
Unappropriated	12,728,769,849	10,800,283,396	9,545,031,964
Total equity	41,909,904,070	40,058,468,988	39,231,730,903
Total liabilities and equity	491,729,049,934	394,879,207,593	407,699,447,839

Statement of Comprehensive Income

Separate

For the years ended 31 December

	2022 Baht	2021 Baht	2020 Baht
Interest income	10,109,738,284	9,387,300,163	11,201,604,569
Interest expenses	(3,250,675,078)	(2,693,116,653)	(4,054,796,751)
Net interest income	6,859,063,206	6,694,183,510	7,146,807,818
Fees and service income	1,236,997,215	1,322,580,543	1,152,370,880
Fees and service expenses	(380,082,661)	(401,185,743)	(359,666,589)
Net fees and service income	856,914,554	921,394,800	792,704,291
Gains on financial instruments measured at fair value through profit or loss	2,084,368,800	1,150,650,828	940,068,305
(Losses) gains on investments	(948,190,087)	322,398,612	306,009,145
Gains on sale of non-performing loans	25,569,737	-	45,184,134
Other operating income	1,055,752,162	890,708,086	1,650,540,439
Total operating income	9,933,478,372	9,979,335,836	10,881,314,132
Other operating expenses			
Employee expenses	3,690,465,768	3,617,756,188	3,555,060,193
Directors' remuneration	18,770,000	16,395,200	11,451,500
Premises and equipment expenses	784,579,919	731,198,035	649,001,726
Taxes and duties	308,081,187	285,287,620	396,209,137
Others	1,260,374,701	1,200,168,090	1,891,063,068
Total other operating expenses	6,062,271,575	5,850,805,133	6,502,785,624
Expected credit losses	948,601,320	2,536,260,184	1,852,458,534
Profit before income tax expenses	2,922,605,477	1,592,270,519	2,526,069,974
Income tax expenses	(597,809,730)	(158,262,635)	(311,794,035)
Net profit for the years	2,324,795,747	1,434,007,884	2,214,275,939

Statement of Comprehensive Income (Cont'd)

Separate

For the years ended 31 December

	2022 Baht	2021 Baht	2020 Baht
Other comprehensive income			
Items that will be reclassified subsequently to profit or loss			
Gains (losses) on investments in debt instruments measured at fair value through other comprehensive income	24,692,851	(839,780,330)	237,077,203
(Losses) gains on fair value of hedging instruments for cash flow hedges	(38,629,272)	(166,467,983)	270,828,601
Losses arising from translating the financial statement of a foreign operation	(25,375,694)	(7,673,400)	(5,674,282)
Income tax relating to items that will be reclassified subsequently to profit or loss	1,757,785	203,022,741	(101,638,137)
Total items that will be reclassified subsequently to profit or loss	(37,554,330)	(810,898,972)	400,593,385
Items that will not be reclassified subsequently to profit or loss			
Changes in capital surplus from revaluation of assets	-	653,177,627	-
(Losses) gains on investment in equity instruments designated at fair value through other comprehensive income	(9,858,645)	29,545,581	(4,745,397)
Losses on financial liabilities designated at fair value relating to own credit risk	(197,858,969)	(356,174,788)	(109,829,298)
Remeasurements of post-employment benefit obligations	149,989,895	183,738,595	48,387,513
Income tax relating to items that will not be reclassified subsequently to profit or loss	(29,855,998)	(132,546,533)	(1,616,159)
Total items that will not be reclassified subsequently to profit or loss	(87,583,717)	377,740,482	(67,803,341)
Total other comprehensive (expenses) income	(125,138,047)	(433,158,490)	332,790,044
Total comprehensive income for the years	2,199,657,700	1,000,849,394	2,547,065,983

Statement of Comprehensive Income (Cont'd)

Separate

For the years ended 31 December

	2022 Baht	2021 Baht	2020 Baht
Net profit attributable to:			
Shareholders of the Bank	2,324,795,747	1,434,007,884	2,214,275,939
Non-controlling interests	-	-	-
	2,324,795,747	1,434,007,884	2,214,275,939
Total comprehensive income attributable to:			
Shareholders of the Bank	2,199,657,700	1,000,849,394	2,547,065,983
Non-controlling interests	-	-	-
	2,199,657,700	1,000,849,394	2,547,065,983
Earnings per share for profit attributable to the shareholders of the Bank			
Basic earnings per share (Baht per share)	0.07	0.04	0.06
Weighted average number of ordinary shares (shares)	34,822,261,748	34,822,261,748	34,822,261,748

Statement of Cash flows

Separate

For the years ended 31 December

	2022 Baht	2021 Baht	2020 Baht
Cash flows from operating activities			
Profit before income tax expenses	2,922,605,477	1,592,270,519	2,526,069,974
Adjustments to reconcile net incomes before income tax to cash in (out) flows from operating activities:			
Depreciation and amortisation	605,267,081	598,269,940	608,622,299
Expected credit losses	948,601,320	2,536,260,184	1,852,458,534
Share-based payment	53,479,320	41,180,537	25,854,417
Provision for liabilities	136,509,302	160,207,609	138,769,927
Losses (reversal) on impairment of properties for sale and other assets	60,679,309	27,820,226	(2,936,179)
Losses (gains) on exchange rate of debt issued and borrowing and derivatives	159,450,293	(1,960,122,162)	(920,746,834)
Unrealised losses on revaluation of financial assets measured at fair value through profit or loss	1,446,658,241	2,491,548,095	510,273,026
Losses (gains) on sale of investments	948,190,087	(322,398,612)	(306,009,145)
Gains on disposal of premises and equipment	(25,332,425)	(9,775,090)	(5,363,272)
Losses from write off premises, equipment and intangible assets	21,635,573	91,267,769	102,249,659
Losses on impairment of premises, equipment and intangible assets	-	6,485,778	138,703,033
Gain on transferring of revaluation surplus of assets	-	(4,996,499)	-
Gains on modification and termination of leases	(631,915)	(1,045,281)	(446,664)
(Gains) losses on financial liabilities designated at fair value through profit or loss	(663,947,647)	(699,830,595)	966,869,263
Interest income	(10,109,738,284)	(9,387,300,163)	(11,201,604,569)
Dividend income	(13,369,251)	(12,445,667)	(755,659,304)
Interest expenses	3,250,675,078	2,693,116,653	4,054,796,751
Losses from operations before changes in operating assets and liabilities	(259,268,441)	(2,159,486,759)	(2,268,099,084)

Statement of Cash flows (Cont'd)

Separate

For the years ended 31 December

	2022 Baht	2021 Baht	2020 Baht
(Increase) decrease in operating assets			
Interbank and money market items	(11,108,727,239)	(3,070,771,059)	(265,895,214)
Financial assets measured at fair value through profit or loss	7,311,138,655	112,946,949	(2,422,500,233)
Loans	(24,725,987,548)	12,888,257,250	6,165,353,391
Properties for sale	265,393,108	36,089,605	74,906,856
Credit support assets on derivatives	(2,580,913,168)	2,391,120,509	(1,083,582,107)
Other assets	(537,424,753)	(279,797,570)	147,675,240
Increase (decrease) in operating liabilities			
Deposits	54,654,877,283	(11,370,895,085)	(4,982,349,174)
Interbank and money market items	(8,489,668,731)	8,301,936,088	3,938,910,579
Liability payable on demand	(260,206,074)	176,167,643	(12,600,615)
Provisions	(95,209,919)	(160,297,536)	(181,922,457)
Credit support liabilities on derivatives	14,822,446,797	2,774,554,129	2,952,753,047
Other liabilities	533,149,171	616,257,033	(6,947,129)
Cash flows provided by operating activities	29,529,599,141	10,256,081,197	2,055,703,100
Cash received from interest income	8,355,288,098	8,424,132,846	10,064,766,872
Cash paid for interest expenses	(2,918,160,192)	(3,036,794,473)	(6,322,698,867)
Cash paid for income tax	(986,901,199)	(519,136,606)	(160,468,867)
Net cash flows provided by operating activities	33,979,825,848	15,124,282,964	5,637,302,238

Statement of Cash flows (Cont'd)

Separate

For the years ended 31 December

	2022 Baht	2021 Baht	2020 Baht
Cash flows from investing activities			
Cash paid for purchases of investments in debt instruments measured at fair value through other comprehensive income	(80,362,672,147)	(46,972,029,478)	(36,098,538,904)
Proceeds from disposals and maturity of investments in debt instruments measured at fair value through other comprehensive income	62,785,158,741	35,650,374,631	31,097,145,355
Cash paid for purchases of investments in debt instruments measured at amortised cost	(15,599,386,817)	(2,841,930,760)	(2,605,255,006)
Proceeds from maturity of investments in debt instruments measured at amortised cost	3,138,000,000	659,950,000	461,800,000
Cash paid for purchases of investments in equity instruments designated at fair value through other comprehensive income	-	(399,566)	-
Proceeds from maturity of investments in equity instruments designated at fair value through other comprehensive income	46,406,250	690,050	9,791,713
Cash paid for investment in subsidiaries	-	-	(725,000,000)
Proceed from the capital reduction of investment in subsidiaries	12,312,127	28,874,475	-
Cash paid for purchases of premises and equipment	(102,967,094)	(151,936,679)	(164,644,697)
Proceeds from disposals of premises and equipment	26,560,769	13,592,757	6,963,414
Cash paid for purchases of intangible assets	(307,954,754)	(360,769,028)	(403,693,296)
Dividend received	13,369,251	12,445,667	755,659,304
Interest received	1,731,219,103	1,361,455,277	1,220,332,892
Net cash flows used in investing activities	(28,619,954,571)	(12,599,682,654)	(6,445,439,225)

Statement of Cash flows (Cont'd)	Separate		
	For the years ended 31 December		
	2022 Baht	2021 Baht	2020 Baht
Cash flows from financing activities			
Proceeds from issuance of financial liabilities measured at fair value through profit or loss and borrowings	34,148,842,934	22,736,811,210	6,287,130,122
Cash paid for redemption of financial liabilities measured at fair value through profit or loss and borrowings	(38,954,106,709)	(25,097,656,632)	(5,657,251,431)
Cash paid for dividend	(348,222,618)	(174,111,309)	(174,111,309)
Cash paid for lease liabilities	(78,912,605)	(81,884,555)	(74,879,569)
Net cash flows (used in) provided by financing activities	(5,232,398,998)	(2,616,841,286)	380,887,813
Gains from foreign currency translation differences	(25,371,741)	(7,669,481)	(5,674,994)
Net increase (decrease) in cash and cash equivalents	102,100,538	(99,910,457)	(432,924,168)
Cash and cash equivalents at beginning of the year	817,779,386	917,689,843	1,350,614,011
Cash and cash equivalents at the end of the year	919,879,924	817,779,386	917,689,843

Supplemental disclosure of cash flows information

Non-cash transaction:

Properties for sale received from premises and equipment	-	85,175,078	39,281,470
Interest amortisation from premium or discount	229,825,023	448,375,550	381,042,146
Accounts receivable from sell of investments	-	-	52,608,586
Accounts payable from sell of investments	2,002,155,201	-	-

The Bank's Financial Ratios	31-Dec-22	31-Dec-21	31-Dec-20
Profitability Ratios			
Gross profit margin (%)	68.0	71.1	64.3
Net profit margin (%)	23.4	14.4	20.3
Return on equity (%)	5.7	3.6	5.8
Yield ⁽¹⁾ (%)	4.4	4.3	4.6
Cost of funds ⁽²⁾ (%)	1.1	1.0	1.5
Spread ⁽³⁾ (%)	3.3	3.2	3.1
Return on investment (%)	1.0	2.0	3.0
Efficiency Ratios			
Cost to income ratio (%)	61.0	60.0	59.8
Net interest margin (%)	2.0	2.1	2.1
Return on assets (%)	0.5	0.4	0.5
Assets turnover ratio (time)	0.02	0.02	0.03
Financial Policy Ratios			
Debt to equity ratio (time)	10.4	9.3	10.0
Loan to borrowing ratio ⁽⁴⁾ (%)	89.6	99.6	102.2
Loan to deposit ratio (Modified LD ratio) ⁽⁵⁾ (%)	78.5	85.5	88.0
Deposits to debts ratio (%)	48.6	51.0	53.4
Capital adequacy ratio (%)	20.8	21.8	20.8
Tier 1 capital funds to risk-weight assets (%)	15.1	15.7	14.9
Asset Quality Ratios			
Allowance for doubtful debts to loans and accrued interest receivables (%)	3.0	3.4	3.9
Bad debt and doubtful accounts to loans and accrued interest receivables (%)	0.3	0.5	0.7
NPL ratio ⁽⁶⁾ (%)	3.1	3.6	4.5
Accrued interest receivables to loans and accrued interest receivables (%)	2.1	2.0	1.4

Notes:

- (1) Yield = Interest income / (Average loans+Average interest bearing interbank items)
- (2) Cost of funds = Interest expenses / (Average deposits+Average borrowings+Average liabilities payable on demand+Average interest bearing interbank items)
- (3) Spread = Yield-Cost of funds
- (4) Loan to borrowing ratio = Loans / (Deposits+Liabilities payable on demand+Borrowings)
- (5) Modified loan to deposit ratio (modified LDR) = (Gross loans+Loans guaranteed by other banks+Loans to financial institutions) / (Deposits+Bills of exchange+Debentures+Selected financial products)
- (6) NPL ratio is calculated according to Bank of Thailand criteria.

Summary of financial position of CIMB Thai Bank Public Company Limited and its subsidiaries as at 31 December 2022, 2021 and 2020, and their operating results as well as financial ratios for the years ended 31 December 2022, 2021 and 2020

Statement of Financial Position	Consolidated		
	31 December 2022 Baht	31 December 2021 Baht	31 December 2020 Baht
Assets			
Cash	920,304,924	818,440,867	918,593,772
Interbank and money market items, net	20,715,248,115	9,455,816,054	6,357,266,941
Financial assets measured at fair value through profit or loss	22,363,069,421	31,302,996,216	35,233,559,419
Derivative assets	80,283,644,431	46,418,710,687	57,560,610,597
Investments, net	105,075,841,500	74,281,241,219	61,492,898,712
Investments in subsidiaries, net	-	-	-
Loans and accrued interest receivables, net	231,840,361,269	207,848,614,377	221,843,843,591
Properties for sale, net	1,253,001,347	1,158,138,258	1,082,474,739
Premises and equipment, net	3,602,925,089	3,726,817,658	3,265,886,780
Right of use assets, net	187,033,692	207,527,142	293,567,543
Intangible assets, net	957,002,269	965,308,458	970,407,387
Deferred tax assets	1,700,763,949	1,356,191,043	671,711,434
Credit support assets on derivatives	16,240,924,437	13,660,011,269	16,051,131,778
Accounts receivable from sell of financial assets measured at fair value through profit or loss and investments	9,039,871,049	5,805,942,605	3,051,557,703
Other assets, net	1,605,401,102	1,508,115,950	1,733,638,801
Total assets	495,785,392,594	398,513,871,803	410,527,149,197

Statement of Financial Position (Cont'd)

Statement of Financial Position (Cont'd)	Consolidated		
	31 December 2022 Baht	31 December 2021 Baht	31 December 2020 Baht
Liabilities and equity			
Liabilities			
Deposits	236,693,732,406	182,167,494,511	193,955,570,315
Interbank and money market items	46,907,042,477	55,396,711,208	47,094,775,120
Liability payable on demand	172,177,259	432,383,333	256,215,690
Financial liabilities measured at fair value through profit or loss	21,161,403,733	17,743,842,598	28,948,798,788
Derivative liabilities	76,846,974,935	42,707,621,778	57,221,163,685
Debt issued and borrowings	20,819,956,588	29,466,009,167	19,449,377,487
Lease liabilities	191,430,503	211,554,318	296,677,054
Provisions	2,284,782,524	2,640,424,488	2,679,569,475
Deferred tax liabilities	-	-	37,854,384
Credit support liabilities on derivatives	29,708,018,029	14,885,571,233	12,111,017,104
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	10,567,031,279	5,456,623,472	3,805,723,315
Other liabilities	4,582,922,967	4,002,771,029	3,126,548,220
Total liabilities	449,935,472,700	355,111,007,135	368,983,290,637

Statement of Financial Position (Cont'd)

	Consolidated		
	31 December 2022 Baht	31 December 2021 Baht	31 December 2020 Baht
Liabilities and equity			
Equity			
Share capital			
Registered 34,822,261,748 ordinary shares of Baht 0.50 each	17,411,130,874	17,411,130,874	17,411,130,874
Issued and paid-up share capital 34,822,261,748 ordinary shares of Baht 0.50 each	17,411,130,874	17,411,130,874	17,411,130,874
Premium on share capital	10,145,965,854	10,145,965,854	10,145,965,854
Other reserves	923,238,382	1,100,842,521	1,541,465,035
Accretion of equity interests in subsidiary	(42,753,751)	(42,753,751)	(42,753,751)
Retained earnings			
Appropriated - statutory reserve	684,201,000	574,030,000	536,200,000
Unappropriated	16,728,137,535	14,213,649,170	11,951,850,548
Total equity	45,849,919,894	43,402,864,668	41,543,858,560
Total liabilities and equity	495,785,392,594	398,513,871,803	410,527,149,197

Statement of Comprehensive Income

	Consolidated		
	For the years ended 31 December		
	2022 Baht	2021 Baht	2020 Baht
Interest income	12,856,413,976	12,645,063,559	15,011,724,895
Interest expenses	(3,251,525,693)	(2,694,158,690)	(4,072,358,247)
Net interest income	9,604,888,283	9,950,904,869	10,939,366,648
Fees and service income	2,060,637,189	2,023,350,881	1,629,614,706
Fees and service expenses	(607,217,287)	(617,412,068)	(373,875,155)
Net fees and service income	1,453,419,902	1,405,938,813	1,255,739,551
Gains on financial instruments measured at fair value through profit or loss	2,084,368,800	1,150,650,828	940,068,305
(Losses) gains on investments	(951,482,282)	322,398,612	306,009,145
Gains on sale of non-performing loans	25,569,737	-	113,136,112
Other operating income	1,383,880,729	1,330,075,199	1,372,733,807
Total operating income	13,600,645,169	14,159,968,321	14,927,053,568
Other operating expenses			
Employee expenses	4,314,960,101	4,294,927,207	4,258,267,208
Directors' remuneration	19,506,000	16,683,200	11,740,100
Premises and equipment expenses	964,436,857	927,116,425	834,725,076
Taxes and duties	310,764,160	288,040,736	410,391,115
Others	2,241,389,922	2,324,344,318	3,384,090,654
Total other operating expenses	7,851,057,040	7,851,111,886	8,899,214,153
Expected credit losses	2,093,883,557	3,456,766,770	4,468,266,285
Profit before income tax expenses	3,655,704,572	2,852,089,665	1,559,573,130
Income tax expenses	(744,906,913)	(411,534,591)	(268,991,026)
Net profit for the years	2,910,797,659	2,440,555,074	1,290,582,104

Statement of Comprehensive Income (Cont'd)	Consolidated		
	For the years ended 31 December		
	2022 Baht	2021 Baht	2020 Baht
Other comprehensive income			
Items that will be reclassified subsequently to profit or loss			
Gains (losses) on investments in debt instruments measured at fair value through other comprehensive income	24,692,851	(839,780,330)	237,077,203
(Losses) gains on fair value of hedging instruments for cash flow hedges	(38,629,272)	(166,467,983)	270,828,601
Losses arising from translating the financial statement of a foreign operation	(25,375,694)	(7,673,400)	(5,674,282)
Income tax relating to items that will be reclassified subsequently to profit or loss	1,757,785	203,022,741	(101,638,137)
Total items that will be reclassified subsequently to profit or loss	(37,554,330)	(810,898,972)	400,593,385
Items that will not be reclassified subsequently to profit or loss			
Changes in capital surplus from revaluation of assets	-	653,177,627	-
(Losses) gains on investment in equity instruments designated at fair value through other comprehensive income	(9,858,645)	29,545,581	(4,745,397)
Losses on financial liabilities designated at fair value relating to own credit risk	(197,858,969)	(356,174,788)	(109,829,298)
Remeasurements of post-employment benefit obligations	162,012,686	215,889,637	39,131,711
Income tax relating to items that will not be reclassified subsequently to profit or loss	(32,260,557)	(138,976,742)	235,002
Total items that will not be reclassified subsequently to profit or loss	(77,965,485)	403,461,315	(75,207,982)
Total other comprehensive (expenses) income	(115,519,815)	(407,437,657)	325,385,403
Total comprehensive income for the years	2,795,277,844	2,033,117,417	1,615,967,507

Statement of Comprehensive Income (Cont'd)	Consolidated		
	For the years ended 31 December		
	2022 Baht	2021 Baht	2020 Baht
Net profit attributable to:			
Shareholders of the Bank	2,910,797,659	2,440,555,074	1,290,582,104
Non-controlling interests	-	-	-
	2,910,797,659	2,440,555,074	1,290,582,104
Total comprehensive income attributable to:			
Shareholders of the Bank	2,795,277,844	2,033,117,417	1,615,967,507
Non-controlling interests	-	-	-
	2,795,277,844	2,033,117,417	1,615,967,507
Earnings per share for profit attributable to the shareholders of the Bank			
Basic earnings per share (Baht per share)	0.08	0.07	0.04
Weighted average number of ordinary shares (shares)	34,822,261,748	34,822,261,748	34,822,261,748

Statement of Cash flows

Consolidated

For the years ended 31 December

	2022 Baht	2021 Baht	2020 Baht
Cash flows from operating activities			
Profit before income tax expenses	3,655,704,572	2,852,089,665	1,559,573,130
Adjustments to reconcile net incomes before income tax to cash in (out) flows from operating activities:			
Depreciation and amortisation	693,524,803	682,833,735	691,322,108
Expected credit losses	2,093,883,557	3,456,766,770	4,468,266,285
Share-based payment	53,479,320	41,180,537	25,854,417
Provision for liabilities	132,456,555	180,632,359	155,711,110
Losses (reversal) on impairment of properties for sale and other assets	777,400,649	927,332,677	1,038,298,688
Losses (gains) on exchange rate of debt issued and borrowing and derivatives	159,450,293	(1,960,122,162)	(920,746,834)
Unrealised losses on revaluation of financial assets measured at fair value through profit or loss	1,446,658,241	2,491,548,095	510,273,026
Losses (gains) on sale of investments	951,482,282	(322,398,612)	(306,009,145)
Gains on disposal of premises and equipment	(25,332,425)	(9,775,090)	(5,995,613)
Losses from write off premises, equipment and intangible assets	22,001,634	92,694,163	102,322,778
Losses on impairment of premises, equipment and intangible assets	-	6,485,778	138,703,033
Gain on transferring of revaluation surplus of assets	-	(4,996,499)	-
Gains on modification and termination of leases	(841,130)	(1,058,782)	(446,664)
(Gains) losses on financial liabilities designated at fair value through profit or loss	(663,947,647)	(699,830,595)	966,869,263
Interest income	(12,856,413,976)	(12,645,063,559)	(15,011,724,895)
Dividend income	(13,369,251)	(12,445,667)	(10,245,396)
Interest expenses	3,251,525,693	2,694,158,690	4,072,358,247
Losses from operations before changes in operating assets and liabilities	(322,336,830)	(2,229,968,497)	(2,525,616,462)

Statement of Cash flows (Cont'd)

Consolidated

For the years ended 31 December

	2022 Baht	2021 Baht	2020 Baht
(Increase) decrease in operating assets			
Interbank and money market items	(11,218,489,742)	(3,096,354,150)	(218,441,823)
Financial assets measured at fair value through profit or loss	7,311,138,655	112,946,949	(2,422,500,233)
Loans	(29,026,306,860)	8,673,112,091	3,129,138,978
Properties for sale	2,319,449,774	1,573,414,269	2,370,568,529
Credit support assets on derivatives	(2,580,913,168)	2,391,120,509	(1,083,582,107)
Other assets	(421,136,139)	(302,858,902)	227,503,689
Increase (decrease) in operating liabilities			
Deposits	54,526,237,895	(11,788,075,804)	(5,079,178,753)
Interbank and money market items	(8,489,668,731)	8,301,936,088	3,938,910,579
Liability payable on demand	(260,206,074)	176,167,643	(12,600,615)
Provisions	(99,836,090)	(162,834,181)	(196,101,384)
Credit support liabilities on derivatives	14,822,446,797	2,774,554,129	2,952,753,047
Other liabilities	538,165,258	849,144,728	(492,699,496)
Cash flows provided by operating activities	27,098,544,745	7,272,304,872	588,153,949
Cash received from interest income	11,099,329,428	11,684,693,808	13,875,785,186
Cash paid for interest expenses	(2,918,172,261)	(3,036,806,166)	(6,346,278,712)
Cash paid for income tax	(1,190,488,314)	(691,359,415)	(381,355,767)
Net cash flows provided by operating activities	34,089,213,598	15,228,833,099	7,736,304,656

Statement of Cash flows (Cont'd)

Consolidated

For the years ended 31 December

	2022 Baht	2021 Baht	2020 Baht
Cash flows from investing activities			
Cash paid for purchases of investments in debt instruments measured at fair value through other comprehensive income	(80,362,672,147)	(46,972,029,478)	(36,098,538,904)
Proceeds from disposals and maturity of investments in debt instruments measured at fair value through other comprehensive income	62,785,158,741	35,650,374,631	31,097,145,355
Cash paid for purchases of investments in debt instruments measured at amortised cost	(15,599,386,817)	(2,841,930,760)	(2,605,255,006)
Proceeds from maturity of investments in debt instruments measured at amortised cost	3,138,000,000	659,950,000	461,800,000
Cash paid for purchases of investments in equity instruments designated at fair value through other comprehensive income	-	(399,566)	-
Proceeds from maturity of investments in equity instruments designated at fair value through other comprehensive income	46,406,250	690,050	9,791,713
Cash paid for investment in subsidiaries	-	-	-
Proceed from the capital reduction of investment in subsidiaries	-	-	-
Cash paid for purchases of premises and equipment	(157,460,899)	(175,320,940)	(186,002,100)
Proceeds from disposals of premises and equipment	26,836,264	13,592,742	7,600,355
Cash paid for purchases of intangible assets	(314,445,538)	(375,505,010)	(423,145,279)
Dividend received	13,369,251	12,445,667	10,245,396
Interest received	1,731,261,603	1,361,497,777	1,220,375,449
Net cash flows used in investing activities	(28,692,933,292)	(12,666,634,887)	(6,505,983,021)

Statement of Cash flows (Cont'd)

Consolidated

For the years ended 31 December

	2022 Baht	2021 Baht	2020 Baht
Cash flows from financing activities			
Proceeds from issuance of financial liabilities measured at fair value through profit or loss and borrowings	34,148,842,934	22,736,811,210	6,287,130,122
Cash paid for redemption of financial liabilities measured at fair value through profit or loss and borrowings	(38,954,106,709)	(25,097,656,632)	(7,657,251,430)
Cash paid for dividend	(348,222,618)	(174,111,309)	(174,111,309)
Cash paid for lease liabilities	(115,558,115)	(119,724,905)	(113,388,016)
Net cash flows (used in) provided by financing activities	(5,269,044,508)	(2,654,681,636)	(1,657,620,633)
Gains from foreign currency translation differences	(25,371,741)	(7,669,481)	(5,674,994)
Net increase (decrease) in cash and cash equivalents	101,864,057	(100,152,905)	(432,973,992)
Cash and cash equivalents at beginning of the year	818,440,867	918,593,772	1,351,567,764
Cash and cash equivalents at the end of the year	920,304,924	818,440,867	918,593,772
Supplemental disclosure of cash flows information			
Non-cash transaction:			
Properties for sale received from premises and equipment	-	85,175,078	39,281,470
Interest amortisation from premium or discount	229,825,023	448,375,550	381,042,146
Accounts receivable from sell of investments	-	-	52,608,586
Accounts payable from sell of investments	2,002,155,201	-	-

The Bank and its subsidiaries' financial ratios	31-Dec-22	31-Dec-21	31-Dec-20
Net interest margin (%)	2.7	3.1	3.2
Return on equity (%)	6.6	5.8	3.1
Return on assets (%)	0.6	0.6	0.3
Cost to income ratio (%)	57.7	57.0	59.6
Loan to deposit ratio (Modified LD ratio) (%)	81.2	88.5	90.5
NPL ratio (%)	3.3	3.7	4.6
Capital adequacy ratio (%)	21.8	22.4	21.4
Tier 1 capital funds to risk-weight assets (%)	16.2	16.3	15.6

Attachment 1

Details of the Board of Directors, Executives, Controlling Persons, the Person Assigned to Take the Highest Responsibility in Accounting and Finance Functional Lines, and Company Secretary (As of 31 December 2022)

1

Dato' Robert Cheim Dau Meng

Aged 71 years

Position / Date of appointment

Chairman of Board of Directors
Member and Alternate Chairman of Nomination, Remuneration and Corporate Governance Committee
Date of appointment: 5 November 2008

Total shareholding in Bank

No. of shares held as of year-end 2022

- By himself: None
- By his spouse and minor children: None

Education/ Trainings

Education

- Fellow of the Institute of Chartered Accountants in England and Wales
- Member of the Malaysian Institute of Accountants

Trainings

- Knowledge Sharing: Payment Outages – What's Next? lectured by Dr. Tanai Khiaonarong and held by CIMB Thai Bank Plc
- CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd
- Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd
- 5th Directors' Sharing Session by CIMB Group Holdings Bhd
- Culture Workshop by CIMB Thai Bank Plc
- Managing Cyber Risk by CIMB Thai Bank Plc

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
1 Aug 2021 - Present	Advisor	CIMB Bank Bhd
2012 - Present	Trustee	Yu Cai Foundation

Work experience

Period	Position	Company / Organisation
Mar 2019 - 1 Jul 2021	Chairman	Malaysian Investment Banking Association
May 2019 - 1 Jul 2021	Director	Asian Banking School Sdn Bhd
Jul 2015 - 1 Jul 2021	Chairman	CIMB Investment Bank Bhd
Nov 2019 - 1 Jul 2020	Director	Pure Circle Ltd.
Nov 2015 - May 2018	Chairman	CIMB-Principal Asset Management Bhd
Aug 2015 - Dec 2018	Trustee	CIMB Foundation
2006 - Feb 2015	Non-executive Director	CIMB Group Holdings Bhd
2006 - Feb 2015	Advisor	CIMB Investment Bank Bhd
2005 - 2016	Chairman	Tanjong Plc
2005 - 2014	Director	CIMB Securities International Pte Ltd.
1999 - 2006	Executive Director	CIMB Investment Bank Bhd
1993 - 1999	Chief Executive Officer	CIMB Investment Bank Bhd

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Mr. Anon Sirisaengtaksin

Aged 70 years

Position / Date of appointment

Independent Director
Chairman of Nomination, Remuneration and
Corporate Governance Committee
Member of Board Risk and Compliance Committee
Date of appointment: 26 June 2020

Total shareholding in Bank

No. of shares held as of year-end 2022

- By himself: 17,551 shares
- By his spouse and minor children: None

Education/ Trainings

Education

- Honorary Doctor of Public Administration, Bangkok Thonburi University
- M.B.A., Thammasat University
- B.Sc. (Geology), Chulalongkorn University
- Capital Market Academy Leadership Programme, Class 1, Capital Market Academy
- Certificate in Project Investment Appraisal and Management and Certificate in Global Leadership, Harvard University, United States of America

Trainings

- Director Certification Programme (DCP), Class 73/2006 by Thai Institute of Directors
- Director Accreditation Programme (DAP), Class 52/2006 by Thai Institute of Directors
- Preparation of Data Processing Agreement (DPA) between Personal Data Controller and Processor and Personal Data Protection Impact Assessment (DPIA) by Office of Securities and Exchange Commission
- AIB Dinner Talks Series 2022: Thailand Financial Perspective Beyond 2022 by Association of International Bank (Thailand)
- CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd
- Sustainability Update to Board of Directors by CIMB Thai Bank Plc
- Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd
- 5th Directors' Sharing Session by CIMB Group Holdings Bhd
- Culture Workshop by CIMB Thai Bank Plc
- Managing Cyber Risk by CIMB Thai Bank Plc

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
2020 - Present	Independent Director, Member of Audit Committee, and Member of Nomination and Remuneration Committee	Saha-Union Plc

2016 - Present
Director and Member of
Corporate Governance
and Nomination Committee
Banpu Plc

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
2019 - Present	Chairman	Thai Eastern Group Holdings Co., Ltd.

Work experience

Period	Position	Company / Organisation
2012 - Oct 2021	Director	Emery Oleochemicals (M) Sdn Bhd
2012 - Oct 2021	Director	Emery Specialty Chemicals Sdn Bhd
2012 - 2 Sep 2020	Chairman	Vencorex Holding
2012 - 1 Sep 2020	Chairman	PTTGC International Pvt Ltd.
2012 - 1 Sep 2020	Chairman	PTT International (Netherlands) B.V.
2014 - 1 Sep 2020	Chairman	PTTGC Innovation America Corporation
2014 - 2 Sep 2020	Chairman	NatureWorks LLC
2014 - 1 Sep 2020	Chairman	PTTGC International (USA) Inc.
2007 - 2019	Council Member	King Mongkut's Institute of Technology Ladkrabang
2018 - 2019	Director and Member of Risk Management Committee	PTT Global Chemical Plc
2014 - 2018	Director and Chairman of Risk Management Committee	PTT Global Chemical Plc
2009 - 2017	Independent Director, Chairman of Audit Committee, and Chairman of Nomination and Remuneration Committee	Bangkok Commercial Asset Management Plc
2015 - 2017	Chairman of Bioeconomy	New S-Curve Committee under the Pracharat PPP Collaboration Project
2014 - 2015	Member of Science, Technology, Research, Innovation and Intellectual Property Commission, and Member of Energy Commission	National Reform Council

3

Mrs. Oranuch Apisaksirikul

Aged 64 years

Position / Date of appointment

Independent Director
Chairperson of Audit Committee
Date of appointment: 26 June 2019

Total shareholding in Bank

No. of shares held as of year-end 2022
- By herself: None
- By her spouse and minor children: None

Education/ Trainings

Education

- Honorary of Doctor of Philosophy (Business Administration), Western University
- Master of Business Administration (Finance), Thammasat University
- Bachelor of Laws, Thammasat University
- Bachelor of Accountancy (Accounting & Commerce), Thammasat University

Trainings

- Advanced Audit Committee Programme (AACP), Class 31/2018 by Thai Institute of Directors
- Thai-Chinese Leadership Course, Class 1 by Huachiew Chalermprakiet University in association with Beijing University
- TLCA Leadership Development Programme (LDP), Class 5 by Thai Listed Companies Association in association with IMD Switzerland
- Intermediate Certificate Course - Good Governance for Medical Executives, Class 5 by King Prajadhipok's Institute and Medical Council of Thailand
- Certificate of Thailand Energy Academy, Class TEA 8 by Thailand Energy Academy
- Bhumipalung Phandin for Top Executives Programme, Class 2 by Chulalongkorn University
- Thammasat Leadership Programme, Class TLP 2 by Thammasat University

Trainings

- Advanced Security Management Programme, Class ASMP 4 by Thailand National Defense College Association
- Thailand Insurance Leadership Programme, Class 2 by OIC Advanced Insurance Institute
- Top Executive Programme in Commerce and Trade, Class TEPCOT 5 by Commerce Academy, University of Thai Chamber of Commerce
- Anti-Corruption Training Programme for Executive, Class 2/2012 by Thai Institute of Directors
- Certificate of Capital Market Academy Leadership Programme, Class 12 by Capital Market Academy
- Director Certification Programme, Class DCP 16/2002 by Thai Institute of Directors
- Knowledge Sharing: Payment Outages – What’s Next? lectured by Dr. Tanai Khiaonarong and held by CIMB Thai Bank Plc
- AIB Dinner Talks Series 2022: Thailand Financial Perspective Beyond 2022 by Association of International Bank (Thailand)
- CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd
- Sustainability Update to Board of Directors by CIMB Thai Bank Plc
- Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd
- 5th Directors’ Sharing Session by CIMB Group Holdings Bhd
- Culture Workshop by CIMB Thai Bank Plc
- Managing Cyber Risk by CIMB Thai Bank Plc

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
May 2021 - Present	Independent Director	Major Cineplex Group Plc
Mar 2021 - Present	Independent Director, Vice Chairperson of the Board of Directors, Chairperson of Audit Committee, and Member of Nomination and Remuneration Committee	Raimon Land Plc
2018 - Present	Independent Director and Chairperson of Audit Committee	Amata VN Plc

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
Apr 2022 - Present	Independent Director and Chairperson of Board of Directors	Nomu Pay (Thailand) Co., Ltd.
May 2021 - Present	Member of Corporate Governance, Risk and Audit Steering Committee	Charoen Pokphand Group Co., Ltd.
Feb 2021 - Present	Independent Director, Chairperson of Board of Directors, and Chairperson of Nomination and Remuneration Committee	aCommerce Group Co., Ltd.
Apr 2020 - Present	Independent Director, Chairperson of Board of Directors, and Chairperson of Audit Committee	Amata Township Long Thanh Join Stock Company
May 2020 - Present	Independent Director, Chairperson of Board of Directors, and Chairperson of Audit Committee	Amata City Long Thanh Join Stock Company
2021 - Present	Director	Collective Action Coalition Against Corruption (CAC)
2017 - Present	Director	Center for Building Competitive Enterprises (CBCE)
2011 - Present	Director	TISCO Foundation for Charity

Work experience

Period	Position	Company / Organisation
2018 - 1 Apr 2022	Director	Chinese Study Strengthening Committee, Huachiew Chalermprakiet University
2018 - 2021	Independent Director and Chairperson of Audit Committee	Amata City Bien Hoa, Vietnam
Apr 2020 - Sep 2020	Independent Director	PMG Corporation Co., Ltd.
2018 - 2021	Independent Director	Ratchakarn Asset Management Co., Ltd.
2018 - Aug 2019	Non-executive Director, Chairperson of Audit Sub-Committee, Member of Audit Sub-Committee, Member of Corporate Governance and Thai Social Responsibility Sub-Committee	Stock Exchange of Thailand
2015 - Apr 2021	President	Thai Listed Companies Association (TLCA)
2015 - Apr 2021	Non-executive Director and Vice Chairperson	Federation of Thai Capital Market Organizations (FETCO)
2015 - 2019	Honorable Chairperson of SHIFT Challenge Fund Facility Investment Committee	United Nations Capital Development Fund (UNCDF)

Work experience

Period	Position	Company / Organisation
2017 - 2019	Executive Director, and Chairperson of Executive Board	TISCO Financial Group Plc
2010 - Apr 2019	Executive Director, and Chairperson of Executive Board	TISCO Financial Group Plc
2010 - 2016	Executive Director, and Group Chief Executive Officer	TISCO Financial Group Plc
2009 - 2010	Executive Director and President	TISCO Financial Group Plc
2010 - 2019	Executive Director, and Chairperson of Executive Board	TISCO Bank Plc
2014 - 2018	Non-executive Director, Chairperson of Board of Directors, and Member of Audit Committee	TISCO Securities Co., Ltd.
2014 - 2017	Independent Director, Chairperson of Board of Directors, and Member of Audit Committee	TISCO Asset Management Co., Ltd.
2011 - 2017	Director	TISCO Learning Center Co., Ltd.

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Mr. Chanmanu Sumawong

Aged 66 years

Position / Date of appointment

Independent Director
 Member of Audit Committee
 Member of Nomination, Remuneration and Corporate Governance Committee
 Date of appointment: 20 April 2018

Total shareholding in Bank

- No. of shares held as of year-end 2022
- By himself: None
 - By his spouse and minor children: None

Education/ Trainings**Education**

- Master of Comparative Law (A.P.), George Washington University, United States of America
- Master of Law, George Washington University, United States of America
- Thai Barrister of Law
- Bachelor of Law (2nd Class Honours), Thammasat University

Trainings

- Director Accreditation Programme (DAP), Class 104/2013 by Thai Institute of Directors
- Recording of Processing Activities (ROPA) and Preparing and Communicating Privacy Notice by Office of Securities and Exchange Commission
- Easy Listening: Accounting Knowledge for AC, EP.2 by Office of Securities and Exchange Commission
- CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd
- Sustainability Update to Board of Directors by CIMB Thai Bank Plc
- Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd
- 5th Directors' Sharing Session by CIMB Group Holdings Bhd
- Culture Workshop by CIMB Thai Bank Plc
- Managing Cyber Risk by CIMB Thai Bank Plc

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
2019 - Present	Legal Head	Pruksa Real Estate Plc
May 2017 - Present	Independent Director, Member of Audit Committee, and Member of Nomination, Compensation and Corporate Governance Committee	Finansa Plc

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
May 2017 - Present	Independent Director, and Member of Audit Committee	Finansa Securities Ltd.

Work experience

Period	Position	Company / Organisation
Mar 2017 – Aug 2019	Chief Legal Officer	Thonburi Healthcare Group Plc
Nov 2011 – Dec 2016	Executive Vice President	Siam Commercial Bank Plc
Nov 2011 – Dec 2016	Director of Subsidiary	Siam Commercial Bank Plc
Apr 1996 – Nov 2011	Counsellor	Hunton & Williams (Thailand) Ltd.
Apr 1996 – Nov 2011	Partner	Hunton & Williams (Thailand) Ltd.
Apr 1989 – Apr 1996	Senior Associate	International Legal Counsellors Thailand Ltd.
Apr 1989 – Apr 1996	Partner	International Legal Counsellors Thailand Ltd.
Jun 1987 – Apr 1989	Secretary	Central Labour Court
Oct 1986 – Jun 1987	Judge	Nakhonratchasima Provincial Court
Oct 1985 – Oct 1986	Judge	Nakhonratchasima Juvenile Court
Oct 1984 – Oct 1985	Judge	Surin District Court
Oct 1982 – Oct 1984	Judge Trainee	Court in BMA

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Dr. Rom Hiranpruk

Aged 68 years

Position / Date of appointment

Independent Director
 Member of Audit Committee
 Chairman of Board Risk and Compliance Committee
 Date of appointment: 13 December 2018

Total shareholding in Bank

No. of shares held as of year-end 2022

- By himself: None
- By his spouse and minor children: None

Education/ Trainings**Education**

- Ph.D. (Computer Science), University of Kansas, United States of America
- M.S. (Computer Science), University of Kansas, United States of America
- B.A. (Statistics), Macquarie University, Australia (Colombo Plan Scholarship)

Trainings

- IT Governance (ITG), invited as observer for Class 1/2016 by Thai Institute of Directors
- Corporate Governance for Capital Market Intermediaries (CGI), Class 1/2015 by Thai Institute of Directors
- Advanced Audit Committee Programme (AACP), Class 14/2014 by Thai Institute of Directors
- Financial Institutions Governance Programme (FIGP), Class 6/2013 by Thai Institute of Directors
- Director Certification Programme (DCP), Class 172/2013, (sponsored by Bank of Thailand) by Thai Institute of Directors
- Risk Management Committee Programme (RCP), Class 1/2013
- Executive Grid Seminar (invitation only)
- The Four Roles of Leadership Programme, sponsored by National Science and Technology Development Agency (NSTDA)
- Capital Market Course, Class 1 by Capital Market Academy, Stock Exchange of Thailand
- Visiting Scholar to Computing Laboratories of University of North Carolina, Microelectronics Corporation of North Carolina (MCNC), and North Carolina Supercomputer Center (NCSC)
- Actions in Response to Data Subject Right Exercising and Handling of Incident/Personal Data Breaches by Office of Securities and Exchange Commission
- Easy Listening: Accounting Knowledge for AC, EP. 2 by Office of Securities and Exchange Commission
- Knowledge Sharing: Payment Outages - What's Next? lectured by Dr. Tanai Khiaonarong and held by CIMB Thai Bank Plc
- AIB Dinner Talks Series 2022: Thailand Financial Perspective Beyond 2022 by Association of International Bank (Thailand)
- CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd
- Sustainability Update to Board of Directors by CIMB Thai Bank Plc
- Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd
- 5th Directors' Sharing Session by CIMB Group Holdings Bhd
- Culture Workshop by CIMB Thai Bank Plc
- Managing Cyber Risk by CIMB Thai Bank Plc

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
2020 - Present	Director of Policy Board	National Cyber Security Agency, Ministry of Digital Economy and Society
2016 - Present	Independent Director and Member of Audit Committee	Chic Republic Plc
2021 - Present	Member of Content Screening Committee	Ministry of Digital Economy and Society

Work experience

Period	Position	Company / Organisation
2008 - Mar 2021	Co-Manager	Wor Tor Tor for Sangkom Co., Ltd.
2009 - 2020	Independent Director	TSFC Securities Plc
2017 - 2019	Director (Qualified)	Electronic Transactions Commission
2015 - 2019	Advisor to Foundation Chairman	Mae Fah Luang Foundation under Royal Patronage
2015 - 2018	Director (Qualified)	Office of Knowledge Management and Development (Public Organisation)
2012 - 2018	Director (IT expert)	Payment Systems Committee, Bank of Thailand
2015 - 2017	Director (Qualified)	Software Industry Promotion Agency (Public Organisation)
2014 - 2017	Director (Qualified)	Broadcasting and Telecommunications Research and Development Fund for the Public Interest
2010 - 2012	Director (Qualified)	Board of Special Case, Department of Special Investigation, Ministry of Justice

**Mr. Niti Jungnitnirundr**

Aged 64 years

Position / Date of appointment

Independent Director

Member of Audit Committee

Date of appointment: 18 April 2019

Total shareholding in Bank

No. of shares held as of year-end 2022

- By himself: None
- By his spouse and minor children: None

Education/ Trainings**Education**

- Master Degree in Accountancy, Chulalongkorn University
- Bachelor Degree in Accountancy, Chulalongkorn University
- Post-Graduate Diploma in Auditing, Chulalongkorn University
- Certified Public Accountant (Thailand)
- Auditor approved by Office of Securities and Exchange Commission
- Auditor (in terms of internal control assessment, investment procedures, and other relevant areas) approved by Office of Insurance Commission, Ministry of Commerce

Trainings

- Director Certification Programme (DCP), Class 300/2020 by Thai Institute of Directors
- Advanced Audit Committee Programme, Class 45/2022 by Thai Institute of Directors
- Role of the Chairman Programme, Class 50/2022 by Thai Institute of Directors
- Preparation of Data Processing Agreement (DPA) between Personal Data Controller and Processor and Personal Data Protection Impact Assessment (DPIA) by Office of Securities and Exchange Commission
- Knowledge Sharing: Payment Outages - What's Next? lectured by Dr. Tanai Khiaonarong and held by CIMB Thai Bank Plc
- CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd
- Sustainability Update to Board of Directors by CIMB Thai Bank Plc
- Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd
- 5th Directors' Sharing Session by CIMB Group Holdings Bhd
- Culture Workshop by CIMB Thai Bank Plc
- Managing Cyber Risk by CIMB Thai Bank Plc

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
30 Apr 2021 - Present	Independent Director	Nova Empire Plc
25 Mar 2021 - Present	Independent Director	Stark Corporation Plc

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
25 Mar 2021 - Present	Independent Director	Phelps Dodge International (Thailand) Ltd.
2017 - Present	Member of Sub-Committee of Thailand CPA Examination	Federation of Accounting Professions of Thailand

Work experience

Period	Position	Company / Organisation
2019 - Oct 2022	Member of Board of University Affairs of Navamindradhiraj University	Navamindradhiraj University
2017 - 2020	Member of Dignitary Sub-Committee on Audit Test Performance	Federation of Accounting Professions of Thailand
2006 - 2018	Director of Auditing Office	Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
1996 - 2018	Audit Partner	Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
1998 - 2017	Member of Sub-Committee of Thailand CPA Examination	Board of Supervision of Auditing Practices (BSAP), Federation of Accounting Profession
2008 - 2011	Auditing Standard Advisor	Office of Securities and Exchange Commission
2005 - 2011	Member of Auditing Standard Committee	Federation of Accounting Professions of Thailand
2001 - 2004	Member of Committee of Career Development and Continuous Study	Institute of Certified Accountants and Auditors of Thailand
2001 - 2003	Member of Committee for Considering Auditors' Performance	Office of Securities and Exchange Commission
2000 - 2001	Member of Committee of Education	Office of Securities and Exchange Commission

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Mr. Natasak Rodjanapiches

Aged 60 years

Position / Date of appointment

Independent Director
Member and Alternate Chairman of Board Risk and Compliance Committee
Date of appointment: 18 April 2019

Total shareholding in Bank

- No. of shares held as of year-end 2022
- By himself: None
 - By his spouse and minor children: None

Education/ Trainings**Education**

- Master of Applied Science, University of Waterloo
- Bachelor of Science, McGill University

Trainings

- Director Certification Programme (DCP) by Thai Institute of Directors
- Risk Management Programme for Corporate Leaders (RCL) by Thai Institute of Directors
- Actions in Response to Data Subject Right Exercising and Handling of Incident / Personal Data Breaches by Office of Securities and Exchange Commission
- Knowledge Sharing: Payment Outages - What's Next? lectured by Dr. Tanai Khiaonarong and held by CIMB Thai Bank Plc
- CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd
- Sustainability Update to Board of Directors by CIMB Thai Bank Plc
- Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd
- 5th Directors' Sharing Session by CIMB Group Holdings Bhd
- Culture Workshop by CIMB Thai Bank Plc
- Managing Cyber Risk by CIMB Thai Bank Plc

Directorship and positions held in other companies/ organisations and work experienceListed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
25 Feb 2021 - Present	Director	aCommerce Group Co., Ltd.
Nov 2019 - Present	Director	Urovo South East Asia Co., Ltd.
2018 - Present	Advisor to Board of Directors	Eternity (Thailand) Co., Ltd.

Work experience

Period	Position	Company / Organisation
2020 - 26 Jan 2022	Director	Things On Net Co., Ltd.
2021 - 27 Apr 2021	Director	Digiwealth Co., Ltd.
2019 - Sep 2019	Director	KPMG Phoomchai Business Advisory Ltd.
1997 - 2018	Managing Director	Oracle Corporation (Thailand) Co., Ltd.
1992 - 1997	Managing Director	Tendem Computer Incorporated (Thailand) Co., Ltd.
1990 - 1997	Managing Consultant	Price Waterhouse Co., Ltd.
1988 - 1990	Manager	Bell Canada Enterprises

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Dato' Abdul Rahman Ahmad

Aged 53 years

Position / Date of appointment

Director (Authorised Signatory)

Date of appointment: 6 October 2020

Total shareholding in Bank

No. of shares held as of year-end 2022

- By himself: None
- By his spouse and minor children: None

Education/ Trainings**Education**

- Master in Arts (MA) (Economics), Cambridge University
- Member of the Institute of Chartered Accountant England and Wales (ICAEW)

Trainings

- CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd
- Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd
- 5th Directors' Sharing Session by CIMB Group Holdings Bhd
- Culture Workshop by CIMB Thai Bank Plc

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
Jun 2020 - Present	Group CEO and Executive Director	CIMB Group Holdings Bhd
Jun 2020 - Present	Group CEO and Executive Director	CIMB Bank Bhd

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
5 Oct 2022 - Present	Council Member	Malaysia International Islamic Financial Centre (MIFC)
29 Apr 2021 - Present	Commissionaire	CIMB Niaga
1 Jan 2021 - Present	Panel Member	Malaysia National Trust Fund

Work experience

Period	Position	Company / Organisation
Nov 2019 - May 2020	Non-independent Director and Non-executive Chairman	Sime Darby Bhd
Jan 2017 - May 2020	Non-independent Director and Non-executive Chairman	Velesto Energy Bhd
Oct 2016 - Sep 2019	President & Group CEO	Permodalan Nasional Bhd
Sep 2009 - Feb 2016	CEO	Ekuiti Nasional Bhd
2001 - Aug 2009	Group CEO and Executive Director	Media Prima Bhd

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Mrs. Vera Handajani

Aged 51 years

Position / Date of appointment

Director (Authorised Signatory)

Member of Board Risk and Compliance Committee

Date of appointment: 5 July 2022

Total shareholding in Bank

No. of shares held as of year-end 2022

- By herself: None
- By her spouse and minor children: None

Education/ Trainings**Education**

- Master of Business Administration, Kellogg-HKUST, Chicago, United States of America and Hong Kong
- Bachelor of Arts in Economics, Trisakti University, Indonesia

Trainings

- CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd
- Joint Board Meeting on Risk Posture by CIMB Group Holdings Bhd
- 5th Directors' Sharing Session by CIMB Group Holdings Bhd
- Culture Workshop by CIMB Thai Bank Plc
- Managing Cyber Risk by CIMB Thai Bank Plc

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
Aug 2021 - Present	Group Chief Risk Officer	CIMB Group Holdings Bhd
Dec 2021 - Present	Non-independent Board of Commissioner	CIMB Niaga

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
May 2013 - Jul 2021	Chief Risk Officer and Board of Directors	CIMB Niaga
Feb 2012 - May 2013	Head of Operational Risk Management North Asia (ex Japan) and Markets, Asia Pacific	Royal Bank of Scotland (f.k.a. ABN AMRO Bank)
Mar 2010 - Feb 2012	Head of Financial Institutions Credit and Trading Credit Risk Management, North Asia (ex Japan)	Royal Bank of Scotland (f.k.a. ABN AMRO Bank)
Mar 2007 - Mar 2010	Head of FI Credit, South Asia	Royal Bank of Scotland (f.k.a. ABN AMRO Bank)
Sep 2003 - Mar 2007	Vice President, Regional Risk Asia	Royal Bank of Scotland (f.k.a. ABN AMRO Bank)
Sep 1999 - Aug 2003	Assistant Vice President, Financial Restructuring and Recovery	Royal Bank of Scotland (f.k.a. ABN AMRO Bank)
May 1997 - Jul 1999	Relationship Manager, Corporate Banking	BNP Lippo Indonesia
May 1995 - Apr 1997	Account Officer, Corporate Banking	LTCB Central Asia

10**Mr. Paul Wong Chee Kin**

Aged 53 years

Position / Date of appointment

Director (Authorised Signatory)

Date of appointment : 8 February 2021

President and Chief Executive Officer

Acting Head of Commercial Banking

Date of appointment : 1 February 2021

Acting Head of Operations

Date of appointment : 8 March 2022

Total shareholding in Bank

No. of shares held as of year-end 2022

- By himself: None
- By his spouse and minor children: None

Education/ Trainings**Education**

- Bachelor of Business (Major in Banking & Finance), Monash University, Australia

Trainings

- Director Certification Programme (DCP) by Thai Institute of Directors
- Knowledge Sharing: Payment Outages - What's Next? lectured by Dr. Tanai Khiaonarong and held by CIMB Thai Bank Plc
- CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd
- 5th Directors' Sharing Session by CIMB Group Holdings Bhd
- Culture Workshop by CIMB Thai Bank Plc

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
1 Mar 2022 - Present	Director (Authorised Signatory)	Association of International Banks

Work experience

Period	Position	Company / Organisation
1 Oct 2018 - Jan 2021	Group Chief Operations Officer	CIMB Bank Bhd
May 2016 - 30 Sep 2018	Regional Head of Consumer Strategic Business Support	CIMB Bank Bhd
Apr 2015 - May 2016	Head of Regional Projects	CIMB Bank Bhd
Jul 2013 - Mar 2015	Head of Strategy, ASEAN Business Solutions & Projects	CIMB Bank Bhd
Sep 2012 - Jul 2013	Designate Head of Retail Banking	CIMB Bank Bhd/ Bank of Commerce, Philippines
Oct 2007 - Jun 2013	Senior Vice President, Head of Sales Management - Consumer Sales & Distribution	CIMB Bank Bhd
May 2007 - Oct 2007	Vice President, and Regional Sales Manager	Alliance Bank Bhd
Jul 2006 - May 2007	Senior Manager, Partnership Distribution, Bancassurance	Prudential Assurance Malaysia Bhd
Jul 2005 - Jul 2006	Head of Mobile Sales	OCBC, Malaysia
Apr 2003 - Jun 2005	Head of Sales Development and Coaching	OCBC, Malaysia
Jun 1999 - Apr 2003	Branch Manager	OCBC, Singapore
Apr 1996 - May 1999	Assistant Manager, Credit & Marketing Officer	OCBC, Singapore



Mr. Sutee Losoponkul

Aged 62 years

Position / Date of appointment

Advisor to President and CEO

Date of appointment: 1 February 2021

Total shareholding in Bank

No. of shares held as of year-end 2022

- By himself: None
- By his spouse and minor children: None

Education/ Trainings

Education

- Master of Business Administration,
National Institute of Development Administration
- Bachelor of Science (Industrial Engineering), Prince of Songkla University

Trainings

- National Defence College of Thailand
- Market Risk for Treasury Products by New York Institute of Finance (Financial Times)
- Asset and Liability Management by Chase Manhattan Bank, Singapore
- Treasury Training Scheme by Institute of Banking and Finance (IBF), Singapore
 - Offshore Deposit Market
 - Foreign Exchange Arithmetic
 - Financial Future
 - Options
 - Citibank Bourse Game
- Corporate Governance for Capital Market Intermediaries, Class 5/2015 by Office of Securities and Exchange Commission and Thai Institute of Directors
- Cyber Security Awareness 2020 by National Telecom Plc
- Director Certification Programme, Class 302/2021 by Thai Institute of Directors

Trainings

- Knowledge Sharing: Payment Outages - What's Next? lectured by Dr. Tanai Khiaonarong and held by CIMB Thai Bank Plc
- CIMB Expert Talk Series: Net Zero Pathways: Managing Risks & Taking Opportunities by CIMB Group Holdings Bhd
- 5th Directors' Sharing Session by CIMB Group Holdings Bhd
- Culture Workshop by CIMB Thai Bank Plc
- Managing Cyber Risk by CIMB Thai Bank Plc

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
May 2022 - Present	Independent Director, Member of Audit Committee and Chairman of Compensation and Nomination Committee	IFS Capital (Thailand) Plc
31 Jan 2020 - Present	Director	Thai Financial Markets Committee, Bank of Thailand

Work experience

Period	Position	Company / Organisation
16 Sep 2020 - 31 Jan 2021	Director	CIMB Thai Bank Plc
1 Sep 2020 - 31 Jan 2021	Acting President and CEO, Co-head of Wholesale Banking and Acting Head of Commercial Banking	CIMB Thai Bank Plc
2014 - Oct 2020	Co-head of Wholesale Banking and Head of Treasury & Markets	CIMB Thai Bank Plc
Mar 2011 - 18 Aug 2020	Director	CGS-CIMB Securities (Thailand) Co., Ltd.
23 Apr 2013 - May 2019	Director	Thai Bond Market Association

12**Mr. Arthit Masathirakul**

Aged 56 years

Position / Date of appointment

Head of Risk Management
Senior Executive Vice President
Date of appointment: 1 January 2017

Total shareholding in Bank

- No. of shares held as of year-end 2022
- By himself: None
 - By his spouse and minor children: None

Education/ Trainings**Education**

- Master of Business Administration, University of Colorado at Boulder, United States of America

Trainings

- Senior Credit Officer Workshop by Standard Chartered Bank (Thailand)
- Assets Valuation by Standard Chartered Bank (Hong Kong)
- Executive Programme by INSEAD, Fontainebleau, France
- Engaging & Managing People by Standard Chartered Bank (London)
- Market Risks by Standard Chartered Bank (Hong Kong)
- Credit Skills Assessment (OMEGA) by Standard Chartered Bank
- Corporate Finance by Deutsche Bank AG (Singapore)
- Senior Credit Workshop (OMEGA) by CIMB Thai Bank Plc
- Data Governance by CIMB Thai Bank Plc
- Leading into the Future by CIMB Thai Bank Plc
- Onboarding Session for CIMB Leader by CIMB Thai Bank Plc

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
2005 - Present	Authorised Director	Advance Business Management Corporation Co., Ltd.

Work experience

Period	Position	Company / Organisation
Feb 2014 - Jul 2016	Head of Risk	Deutsche Bank AG, Bangkok Branch
Apr 2010 - Jan 2014	Head of Loan Management	Hongkong and Shanghai Banking Corporation Limited (Thailand)
2005 - 2008	Advisor, Alternate Investment Group	Standard Chartered Bank (Hong Kong)
Jul 1994 - May 2005	Executive Vice President, Group Special Assets Management	Standard Chartered Bank (Thai)

13

Ms. Siriporn Sanunpairaue

Aged 58 years

Position / Date of appointment

Head of Internal Audit
Senior Executive Vice President
Date of appointment: 1 July 2015

Total shareholding in Bank

No. of shares held as of year-end 2022

- By herself: None
- By her spouse and minor children: None

Education/ Trainings**Education**

- Master of Business Administration, Thammasat University
- Bachelor of Accounting, Thammasat University

Trainings

- CIMB-INSEAD Leadership Programme
- CIA Preparation by Institute of Internal Auditors of Thailand
- Certified Professional Internal Auditor (CPIA) by Institute of Internal Auditors of Thailand
- Chief Audit Executive (CAE) Forum 2019 by Bank & Financial Institution Internal Audit Club
- Director Accreditation Programme (DAP) by Thai Institute of Directors
- Advanced Audit Committee Programme (AACCP) by Thai Institute of Directors

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2008 - 2015	Executive Vice President, Head of Internal Audit	CIMB Thai Bank Plc
2007 - 2008	Senior Vice President, Head of Internal Audit Department	Standard Chartered Bank (Thai)
2006 - 2007	Senior Audit Manager, Group Internal Audit	Standard Chartered Bank
2006	Head of Compliance	Calyon Bank, Bangkok Branch
2003 - 2005	Head of ASEAN Hub Audit (excluding Indonesia and Singapore)	Deutsche Bank, Bangkok Branch
1992 - 2005	Country Head of Audit - Thailand	Deutsche Bank, Bangkok Branch
1986 - 1992	Bank Examiner, Bank Supervision and Examination Department	Bank of Thailand

14

Mrs. Kanokpai Vongsatitporn

Aged 49 years

Position / Date of appointment

Head of Human Resources

Senior Executive Vice President

Date of appointment: 30 December 2016

Total shareholding in Bank

No. of shares held as of year-end 2022

- By herself: None
- By her spouse and minor children: None

Education/ Trainings**Education**

- Master of Business Administration, Kasetsart University
- Bachelor of Business Administration (MIS/Finance), Thammasat University

Trainings

- CPP/Potentia, MBTI Certification Programme
- CPP/Potentia, MBTI Type and Coaching Programme

Directorship and positions held in other companies/ organisations and work experienceListed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2014 - 2016	Executive Vice President, Head of Human Resources	CIMB Thai Bank Plc
2012 - 2014	Chief Human Resources Officer	FWD Life Insurance Plc
2011	Acting Head of Human Resources	Hongkong and Shanghai Banking Corporation
2005 - 2011	Vice President, Human Resources	Hongkong and Shanghai Banking Corporation

15

Mr. Jason Leong Kok Yew

Aged 51 years

Position / Date of appointment

Head of Finance

Senior Executive Vice President

Date of appointment: 30 December 2016

Total shareholding in Bank

No. of shares held as of year-end 2022

- By himself: None
- By his spouse and minor children: None

Education/ Trainings**Education**

- Bachelor of Economics, Macquarie University, Australia

Trainings

- CIMB-INSEAD Leadership Programme, Cohort 8
- Strategic Financial Leadership Programme (SFLP) 2019 by Thai Listed Companies Association
- CFO Professional Development Programme (CFO CPD), Class 7/2021, Subject: Economic Update for CFO by Thai Listed Companies Association
- CFO Professional Development Programme (CFO CPD), Class 8/2021, Subject: Robotic Process Automation (RPA) in Financial Processes by Thai Listed Companies Association
- E-Learning: CFO's Refresher Course 2021 by Stock Exchange of Thailand

Trainings

- TLCA CFO Professional Development Programme (TLCA CFO CPD) No. 1/2022, Subject: Enhancement of Financial Reporting of Thai Listed Companies
- TLCA CFO Professional Development Programme (TLCA CFO CPD) No. 2/2022, Subject: Economic Update for CFO
- TLCA CFO Professional Development Programme (TLCA CFO CPD) No. 3/2022, Subject: PDPA for Accounting and Finance

Education/ Trainings**Education**

- Master of Business Administration (Merit), University of Bath, United Kingdom
- Bachelor of Engineering (1st Class Honors), University College London, United Kingdom

Trainings

- CIMB-INSEAD Executive Development Programme, Cohort 4

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
2019 - Present	Director	Principal Asset Management Co., Ltd.
2021 - Present	Chairman	WorldLease Co., Ltd.

Work experience

Period	Position	Company / Organisation
Mar 2016 - Dec 2016	Executive Vice President, Head of Finance	CIMB Thai Bank Plc
2008 - 2016	Director, Group Finance	CIMB Bank Bhd
2005 - 2008	Accounting Department	Bangkok Bank Plc
2000 - 2005	Manager	PriceWaterhouseCoopers/IBM

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
Present	Director	CIMB Thai Auto Co., Ltd.

Work experience

Period	Position	Company / Organisation
2020 - 2022	Director	CT Coll Co., Ltd.
2019 - 2020	Director	WorldLease Co., Ltd.
2016 - 2019	Head of Strategy	CIMB Thai Bank Plc
2013 - 2015	General Manager	CIMB Bank, London Branch
2011 - 2013	Portfolio Management Lead	Private Equity Portfolio Management (CIMB Group)

16**Mr. Tan Keat Jin**

Aged 48 years

Position / Date of appointment

Head of Consumer Banking

Senior Executive Vice President

Date of appointment: 2 January 2020

Total shareholding in Bank

No. of shares held as of year-end 2022

- By himself: None
- By his spouse and minor children: None

17

Mr. Prapas Thongsuk

Aged 59 years

Position / Date of appointment

Head of Corporate Communications

Senior Executive Vice President

Date of appointment: 20 April 2017

Total shareholding in Bank

No. of shares held as of year-end 2022

- By himself: None
- By his spouse and minor children: None

Education/ Trainings**Education**

- Master of Business Administration, National Institute of Development Administration (NIDA)
- Bachelor of Education, Chulalongkorn University

Trainings

- High-level Media Management Course in Broadcasting, Class 9/2019 by Isra Institute
- A Business Creativity (ABC), Class 8/2018 by Sripatum University
- National Defence College, Class 59 (2016-2017)
- CIMB Leadership, Cohort 3 by INSEAD University

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2010 - 2017	Executive Vice President, Head of Corporate Communications	CIMB Thai Bank Plc
2004 - 2010	Senior Vice President, Corporate Marketing	Krungthai Card Plc

18

Mr. Zethjak Leeyakars

Aged 53 years

Position / Date of appointment

Head of Compliance

Senior Executive Vice President

Date of appointment: 1 May 2018

Total shareholding in Bank

No. of shares held as of year-end 2022

- By himself: None
- By his spouse and minor children: None

Education/ Trainings**Education**

- Master of Arts in Economic Development and Policy Analysis, University of Nottingham, United Kingdom
- Master of Business Administration in Finance, University of Texas at San Antonio, United States of America
- Bachelor of Business Administration in General Management, Chulalongkorn University

Trainings

- Central Bank Course
- Bourse Game by Citibank
- Commercial Banking Course
- Risk Management in Financial Institutions
- Macroeconomic Management by SEACEN, Malaysia
- Anti-Corruption: The Practical Guide (ACPG), Class 25/2016 by Thai Institute of Directors

Trainings

- Company Secretary Programme, Class 70/2016 by Thai Institute of Directors
- Director Certification Programme (DCP), Class 276/2019 by Thai Institute of Directors

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
Present	Director	Sathorn Asset Management Co., Ltd.

Work experience

Period	Position	Company / Organisation
Mar 2017 - Apr 2018	Executive Vice President, Head of Compliance	CIMB Thai Bank Plc
Jul 2016 - Feb 2017	Executive Vice President, Compliance	Bangkok Bank Plc
Mar 2015 - Jun 2016	Executive Vice President, Compliance & Procedure Sector	Krungthai Bank Plc
Nov 2005 - Feb 2015	Executive Director, Head of Compliance	JP Morgan Chase Bank
Oct 2003 - Oct 2005	Assistant Vice President, Compliance	Deutsche Bank

19**Mr. Lim Yeong Thian**

Aged 41 years

Position / Date of appointment

Head of Strategy and CEO's Office
Senior Executive Vice President

Date of appointment: 1 December 2022

Total shareholding in Bank

No. of shares held as of year-end 2022

- By himself: None
- By his spouse and minor children: None

Education/ Trainings**Education**

- Bachelor of Arts in Computer Science and Economics of Cornell University, United States of America

Trainings

- CIMB-INSEAD Leadership Programme, Cohort 7

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
16 Mar 2021- Present	Director	WorldLease Co., Ltd.

Work experience

Period	Position	Company / Organisation
1 Aug 2019 - 30 Nov 2022	Executive Vice President, Head of Strategy and CEO's Office	CIMB Thai Bank Plc
2008 - 31 Jul 2019	Director, Corporate Strategy and Planning	CIMB Bank Bhd

20

Mr. Pao Chatakanonta

Aged 51 years

Position / Date of appointment

Head of Treasury & Markets
Senior Executive Vice President
Date of appointment: 29 July 2020

Total shareholding in Bank

No. of shares held as of year-end 2022

- By himself: None
- By his spouse and minor children: None

Education/ Trainings**Education**

- Bachelor of Economics, University of Washington, United States of America

Trainings

- CIMB-INSEAD Leadership Programme
- IFRS9: Impact & Opportunities to Treasury Programme
- Code of Conduct for Treasury Programme

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
1 Jul 2017 - 28 Jul 2020	Senior Executive Vice President, Head of Deputy Treasurer	CIMB Thai Bank Plc
16 Nov 2015 - 30 Jun 2017	Senior Executive Vice President, Deputy Treasurer	CIMB Thai Bank Plc
15 May 2014 - 15 Nov 2015	Senior Executive Vice President, Deputy Treasurer - Rates, Funding & Structuring	CIMB Thai Bank Plc
Nov 2012 - April 2014	First Executive Vice President Deputy Treasurer - Head of Rates, Funding & Structuring	CIMB Thai Bank Plc
Jan 2011 - Sep 2012	Head of Fixed Income and Capital Markets (Treasurer)	Credit Agricole - CIB Bank (Bangkok)
Jan 2008 - Dec 2009	Head of Rates for SE Asia	Standard Chartered Bank (Singapore)
Aug 2004 - Jan 2008	Head of Trading SE Asia	Standard Chartered Bank (Singapore)
Aug 2002 - Aug 2004	Head of Interest Rate Derivatives Trading	Standard Chartered Bank (Thailand)
Sep 1993 - Jul 2002	Senior Trader, IRD	HSBC Thailand

21

Mr. Paisan Thumpothong

Aged 57 years

Position / Date of appointment

Head of Technology and Data
Senior Executive Vice President
Date of appointment: 20 May 2022

Total shareholding in Bank

No. of shares held as of year-end 2022

- By himself: None
- By his spouse and minor children: None

Education/ Trainings

Education

- Bachelor of Science in Chemical Engineering, Chulalongkorn University
- Master of Science in Computer Science, Chulalongkorn University

Trainings

- Leader As a Coach Programme
- Marketing in Action Programme
- Practical Trade Finance Programme
- Working Capital Solution Programme
- Blue Ocean Programme

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
Present	Director	CIMB Thai Auto Co., Ltd.

Work experience

Period	Position	Company / Organisation
2021 - 2022	Executive Vice President, Head of Transaction Banking and Head of Technology and Data	CIMB Thai Bank Plc
2018 - 2021	Executive Vice President, Head of Transaction Banking	CIMB Thai Bank Plc
2014 - 2018	Head of Transaction Banking	Thanachart Bank Plc
2014	Head of TB Product and Channel Management	Siam Commercial Bank Plc
2012 - 2013	Head of GTS Channel Management	Siam Commercial Bank Plc
2009 - 2012	Head of Business Channel and Network Management	TMB Bank Plc
1999 - 2009	Head of Solution Delivery	Standard Chartered Bank (Thai) Plc

22

Ms. Uthaiwan Sukphanpim

Aged 54 years

Position / Date of appointment

Head of Customer Experience Management
Executive Vice President
Date of appointment: 1 August 2018

Total shareholding in Bank

No. of shares held as of year-end 2022

- By herself: None
- By her spouse and minor children: None

Education/ Trainings

Education

- Master of Business Administration, Finance & International Business, Saint Louis University, United States of America
- Bachelor of Business Administration, Accounting, Thammasat University

Trainings

- Situational Leadership Programme
- Coaching for Trusted Leader Programme
- Crisis Communication Framework Programme
- Kindness Service Recovery Programme

**Directorship and positions held in other companies/
organisations and work experience****Listed companies**

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2013 - 2018	Senior Vice President, Customer Advocacy & Service Quality	United Overseas Bank Thai Plc

23**Ms. Pajaree Thongvanit**

Aged 43 years

Position / Date of appointment

Head of Legal
Executive Vice President
Date of appointment: 1 May 2018

Total shareholding in Bank

- No. of shares held as of year-end 2022
- By herself: None
 - By her spouse and minor children: None

Education/ Trainings**Education**

- Master of Law (Merit), University of Warwick, United Kingdom
- Bachelor of Law (2nd Class Honor), Chulalongkorn University

Trainings

- Women Leadership Programme by Standard Chartered Bank (Jakarta), Indonesia
- Effective Coaching Programme by Standard Chartered Bank
- Senior Lawyer Development Programme by Clifford Chance (Thailand) Ltd.

**Directorship and positions held in other companies/
organisations and work experience****Listed companies**

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2016 - 2018	Senior Vice President, Legal	CIMB Thai Bank Plc
2014 - 2016	Senior Vice President, Head of Legal - Wholesale Banking Legal	Standard Chartered Bank (Thai) Plc
2012 - 2014	Senior Vice President, Wholesale Banking Legal	Standard Chartered Bank (Thai) Plc
2009 - 2012	Vice President, Wholesale Banking Legal	Standard Chartered Bank (Thai) Plc
2007 - 2009	Senior Associate	Clifford Chance (Thailand) Ltd.

24

Mr. Konthee Prasertwongse

Aged 54 years

Position / Date of appointment

Head of Investment Banking
Senior Executive Vice President
Date of appointment: 1 December 2022

Total shareholding in Bank

- No. of shares held as of year-end 2022
- By himself: None
 - By his spouse and minor children: None

Education/ Trainings**Education**

- Master of Business Administration with Beta Gamma Sigma Honor, Saint Louis University, United States of America
- Bachelor of Economics, Chulalongkorn University

Trainings

- Financial Advisor License Programme
- Project Finance Programme, Kuala Lumpur, Malaysia

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
2019 - Present	Director	Investment Banking Club, Associate of Thai Securities Companies
2014 - 2018	Member of Sub-committee on Bond and Sukuk Issuance	Office of Securities and Exchange Commission

Work experience

Period	Position	Company / Organisation
2021 - 30 Nov 2022	Executive Vice President, Investment Banking	CIMB Thai Bank Plc
2009 - 2021	Executive Vice President, Debt Capital Market	CIMB Thai Bank Plc
2004 - 2009	Executive Vice President, Debt Capital Market	BT Securities Co., Ltd.
2000 - 2004	Director, Debt Capital Market	SG Asia Credit Asset Management Co., Ltd.
1992 - 2000	Assistant Director, Investment Banking	Thanachart Securities Plc

25

Ms. Panida Tangsriwong

Aged 51 years

Position / Date of appointment

Head of Financial Institution Thailand and CLMV
Senior Executive Vice President
Date of appointment: 20 May 2022

Total shareholding in Bank

- No. of shares held as of year-end 2022
- By herself: None
 - By her spouse and minor children: None

Education/ Trainings**Education**

- Master of Business Administration, Cleveland State University, United States of America
- Bachelor of Business Administration, Assumption University

Trainings

- Executive Coaching Programme by CIMB Thai Bank Plc
- OMEGA Credit Training Programme by CIMB Thai Bank Plc and Standard Chartered Bank (Thai) Plc

Directorship and positions held in other companies/
organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2018 - 19 May 2022	Executive Vice President, Head of Financial Institution Thailand and CLMV	CIMB Thai Bank Plc
2012 - 2018	Executive Vice President, Head of Financial Institution Thailand	CIMB Thai Bank Plc
2010 - 2012	Director, Head of Financial Institutions Department	Credit Agricole Corporate and Investment Bank
2009 - 2010	Senior Vice President, Head of Investor and Intermediary, Financial Institution Department	Standard Chartered Bank (Thai) Plc
2006 - 2009	Vice President, Head of Financial Institution Department	Calyon Corporate and Investment Bank
2000 - 2006	Vice President, Institutional Banking	Hongkok and Shanghai Banking Corporation Ltd.
1997 - 2000	Deputy Manager, Corporate Banking	Credit Lyonnais BIFB

26

Mr. Wut Thanittiraporn

Aged 42 years

Position / Date of appointment

Head of Corporate Banking and
Acting Head of Transaction Banking
Senior Executive Vice President
Date of appointment: 20 May 2022

Total shareholding in Bank

No. of shares held as of year-end 2022
- By himself: None
- By his spouse and minor children: None

Education/ Trainings

Education

- Master of Engineering, University of Cambridge, United Kingdom

Directorship and positions held in other companies/
organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2017 - 2022	Executive Vice President, Head of Corporate Banking	CIMB Thai Bank Plc
2014 - 2017	Executive Vice President, Head of Investment Banking 2	CIMB Thai Bank Plc
2003 - 2014	Executive Vice President, Head of Capital Markets	Standard Chartered Bank (Thai) Plc

27**Ms. Waewalai Wattana**

Aged 58 years

Position / Date of appointment

Head of Financial Control
Executive Vice President
Date of appointment: 17 September 2018

Total shareholding in Bank

- No. of shares held as of year-end 2022
- By herself: None
 - By her spouse and minor children: None

Education/ Trainings**Education**

- Master of Science in Accounting, Thammasat University
- Bachelor of Business Administration in Accounting, Thammasat University

Trainings

- Financial Reporting Standards (TFRS9, TFRS16, etc.) Programme
- Preparation to Deal with Personal Data Protection Act Programme
- Climate Change and Financial Reporting Programme

Directorship and positions held in other companies/
organisations and work experienceListed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2011 - 2018	Financial Control	TMB Bank Plc

28**Mrs. Patima Jumpasut**

Aged 58 years

Position / Date of appointment

Company Secretary
Date of appointment: 30 September 2019

Total shareholding in Bank

- No. of shares held as of year-end 2022
- By herself: None
 - By her spouse and minor children: None

Education/ Trainings**Education**

- BA in LL.B., Faculty of Law, Chulalongkorn University

Trainings

- Director Certificate Programme (DCP), Class 98/2008 by Thai Institute of Directors
- Board Reporting Programme by Thai Institute of Directors
- Company Reporting Programme by Thai Institute of Directors
- Company Secretary Programme by Thai Institute of Directors

- Effective Minute Taking Programme by Thai Institute of Directors
- Anti-Corruption Practical Guide (ACPG) by Thai Institute of Directors
- Ultimate Leadership Series Programme by UOB Thai Plc
- Personal Data Protection Act Programme by CIMB Thai Bank Plc
- Preparation for IT Contingency Plan Programme by CIMB Thai Bank Plc
- PDPA Awareness Training for Board of Directors and Managements Programme by CIMB Thai Bank Plc
- Document Management Programme by CIMB Thai Bank Plc
- The Customer Show: Smile with Voices Programme by CIMB Thai Bank Plc
- Sustainability Training for Senior Management Programme by CIMB Group Bhd
- Sustainable Business Growth with ESG (Part B : Elective Sustainability Training) Programme by CIMB Thai Bank Plc

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
Oct 2018 - Sep 2019	Senior Vice President, Office of the President	Bangkok Bank Plc
Apr 2018 - Jul 2018	Senior Vice President II, Head of Corporate Secretariat, Secretary to Executive Committee, Secretary to Board of UOB (Thai), Secretary to Boards of UOB (Thai)'s Subsidiaries, and Secretary to Audit Committee	United Overseas Bank (Thai) Plc

Work experience

Period	Position	Company / Organisation
Jan 2017 - Mar 2018	Senior Vice President I, Head of Corporate Secretariat, Secretary to Executive Committee, Secretary to Board of UOB (Thai), Secretary to Boards of UOB (Thai)'s Subsidiaries, and Assistant Secretary to Nomination and Compensation Committee	United Overseas Bank (Thai) Plc
Apr 2015 - Dec 2016	Senior Vice President I, Head of Corporate Secretariat, Secretary to Executive Committee, Secretary to Board of UOB (Thai), and Secretary to Boards of UOB (Thai)'s Subsidiaries	United Overseas Bank (Thai) Plc
Jan 2013 - Mar 2015	Vice President II, Head of Corporate Secretariat, Secretary to Executive Committee, Secretary to Board of UOB (Thai), and Secretary to Boards of UOB (Thai)'s Subsidiaries	United Overseas Bank (Thai) Plc
Jan 2010 - Dec 2012	Vice President I, Head of Corporate Secretariat, Secretary to Executive Committee, Acting Secretary to Board of UOB (Thai), and Secretary to Boards of UOB (Thai)'s Subsidiaries	United Overseas Bank (Thai) Plc
Nov 2008 - Dec 2009	Vice President I, and Secretary to Executive Committee	United Overseas Bank (Thai) Plc
Feb 2007 - Oct 2008	Vice President I	United Overseas Bank (Thai) Plc

Notes

A	Chairman	B	Vice Chairman / Vice Chairperson	C	Independent Director
D	Director	E	Non-executive Director	F	Executive Director
G	Advisor	H	Trustee	I	Chairperson of Audit Committee
J	Member of Audit Committee	K	Chairman of Nomination, Remuneration, and Corporate Governance Committee	L	Member and Alternate Chairman of Nomination, Remuneration, and Corporate Governance Committee
M	Member of Nomination, Remuneration, and Corporate Governance Committee	N	Member of Nomination and Remuneration Committee	O	Member of Corporate Governance and Nomination Committee
P	Member of Nomination and Remuneration Committee	Q	Member of Nomination, Compensation and Corporate Governance Committee	R	Member of Corporate Governance, Risk and Audit Steering Committee
S	Chairperson of Nomination and Remuneration Committee	T	Chairman of Board Risk and Compliance Committee	U	Member and Alternate Chairman of Board Risk and Compliance Committee
V	Member of Board Risk and Compliance Committee	W	Director of the Policy Board, National Cyber Security Agency	X	Member of Content Screening Committee
Y	Member of Sub-Committee of Thailand CPA Examination	Z	Authorised Director	AA	Group CEO
AB	Council Member	AC	Commissionaire	AD	Panel Member
AE	Group Chief Risk Officer	AF	Non-independent Board of Commissioner	AG	President and CEO
AH	Legal Head	AI	Senior Executive Vice President	AJ	Executive Vice President
AK	Sub Committee on Bond and Sukuk Issuance	AL	Head of Financial Control		

Subsidiaries

1.	CIMB Thai Auto Co., Ltd.	2.	WorldLease Co., Ltd.
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Others / Related Companies

1.	CIMB Bank Bhd	2.	Yu Cai Foundation	3.	Saha-Union Plc
4.	Banpu Plc	5.	Thai Eastern Group Holdings Co., Ltd.	6.	Major Cineplex Group Plc
7.	Raimon Land Plc	8.	Amata VN Plc	9.	Nomu Pay (Thailand) Co., Ltd.
10.	Charoen Pokphand Group Co., Ltd.	11.	aCommerce Group Co., Ltd.	12.	Amata Township Long Thanh Join Stock Company
13.	Amata City Long Thanh Join Stock Company	14.	Collective Action Coalition against Corruption (CAC)	15.	Center for Building Competitive Enterprises (CBCE)
16.	TISCO Foundation for Charity	17.	Pruksa Real Estate Plc	18.	Finansa Plc
19.	Finansa Securities Ltd.	20.	National Cyber Security Agency, Ministry of Digital Economy and Society	21.	Chic Republic Plc
22.	Ministry of Digital Economy and Society	23.	Nova Empire Plc	24.	Stark Corporation Plc
25.	Phelps Dodge International (Thailand) Ltd.	26.	Federation of Accounting Professions of Thailand	27.	aCommerce Group Co., Ltd.
28.	Urovo South East Asia Co., Ltd.	29.	Eternity (Thailand) Co., Ltd.	30.	CIMB Group Holding Bhd
31.	CIMB Bank Bhd	32.	Malaysia International Islamic Financial Centre (MIIFC)	33.	CIMB Niaga
34.	Malaysia National Trust Fund	35.	CIMB Group Holding Bhd	36.	PT. Bank CIMB Niaga Tbk, Indonesia
37.	The Association of International Banks	38.	Advance Business Management Corporation Co., Ltd.	39.	Principal Asset Management Co., Ltd.
40.	Sathorn Asset Management Co., Ltd.	47.	Investment Banking Club, Associate of Thai Securities Companies	48.	The Securities and Exchange Commission

Attachment 3

Details of Head of Internal Audit and Head of Compliance

1

Ms. Siriporn Sanunpairaue

Aged 58 years

Position / Date of appointment

Head of Internal Audit
Senior Executive Vice President
Date of appointment: 1 July 2015

Total shareholding in Bank

- No. of shares held as of year-end 2022
- By herself: *None*
 - By her spouse and minor children: *None*

Education/ Trainings

Education

- Master of Business Administration, Thammasat University
- Bachelor of Accounting, Thammasat University

Trainings

- CIMB-INSEAD Leadership Programme
- CIA Preparation by Institute of Internal Auditors of Thailand
- Certified Professional Internal Auditor (CPIA) by Institute of Internal Auditors of Thailand
- Chief Audit Executive (CAE) Forum 2019 by Bank & Financial Institution Internal Audit Club
- Director Accreditation Programme (DAP) by Thai Institute of Directors
- Advanced Audit Committee Programme (AACP) by Thai Institute of Directors

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2008 - 2015	Executive Vice President, Head of Internal Audit	CIMB Thai Bank Plc
2007 - 2008	Senior Vice President, Head of Internal Audit Department	Standard Chartered Bank (Thai)
2006 - 2007	Senior Audit Manager, Group Internal Audit	Standard Chartered Bank
2006 2003 - 2005	Head of Compliance Head of ASEAN Hub Audit (excluding Indonesia and Singapore)	Calyon Bank, Bangkok Branch Deutsche Bank, Bangkok Branch
1992 - 2005	Country Head of Audit - Thailand	Deutsche Bank, Bangkok Branch
1986 - 1992	Bank Examiner, Bank Supervision and Examination Department	Bank of Thailand

2

Mr. Zethjak Leeyakars

Aged 53 years

Position / Date of appointment

Head of Compliance
Senior Executive Vice President
Date of appointment: 1 May 2018

Total shareholding in Bank

No. of shares held as of year-end 2022

- By himself: *None*
- By his spouse and minor children: *None*

Education/ Trainings

Education

- Master of Arts in Economic Development and Policy Analysis, University of Nottingham, United Kingdom
- Master of Business Administration in Finance, University of Texas at San Antonio, United States of America
- Bachelor of Business Administration in General Management, Chulalongkorn University

Trainings

- Central Bank Course
- Bourse Game by Citibank
- Commercial Banking Course
- Risk Management in Financial Institutions
- Macroeconomic Management by SEACEN, Malaysia
- Anti-Corruption: The Practical Guide (ACPG), Class 25/2016 by Thai Institute of Directors
- Company Secretary Programme, Class 70/2016 by Thai Institute of Directors
- Director Certification Programme (DCP), Class 276/2019 by Thai Institute of Directors

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
Present	Director	Sathorn Asset Management Co., Ltd.

Work experience

Period	Position	Company / Organisation
Mar 2017 - Apr 2018	Executive Vice President, Head of Compliance	CIMB Thai Bank Plc
Jul 2016 - Feb 2017	Executive Vice President, Compliance	Bangkok Bank Plc
Mar 2015 - Jun 2016	Executive Vice President, Compliance & Procedure Sector	Krungthai Bank Plc
Nov 2005 - Feb 2015	Executive Director, Head of Compliance	JP Morgan Chase Bank
Oct 2003 - Oct 2005	Assistant Vice President, Compliance	Deutsche Bank

Attachment 4

Assets for Business Undertaking and Details of Asset Valuation

1. Business Assets

The Bank has explained the main fixed assets, which the Bank and its subsidiaries used in the business, as disclosed in the Business Assets section, pages 51-52

2. Details on Asset Valuation

-None-

Attachment 5

Policies and Guidelines for Corporate Governance and Business Ethics (Full Version)

Corporate Governance Policies and Guidelines

The Bank discloses the full version of corporate governance policies and guidelines on the Bank's website, www.cimbthai.com, under Corporate Governance section, or you can also view by scanning QR code.



Business Ethics

The Bank discloses the full version of Code of Ethics and Conduct on the Bank's website, www.cimbthai.com, under Corporate Governance section, or you can also view by scanning QR code.



In case this Form 56-1 One Report refers to any information disclosed on the Bank's website, it shall be deemed that such information disclosed on the Bank's website is included as part of this Form 56-1 One Report. The Board of Directors shall also be responsible for accuracy and completeness of the information referred to as if such information were disclosed in this Form 56-1 One Report.

Reports of Board Committees

Audit Committee Report

The Audit Committee of CIMB Thai Bank Public Company Limited (the Bank) is composed of four independent directors. The members of the Audit Committee are:

- | | | |
|----|----------------------------|-------------|
| 1. | Mrs. Oranuch Apisaksirikul | Chairperson |
| 2. | Mr. Chanmanu Sumawong | Member |
| 3. | Dr. Rom Hiranpruk | Member |
| 4. | Mr. Niti Jungnitnirundr | Member |

The Audit Committee has performed duties in accordance to the scope of responsibilities defined in the Audit Committee Charter and specific responsibilities delegated by the Board of Directors. The Audit Committee supported the Bank's good corporate governance in accountability, transparency, fairness, integrity and check and balance, which reserved the best interests of stakeholders. In 2022, the Audit Committee held a total of 14 meetings with senior management, heads of concerned business units, internal auditors and the external auditor. The result of each meeting has been reported to the Board of Directors. Significant actions taken by the Audit Committee can be summarised as follows:

Financial Statements

Reviewed quarterly, semi-annual and annual financial statements of the Bank as well as consolidated financial statements of the Bank and its subsidiaries by holding meetings with the external auditor and Head of Finance to consider the completeness and accuracy of the financial statements and disclosure of information in the notes to financial statements in compliance with financial reporting standards and generally accepted accounting principles as well as the requirements of laws and regulations relevant to Bank and its subsidiaries.

Internal Control System

Reviewed the adequacy of the internal control system including control over Information Technology system and cyber resilience and control over sustainability policy based on the internal audit reports of Corporate Assurance, external audit report, IT external expert reports, and the result of examination of the regulators who oversee the Bank and its subsidiaries to ensure the internal control system and financial reporting are effective. The Audit Committee reviewed and monitored the Bank's rectification of the audit issues to ensure appropriate corrective actions had been taken in a timely manner. In addition, the Audit Committee has also recommended the Bank to establish and/or enhance certain policies and procedures to strengthen the internal control system.

Risk Management System

Reviewed the effectiveness of the enterprise wide risk management process and system in collaboration with Head of Risk Management based on risk management reports and guidelines for managing respective types of risks and incidents to ensure the appropriateness of the risk management system.

Regulatory Compliance

Reviewed the effectiveness of compliance with applicable laws and regulations, as well as monitored to ensure the necessary remedial actions of regulatory audit issues had timely been taken by senior management.

External Auditor

Reviewed and assessed the independence, professional qualification and performance of the external auditor as well as the overall scope of audit of semi-annual and annual financial statements and review of interim financial statements. Considered the selection of the external auditor and determination of the audit fee for proposal to the Board of Directors for further recommendation to the shareholders for approval.

Related Party and Other Related Company Transactions

Reviewed and assessed related party and other related company transactions or transactions that may cause conflict of interest prior to the Board of Directors' approval.

Overseeing Internal Audit

Reviewed and approved the Internal Audit Charter and Policy, audit risk assessment framework for annual audit planning and annual audit plan. On a monthly basis, the Audit Committee reviewed the internal audit result, provided recommendations and followed up the corrective actions.

In accordance with the roles and responsibilities above, the Audit Committee is of the opinion that the financial statements and disclosure of information of the Bank and its subsidiaries are presented fairly in all material aspect and in accordance with financial reporting standards and the generally accepted accounting principles. The overall internal control systems, risk management, procedures to ensure compliance with applicable laws and regulations, and independent internal audit systems conducted in accordance with internal audit standards are adequate to support the current business of the Bank.



(Mrs. Oranuch Apisaksirikul)
Audit Committee Chairperson

The Nomination, Remuneration, and Corporate Governance Committee Report

To be in line with the roles and responsibilities of the Nomination, Remuneration, and Corporate Governance Committee (the Committee), in 2022, the Committee continued performance of its duties to ensure that the Bank considered and nominated qualified candidates for the positions of directors and senior executives of the Bank. In addition, the Committee oversaw and considered determination of the appropriate remuneration and benefits for both directors and senior executives that are commensurate with their duties and responsibilities, as well as the succession plan of senior executives.

In addition, in 2022, the Committee considered and reviewed the Bank's Corporate Governance (CG) Policy, and the implementation in alignment with the best practices on CG matters, such as CG assessment and the assessment of the arrangement of the Annual General Meeting of Shareholders.

The Committee's duties and responsibilities covers three main functions: 1) Nomination, 2) Determination of the Policy on Performance Evaluation and Remuneration, and 3) Corporate Governance, which can be summarised as follows:

1. Nomination
 - a. To nominate qualified candidates for the positions of directors and senior executives for approval by the Board of Directors and accordingly by the Bank of Thailand
 - b. To endorse the appointment of directors and senior executives of the Bank's subsidiaries to the Board of Directors for concurrence
 - c. To oversee the succession plan of senior executives
2. Determination of the Policy on Performance Evaluation and Remuneration
 - a. To oversee and approve the Policy on Performance Evaluation and Remuneration, including remuneration structures and practices for the Bank's employees
 - b. To oversee and monitor the execution of performance evaluation system of employees and senior executives
 - c. To recommend to the Board of Directors to approve the remuneration frameworks of directors and senior executives
 - d. To deliberate and approve the individual remuneration package for senior executives, including performance bonus, incentive arrangement and any compensation payment, to be in accordance with the Remuneration Policy as well as relevant legislation and regulatory requirements
 - e. To oversee overall employee benefits and recommend to the Board of Directors for approval of any substantial changes

3. Corporate Governance
 - a. To oversee the Corporate Governance Policy and the Code of Conduct for the Bank's directors and employees and ensure consistency with the corporate governance criteria of relevant regulatory authorities prior to submission to the Board of Directors for approval
 - b. To oversee corporate governance guidelines for relevant units' compliance and present to the Board of Directors for approval to enhance good corporate governance across the Bank

The Committee is of the opinion that remuneration for directors and senior executives in 2022 was in line with their duties and responsibilities, the individuals' performance, the overall economic situation, and the performance of the Bank.



(Mr. Anon Sirisaengtaksin)
Chairman of the Nomination, Remuneration, and Corporate Governance Committee

Board Risk and Compliance Committee Report

The Board Risk and Compliance Committee (BRCC) of CIMB Thai Bank Public Company Limited is composed of four members, three of whom (including the BRCC Chairman) are independent directors and one is non-executive director.

Key responsibilities of the BRCC as delegated by the Board of Directors include the oversight of all risks and compliance undertaken by the Bank and its financial business group, details of which are set forth in the BRCC's Terms of Reference.

In 2022, the BRCC held 12 monthly meetings and one special meeting regarding regulatory compliance to oversee and monitor the risk management and compliance activities of the Bank. All meeting results were then reported to the Board of Directors for acknowledgement. The activities undertaken by the BRCC can be summarised as follows:

1. Appointed new members and changed members in various risk committees in charge of the oversight of the overall risk management of the Bank.
2. Concurred on or approved new/changes in and review of risk policies/frameworks and risk appetite to ensure efficiency in the overall risk management in response to the increasing risk complexity.
3. Concurred on the amendment of Personal Data Protection Policy to be in compliance with the Personal Data Protection Act B.E. 2562 that came into force.
4. Oversaw the entire risk and capital management functions of the Bank to ensure efficiency and compliance with related risk frameworks, policies and strategies, in such operation as:
 - Scenarios and macroeconomic assumptions for stress testing and idiosyncratic stress test scenario
 - Annual validation report of various risk rating models
 - Review and revision of the Delegation of Authority (DA) for the year 2022
 - Non-retail NPL sale process and execution
5. Approved annual compliance report to be submitted to regulators, which covers duties and responsibilities of Compliance Unit, result of compliance programme for 2021, remedial action according to regulators' observations and instructions, compliance programme for 2022, and compliance guidelines of subsidiaries in the Bank's financial business group, in which the Bank has more than 50% direct shareholding and conducting financing business.
6. Concurred on or approved the review of policies and procedures under Compliance, comprising Know Your Merchant (KYM) Policy, Anti-Bribery and Corruption Policy, Anti-money Laundering and Counter Financing of Terrorism (AML/CFT) Policy, Market Conduct Policy, Conflict Management and Chinese Wall Policy, and Personal Account Dealing Policy.
7. Approved scenarios and parameters set for suspicious transactions monitoring on 1AML system

8. Acknowledged and advised on significant regulatory rules and regulations and the Bank's responses to such regulations, such as Common Reporting Standard (CRS) and revised Customer Due Diligence guideline.
9. Acknowledged and advised on the results of compliance review of internal business units and branches and thematic review.
10. Acknowledged reports and monitored oversight functions related to both risk management and compliance, such as:
 - Monthly update on risk management, asset quality, risk appetite dashboard, NPL status, IT dashboard and regulatory compliance
 - Quarterly update on investments in multiple portfolios and credit review progress
 - Report on the remedial actions to the Bank of Thailand's observations in 2021
 - Report on non-compliance incidents together with the root cause analysis and the remedial action to prevent repeated issues

The BRCC is of the opinion that the Bank's risk management and compliance is carried out efficiently and effectively and in conformity with its enterprise wide risk management framework.



(Dr. Rom Hiranpruk)
Chairman of the Board Risk and Compliance Committee

Attachment 7

Terms of Reference of Board Committees

Terms of Reference of Audit Committee

(Refer to the Bank's Order dated 1 June 2020)

1. Audit Committee shall consist of:

1.1	Mrs. Oranuch Apisaksirikul	Chairperson
1.2	Mr. Chanmanu Sumawong	Member
1.3	Dr. Rom Hiranpruk	Member
1.4	Mr. Niti Jungnithirundr	Member
	Ms. Siriporn Sanunpairaue	Secretary

2. Powers, Duties and Responsibilities

- 2.1 Assist the Board of Directors in reviewing the effectiveness of internal controls, risk management processes, accounting, reporting practices and corporate governance taking into account the requirements of relevant Bank of Thailand (BOT) guidelines, the listing requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), Bank of Lao (BOL) guidelines and other relevant guidelines issued by the regulators.
- 2.2 Consider and approve the appointment, transfer, remuneration, performance evaluation and dismissal of Head of Internal Audit.
- 2.3 Review the effectiveness of Corporate Assurance Function.
- 2.4 Consider and review the qualifications, independence, effectiveness and remuneration of external auditor, and recommend the appointment, termination and audit fee to the Board of Directors and shareholders.
- 2.5 Review the significant findings of investigations, audits, internal controls and compliance issues identified by internal auditors, external auditors and regulators to ensure that appropriate and prompt remedial actions are taken by management appropriately and timely.
- 2.6 Review the correctness and adequacy of financial statements for submission to the Board of CIMB Thai Group, the BOT, the SET and other regulators in relation to the Bank's business.
- 2.7 Review every related party transaction, or transaction with potential conflict of interest submitted by management prior to submission for the Board of Directors' approval.

- 2.8 Report to the Board of Directors any corrective action or improvement should the Audit Committee has concerns over conflict of interest activities, fraud, irregularities, significant internal control weakness, or violation to the relevant regulations.
- 2.9 Report all activities of the Audit Committee in the Bank's annual report, which contains required information as stipulated in the SET regulations and must be signed by the Audit Committee Chairperson.
- 2.10 Approve Corporate Assurance Charter and concur Corporate Assurance Policy prior to submission for Board of Directors' approval.
- 2.11 Perform any other assignments delegated to it by the Board of Directors in line with the Audit Committee Charter.

Scope: CIMB THAI Bank Group-wide

3. Quorum

- 3.1 The Audit Committee shall hold a meeting on a monthly basis or as and when required.
- 3.2 Each meeting shall consist of at least two-thirds of the total members to constitute a quorum.
- 3.3 The participation of members in a meeting of Audit Committee may be either in person or via tele-presence or tele-conference.
- 3.4 All resolutions must be passed by the affirmative vote of a majority of the members in attendance.
- 3.5 The resolution can be made in the form of circulation only in case of urgency and necessity. The resolution by circulation shall be passed by the affirmative vote of the majority members.

Any resolution passed by circulation shall be tabled to the next Audit Committee Meeting for certification.

Terms of Reference of the Nomination, Remuneration and Corporate Governance Committee
(Refer to the Bank's Order date 1 July 2021)

1. Objective

The objective of the Nomination, Remuneration and Corporate Governance Committee (the Committee or NRCC) is to oversee and assist the Board of Directors (the Board) of the Bank in regard to the matters of Nomination and Remuneration of the Bank's Directors, senior management and its staff, and the Corporate Governance of the Bank, within the scope of the functions and roles stated herein.

2. Function / Role

2.1 Nomination:

- To formulate policies, criteria, and methods of nominating candidates as the Bank's directors or persons with management power (Executive Vice President – U2 upwards) for further proposal to the Board for consideration and approval, and to submit such policies, criteria and methods to the Bank of Thailand upon its request.
- To select and nominate names of qualified candidates for the following positions to the Board of Directors for approval:
 - a) Member of the Board of Directors,
 - b) Member of the Board of Directors appointed to sit at any board committee, and
 - c) Executive Vice President – U2 upwards
- To ensure that the size and composition of the Board of Directors is appropriate for the organization and the dynamic business environment. Board members shall possess appropriate expertise and experience.
- To disclose the nomination policy and process in the Bank's annual report.
- To consider the appointment and appropriate remuneration of the Bank subsidiaries' directors and recommend to the Board of the subsidiaries for approval.

Remark:

The Committee is guided by the following quantitative and qualitative criteria when assessing the suitability of Directors for nomination:

- 1) appropriate size and balance between Independent Directors, Non-independent, Non-executive Directors and Executive Directors;
- 2) skills, background and experience;
- 3) diversity, including but not limited to gender, nationality, cultural background and

geographical provenance;

- 4) commitment to sustainability; and
- 5) any other criteria that the NRCC may deem fit.

2.2 Remuneration:

- To develop the policies on remuneration and other benefits payment, as well as remunerations and benefits for directors and persons with management power (Executive Vice President – U2 upwards) under clear, transparent criteria for proposal to the Board of Directors for consideration and approval, and to submit such policies to the Bank of Thailand upon its request. (Policies on remunerations, benefits and welfares shall cover every aspect of remunerations, including director fees, salaries, allowances, bonuses, as well as relevant options and benefits.)
- To ensure that the directors and persons with management power (Executive Vice President – U2 upwards)'s remunerations are commensurate with their duties and responsibilities. Board members who take extra assignments should receive remunerations commensurate with their designated duties and responsibilities.
- To determine performance assessment criteria for the Board members and persons with management power (Executive Vice President – U2 upwards) for use in annual remuneration review, taking into account their responsibilities and relevant risks, as well as increase of shareholders' equity in a long run.
- To disclose the policy on remuneration determination and remunerations in various forms, and to prepare a report on remuneration determination that at least covers the objectives, activities and opinions of the NRCC in the Bank's annual report.
- To review the remuneration and compensation schemes for CIMB Thai employees in line with the industry practices and remuneration framework of the CIMB Group.
- To recommend the annual salary adjustments and bonuses framework for CIMB Thai Group to the Board of Directors for approval.
- To approve any staff benefits matter in the amount up to THB 50 million.

2.3 Corporate Governance:

- To review the Corporate Governance Policy and Codes of Conduct for directors and employees of the Bank to ensure consistency with the corporate governance criteria of relevant regulatory authorities, and to submit to the Board of Directors for approval.
- To approve corporate governance guidelines for relevant units to align with and present to the Board of Directors for acknowledgement on a yearly basis to enhance good corporate governance of the Bank.
- To oversee the conduct of the annual review and assessment of the Board's effectiveness.

2.4 The Board may assign any additional assignment to the NRCC for consideration and approval.

3. Scope

CIMB Thai Bank Group-wide

4. Reporting Relationship

This Committee is a delegated committee of the Board of Directors of the Bank.

5. Composition

5.1	Mr. Anon Sirisaengtaksin	Chairman
5.2	Dato' Robert Cheim Dau Meng	Member and Alternate Chairman
5.3	Mr. Chanmanu Sumawong	Member

By invitation

CIMB Group advisor(s) as approved by the Board of Directors.

Secretary:

Head of Human Resources	Secretary
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6. Quorum And Voting

- 6.1 Each meeting shall consist of at least one-half of total members present at the meeting to constitute a quorum, provided that the Chairman or Alternate Chairman shall attend the meeting.
- 6.2 All resolutions shall be passed by the affirmative vote of a majority of the members. In case of a tie vote, a chairman of the meeting shall cast a deciding vote.
- 6.3 The resolution can be made in the form of circulation only on the condition of urgency and necessity and that having no such resolution may cause the damage to the Bank. The circulation resolution shall be passed by the affirmative vote of majority of the members and the Chairman or Alternate Chairman shall vote in favor of such resolution.

Any agenda which has been passed by the circulation resolution shall be tabled to the next meeting for certification.

7. Frequency of Meeting and Manner of Meeting

- 7.1 The NRCC shall hold a meeting at least once every quarter or when necessary.
- 7.2 The Chairman shall act as a chairman of the meeting. In the event that the Chairman is absent or unable to perform the duty at any NRCC meeting, the Alternate Chairman shall preside over such meeting as a chairman of the meeting.
- 7.3 The meeting can be held through electronic media in accordance with the criteria set forth above.

The Terms of Reference of the Committee shall be reviewed once a year or when necessary.

Terms of Reference of the Board Risk and Compliance Committee (Refer to the Bank's Order date 11 October 2022)

1. Objective

The objective of the Board Risk and Compliance Committee (BRCC) is to assist the Board of Directors (BOD) in its oversight of all risks under taken by CIMB Thai Bank and CIMB Thai Financial Group.

2. Function / Role

2.1 Oversight on Risk Management

- 2.1.1 To approve the appointment of risk committees and the appointment of new members and changes of members as well as powers, duties and responsibilities of the following risk committees:
- (1) Risk Management Committee (RMC)
 - (2) Asset and Liability Management Committee (ALCO)
 - (3) Thailand Underwriting Committee (TUC)
 - (4) Credit Committee (CC)
 - (5) Asset Quality Committee (AQC)
 - (6) Any other risk committees appointed to be reported directly to BRCC
- 2.1.2 To concur or approve risk frameworks, policies, limits and management action trigger (MAT), e.g. market risk, credit risk, operational risk, strategic risk, etc. of CIMB Thai and companies in its financial group, as follows:

Frameworks/Policies/Limits and MATs of CIMB Thai

- (1) To approve new or changes resulted in material increase in risk to the existing risk frameworks/policies permitted by regulator(s) to be approved by Board-delegated committee; and
- (2) To approve all risk limits and MATs permitted by regulator(s) to be approved by Board-delegated committee.

Frameworks/Policies/Limits and MAT of companies in the financial business group

- (1) To concur on new (required for companies in the financial business group) or changes resulting in material increase in risk to the existing risk frameworks/policies prior to submission to the respective Board of Directors of the companies in the financial business group for approval.
- (2) To concur on all risk limits and MATs prior to submission to the respective Board of Directors of the companies in the financial business group for approval.

- 2.1.3 To oversee the entire risk and capital management functions of CIMB Thai and companies in the financial business group including but not limited to the following:
- (1) To ensure capital management frameworks, policies and strategies and its related frameworks, policies and strategies operate effectively and being complied with.
 - (2) To review and approve the Stress Testing Scenario and Risk Posture.
- 2.1.4 To review and concur or approve proposals recommended by risk committees including but not limited to the following:
- (1) New 3rd party of CIMB Thai and companies in the financial business group
Approve the new 3rd party(ies) of CIMB Thai (excluding CIMB Principal and CIMB Thai's subsidiaries) before selling their products or to concur on the new 3rd party(ies) of companies in the financial business group prior to submission to the respective Board of Directors of companies in the financial business group for approval.
 - (2) TFRS9/IFRS9 Financial Reporting Standard
Approve TFRS9/IFRS9 Expected Credit Loss models, validation results and related Framework(s)/Policy(ies)/Methodology(ies).
- 2.1.5 To provide strategic guidance and review decisions made by the various risk committees.
- 2.1.6 To ensure that infrastructure, resources, systems including risk measurement tools and other capabilities of CIMB Thai and companies in the financial business group are in place for risk management in order to maintain a satisfactory level of risk management and discipline and the risk awareness culture is pervasive throughout the organisation.
- 2.1.7 To appoint external consultants, from time to time, to review and advise the BRCC on risk management matters.
- 2.1.8 To approve and ensure the following are in line with regulatory requirements:
- (1) Risk-related disclosures; and
 - (2) Internal control over process of risk-related disclosures.

2.2 Oversight on Compliance

- 2.2.1 To provide oversight and advice to the Board of Directors and the Management in respect of the management of compliance risk.
- 2.2.2 To review and assess compliance and anti-money laundering and countering the financing of terrorism (AML/CFT) risk issues and ensure such issues, are resolved effectively and expeditiously.
- 2.2.3 To review the findings of major investigations, routine audit findings, internal controls and compliance issues identified by internal auditors, external auditors and regulators and to ensure that appropriate and prompt remedial actions are taken by management.
- 2.2.4 To approve in accordance with the following:
- (1) Compliance and AML/CFT framework/policies/procedures manual/code of conduct, etc., including the revisions and annual reviews to those compliance and AML/CFT risk framework/policies/procedures manual/code of conduct.
 - (2) Annual Compliance Report for reporting to any relevant regulator.
 - (3) Compliance Unit Charter.
 - (4) Compliance Strategy Plan.
- 2.2.5 To evaluate the effectiveness of the Bank's overall management of compliance and AML/CFT risks, focusing on strengthening the role of compliance functions, resources and infrastructure.

- 2.2.6 To review the compliance and AML/CFT strategy.
- 2.2.7 To determine AML/CFT risk appetite which includes sanctions risks by defining the terms and the risks that are acceptable. The AML/CFT risk appetite should be developed by considering the risks around customers, products, channels and geographies, as well as the types of businesses.

2.3 To appraise Head of Risk Management and Head of Compliance who report directly to the BRCC.

2.4 To approve the Credit Review Policy, Credit Review Plan and the Quarterly Credit Review Progress Report.

3. Scope

The scope of the BRCC covers CIMB Thai Financial Group (where appropriate).

4. Reporting Relationship

- This Committee is a delegated committee of the BOD.
- This Committee is the parent committee with authority over the following sub-committees:
 - Risk Management Committee (RMC)
 - Asset and Liability Management Committee (ALCO)
 - Thailand Underwriting Committee (TUC)
 - Credit Committee (CC)
 - Asset Quality Committee (AQC)
 - Any risk committees appointed to be reported directly to BRCC

5. Composition

- | | |
|------------------------------|-------------------------------|
| 1. Dr. Rom Hiranpruk | Chairman |
| 2. Mr. Natasak Rodjanapiches | Member and Alternate Chairman |
| 3. Mr. Anon Sirisaengtaksin | Member |
| 4. Mrs. Vera Handajani | Member |

By Invitation*:

- | | |
|--|-------------------|
| 1. President and Chief Executive Officer of CIMB Thai Bank | Permanent Invitee |
|--|-------------------|

Secretaries*:

- | | |
|----------------------------|--|
| 1. Head of Risk Management | Secretary for Risk Management Function |
| 2. Head of Compliance | Secretary for Compliance Function |

Note: *All positions of the Permanent Invitees and Secretaries of the Committee stated above shall include an Acting and Co-Head positions.

6. Quorum and Voting

- Each meeting shall consist of at least one-half (1/2) of the total members at the meeting including Chairman or Alternate Chairman.
- All resolutions shall be passed by the affirmative vote of the majority members in attendance.
- Equal votes shall mean "Reject".

7. Frequency of Meeting and Manner of Meeting

- The BRCC shall hold a meeting on monthly basis or as and when required. For exceptional cases only, if a meeting cannot be held in any month, Secretaries to the BRCC shall report to the BOD at the next meeting in the following month for acknowledgement.
- The meeting can be held through electronic media in accordance with the criteria set forth above.
- Resolutions can be made in the form of circulation only in case of urgency and necessity.
- The resolution can be made in the form of circulation only in case of urgency and necessity. The resolution by circulation shall be passed by the affirmative vote of the majority members and the Chairman or Alternate Chairman shall vote in favor of such resolution.

Any resolution passed by circulation shall be tabled to the next BRCC meeting for certification and the Secretary of the BRCC shall report to the BOD in the quarterly progress report of the BRCC for acknowledgement.

8. Report on Activities

The BRCC shall report its activities to the BOD on a quarterly basis.

The Terms of Reference shall be reviewed at least once every two (2) years or when necessary to ensure its on-going relevancy and effectiveness.

Terms of Reference of Management Committee (Refer to the Bank's Order date 19 April 2022)

1. Objective

The objective of the Management Committee (MC) is to assist the Board of Directors (the Board) as well as the President and CEO of the Bank in regards to the operations of the Bank, within the scope of the functions and roles stated herein.

2. Function / Role

- 2.1 Advise the President and Chief Executive Office.
- 2.2 Monitor and evaluate performance of each business division.
- 2.3 Review financial and other management reports of the Bank.
- 2.4 Devise strategy, business and capital management plans and budgets for the Bank.
- 2.5 Identify cross-divisional and cross-border synergies.
- 2.6 Deliberate key regulatory issues.
- 2.7 Approve delegated authorities on internal operations of non-risk related business unit.
- 2.8 Approve, revise and conduct annual reviews of the Bank's internal policies related to administration/operation/others, which are not required by regulatory bodies to obtain the Board of Directors' approval.
- 2.9 Approve the revision of delegation of authority and policies which will be related to the Bank's reorganisation.
- 2.10 Review, give opinions, consider and approve the proposed legal provision in case the Bank and executives are sued for damages as recommended by Legal.
- 2.11 Approve fee sharing scheme for investment product selling and/or referring customers through Consumer Banking only in case of 3rd party products which are not related party transaction or do not have material change from the existing ones already approved by the Risk Management Committee.
- 2.12 In regard to the 3rd party products:
 - a) 3rd party product(s) of CIMB Thai
To approve new or changes resulted in material increase in risk to the existing 3rd party products
 - b) 3rd party product(s) of CIMB Thai's companies in the financial business group
To concur with new or changes resulted in material increase in risk to the existing 3rd party products prior to submission to the respective Board of Directors of the companies in the financial business group for approval.

- 2.13 Formulate and drive CIMB Thai sustainability vision and strategies bank-wide, in alignment with the overall CIMB Group Sustainability strategy.
- 2.14 Review overall business continuity management (BCM) policy, ensure sound BCM practices, oversee BCM activities, ensure workable BCM plans/procedures, and take such other actions, which are in relation to the BCM of the Bank (see details of BCM-related activities in Appendix), as well as advising and/or giving directions to the Crisis Management Committee (CMC) in taking necessary/required actions as deemed appropriate during the crisis situations.
- 2.15 Arrange for a policy relating to anti-corruption, including reviewing, examining, improving and proposing the policy for the Board's approval, as well as arrange for a renewal of the Bank's membership of the Private Sector Collective Action Coalition Against Corruption (CAC) within the determined timelines, monitor to ensure appropriate communications to the Bank staff at all levels for their acknowledgement and compliance with the Bank's anti-corruption policy, and take any and all necessary actions to ensure the best practice in regards to the anti-corruption.
- 2.16 Review and endorse revisions made to the Country Delegated Authority (Country DA) prior to proposal to the Board for consideration and approval.
- 2.17 Other matters as directed by the Board / President and Chief Executive Officer.

3. Scope

CIMB Thai Bank Group-wide

4. Reporting Relationship

- MC is a delegated committee of the Board of Directors.
- MC is the parent committee with authority over the following sub-committees:
 - Data Governance Committee
 - Retail Business Committee
 - Crisis Management Committee

5. COMPOSITION

1.	President and Chief Executive Officer	Chairman
2.	Head of Finance	Vice Chairman
3.	Head of Risk Management	Member
4.	Head of Treasury & Markets	Member
5.	Head of Transaction Banking	Member
6.	Head of Technology and Data	Member
7.	Head of Operations	Member
8.	Head of Commercial Banking	Member
9.	Head of Consumer Banking	Member
10.	Head of Human Resources	Member
11.	Head of Corporate Communications	Member
12.	Head of Strategy & CEO's Office	Member
13.	Head of Compliance	Member
14.	Head of Legal	Member
15.	Head of Customer Experience Management	Member
16.	Head of Corporate Banking	Member

17.	Head of Investment Banking	Member
18.	Head of FIG Thailand and CLMV	Member

Remark: Positions of each of the members of the MC shall include the Acting and Co-head positions.

Permanent Invitee:

Advisor to the President and Chief Executive Officer
Head of Internal Audit

By Invitation:

Managing Director, CT Auto Co., Ltd.
Managing Director, WorldLease Co., Ltd.

Secretary:

Company Secretary

6. Quorum and Voting

- 6.1 Each meeting shall consist of at least one-half of total members present at the meeting to constitute a quorum, provided that the Chairman or Vice Chairman or any member designated by the Chairman or Vice Chairman participate the meeting.
- 6.2 In the case where any person holds more than one position (being Head of more than one function), all positions will be applied as a base number of votes. However, for number of voting members (quorum) and number of votes cast, only one position will be counted.
- 6.3 The resolution can be made in the form of circulation. The circulation resolution shall be passed by the affirmative vote of majority of the members and the Chairman or Vice Chairman shall vote in favor of such resolution. Any agenda which has been passed by circulation resolution shall be tabled for certifying at the next meeting.

7. Frequency of Meeting and Manner of Meeting

- 7.1 The MC shall hold a meeting at least once a month as deemed appropriate or when necessary.
- 7.2 The Chairman shall act as a chairman of the meeting. In the event that the Chairman is absent or unable to perform the duty at any MC meeting, the Vice Chairman shall preside over such meeting as a chairman of the meeting. Should both Chairman and Vice Chairman be absent or unable to perform the duty at any MC meeting, the Chairman or Vice Chairman shall delegate one of the MC members to act as a chairman of the meeting.
- 7.3 The meeting can be held through electronic media in accordance with the criteria set forth above.

8. Report on Activities

The MC shall report its activities to the Board of Directors on a quarterly basis.

The Terms of Reference of MC shall be reviewed once a year or when necessary.

Appendix (Relating to Clause 2.14)

BCM-related Activities

- To review the overall BCM policy for the MC's endorsement and the Board's approval by ensuring that the BCM policy is consistent with the regulatory requirements, any specific Board mandate as well as the nature, complexity and materiality of the institution's business operations.
- Ensuring country-wide implementation of sound BCM practices as part of good corporate governance to foster preparedness. This will include Epidemic/Pandemic planning and necessary planning for IT Disaster situations, requiring IT DR invocation.
- To continuously oversee country-wide BCM activities across the country.
- To promote an organizational culture that places high priority on enhancing business continuity capability and ensure that BCM becomes an integral part of strategic management process and routine business operations.
- To ensure workable BCM plans and procedures are in place for all critical business functions and that the plan is consistent with the institution's overall business strategy and resilience objectives. This will include the need to ensure that IT DR plans align with Business Recovery requirements.
- The MC is empowered to approve request to reschedule BCP/DRP tests within the same year, provided the rescheduling does not breach any regulatory requirements. Any deferment of BCP / DRP test which potentially will breach regulatory requirements must be escalated and approved by the Board regardless whether it is within the year or to the subsequent year.
- To review and endorse the classification/ re-classification of application criticality for resiliency compliance against System Criticality Categorization Framework (SCCF) guidelines
- The MC via BCM Team to engage and provide updates to Group BCM Steering Committee on a quarterly basis or as and when required on the following:
 - The state of preparedness.
 - To highlight plans, crisis response plan and issues.
 - Lesson Learned on the post incidents and issues.

Attachment 8

Report of Responsibility of the Board of Directors for Financial Statements

The Board of Directors is responsible for the financial statements of CIMB Thai Bank Public Company Limited and its subsidiaries as well as the financial information presented in this annual report. The aforementioned financial statements have been prepared in accordance with Thailand's generally accepted accounting standards and international accounting standards, applying appropriate and consistent accounting policies and with careful judgment and best estimates. Important information is adequately disclosed in the notes to financial statements to ensure compliance with the notifications of the Bank of Thailand and the rules and regulations of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission.

The Board of Directors has established and maintained appropriate and effective internal control system in order to rationally assure that the accounting information is correctly and completely recorded and adequate to sustain the Bank's assets so as to prevent any fraud or irregular operations.

The Board of Directors has appointed an Audit Committee comprising Independent Directors to be responsible for the quality of the Bank's financial statements and the effectiveness of its internal control system. The Audit Committee's opinions on these issues are included in the Audit Committee's report presented in this annual report.

The Board of Directors is of the opinion that the Bank's overall internal control is at a satisfactory level and reasonably provides reliability of the Bank's and its subsidiaries' financial statements for the year ended 31 December 2022.



Dato' Abdul Rahman Ahmad
Director



Mr. Paul Wong Chee Kin
President and Chief Executive Officer

Attachment 9

Independent Auditor's Report

To the shareholders of CIMB Thai 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 CIMB Thai 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 as described in the notes to the consolidated and separate financial statements no. 2.

What I have audited

The consolidated 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 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 judgement, were of most significance in my audit of the consolidated and separate financial statements of the current period. I determine one key audit matter: Allowances for expected credit losses on loans to customers, loan commitments and financial guarantee contracts. This 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

Allowances for expected credit losses on loans to customers, loan commitments and financial guarantee contracts

Refer to Notes to the consolidated and separate financial statements no. 2 for accounting policies, no. 11 for disclosures relating to loans to customers, and no. 23 for disclosures relating to provisions.

Loans to customers are a significant item constituting 46.76% of total assets. As at 31 December 2022 the total loans portfolio of the Group comprises of loans of commercial banking business which constitutes 85.80%, and hire-purchase receivables generated from the operations of the subsidiaries 14.20%. Management made an estimate on the allowances for expected credit losses on certain loans, portfolio of loans to customers, loan commitments and financial guarantee contracts by applying both quantitative data and qualitative factors which are complex.

I focused on auditing this area because the allowances for expected credit loss (ECL) under TFRS 9 "Financial Instruments" require the use of complex models and significant assumptions about future economic conditions and ability to pay.

In addition, the significant judgements in applying the accounting requirements for measuring ECL include the following:

How my audit addressed the key audit matter

I evaluated the design and implementation of controls, and tested the operating effectiveness of key controls over input data and the calculation of allowances for expected credit losses in the system as follows:

- I tested management's controls over data accuracy, assessed the application of appropriate methodologies and appropriateness of systems, processes and internal controls in assessing the reliability of results for setting up allowances for expected credit losses.
- I tested the key controls (both automated and manual). I involved my information technology specialists to test access controls to the system and controls over the computation of allowances for expected credit losses, including the accuracy of customers' account balances used in the computation. I also tested controls over accuracy of data input into the system that used to determine the allowances for expected credit losses, collateral amounts and data transfer.

Key audit matter

- Building the appropriate collective assessment models used to calculate ECL. The models are inherently complex, and judgement is applied in determining the appropriate model construct;
- Identifying loans to customers that have experienced a significant increase in credit risk;
- Assumptions used in the ECL models such as expected future cash flows, forward-looking macroeconomic factors, probability weighted scenarios and management overlay during the COVID-19 pandemic; and
- Data and assumptions used for ECL for the significant exposure on individual assessment approach such as expected future cash flows and the appraisal value of collaterals.

Besides, management applied additional aid measures for debtors during the COVID-19 pandemic by changing repayment conditions such as extending the repayment period, reducing interest rate or debt restructuring as appropriate and keeping debtors in the same stage following the Bank of Thailand COVID-19 relief program which affects to the stage classification and allowances for ECL.

How my audit addressed the key audit matter

- I tested governance controls for the ECL model development and refinements, including model approval, monitoring and validation.
- I tested management's controls over the review and approval of setting up allowances for expected credit losses by reading minutes of key committee meetings such as the audit committee, risk committee, management committees and Board of Directors of the Group.

I didn't find any exceptions from my testing, with the result that I relied on controls of the Group in my audit. In addition, I also performed the following further procedures.

- I involved my financial risk modelling experts and information technology specialists in areas such as testing the appropriateness of the ECL models for collective assessment and the scripts used to compute the ECL figures. Moreover, I assessed and tested the methodologies, as well as the significant modelling assumptions and data reliability inherent within the ECL models applied. I also considered appropriateness of forward-looking forecasts assumptions compared with available information in the market.
- I examined a sample of loans to customers and gathered relevant information to form my judgement on whether there was a significant increase in credit risk or any objective evidence of impairment on these customers, and then considered the appropriateness of the stage classification. I independently performed a credit analysis where I selected loans based on risk exposures. I tested the internal credit rating of those loans with the Bank's internal credit rating policy.

Key audit matter**How my audit addressed the key audit matter**

- I checked the accuracy and completeness of data for the stage classification following the Bank of Thailand's COVID-19 relief programme, the calculation of the ECL amount, on a sample basis and performed reconciliations of allowances for expected credit losses between the loans source systems to the general ledger.
- I tested management's review and approval process for management overlay. I assessed the appropriateness of management overlay by using my banking industry experience and knowledge, in the light of current economic conditions.
- Where allowances for expected credit losses were individually calculated, I assessed their adequacy of allowances for expected credit losses by challenging the basis of cash flow projections prepared by management and assessed the appropriateness of projections by examining them against the relevant supporting evidence. I had a detailed discussion with management on the future cash flows expected from customers. I also used professional judgement and external evidence, if any, to assess those projections, and re-performed the calculations of the discounted cash flows.

Key audit matter**How my audit addressed the key audit matter**

- For collateral valuations performed by the professional valuers, I checked their qualifications. Then, I sampled those valuations to check that management used the latest valuations in the computation of allowances for expected credit losses. I assessed the appropriateness of the valuation methodologies by considering that the valuers used the methodology allowed by the regulators. I also checked the accuracy of the collateral value in the ECL models.

Based on the work I performed, I didn't find any material differences from allowances for expected credit losses which had been assessed by management.

Emphasis of matter

I draw attention to note 2 of the consolidated and separate financial statements, which describes the accounting policies in relation to adopting the accounting guidance announced by the Federation of Accounting Professions to temporary relief measures for entities assisting debtors affected by the COVID-19 pandemic 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 as described in the notes to the consolidated and separate financial statements no. 2, and for such internal control as the directors determine is necessary to enable the preparation of 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.



Boonlert Kamolchanokkul
Certified Public Accountant (Thailand) No. 5339
Bangkok
24 February 2023

Attachment 10

Financial Statements and Notes to the Financial Statements

CIMB Thai Bank Public Company Limited

Consolidated and Separate Financial Statements

31 December 2022

Statements of Financial Position

Form 56-1
One Report 2022

As at 31 December 2022

	Notes	Consolidated		Separate	
		31 December 2022 Baht	31 December 2021 Baht	31 December 2022 Baht	31 December 2021 Baht
Assets					
Cash		920,304,924	818,440,867	919,879,924	817,779,386
Interbank and money market items, net	6	20,715,248,115	9,455,816,054	20,411,313,521	9,261,643,964
Financial assets measured at fair value through profit or loss	7	22,363,069,421	31,302,996,216	22,363,069,421	31,302,996,216
Derivative assets	8	80,283,644,431	46,418,710,687	80,283,644,431	46,418,710,687
Investments, net	9	105,075,841,500	74,281,241,219	105,073,841,500	74,279,241,219
Investments in subsidiaries, net	10	-	-	2,895,420,707	2,904,440,639
Loans and accrued interest receivables, net	11, 12	231,840,361,269	207,848,614,377	226,407,600,200	202,709,335,507
Properties for sale, net	13	1,253,001,347	1,158,138,258	1,004,700,844	1,004,249,273
Premises and equipment, net	14	3,602,925,089	3,726,817,658	3,511,562,092	3,654,669,922
Right of use assets, net	15	187,033,692	207,527,142	142,205,872	165,335,747
Intangible assets, net	16	957,002,269	965,308,458	920,664,739	917,575,324
Deferred tax assets	17	1,700,763,949	1,356,191,043	1,092,531,008	769,150,376
Credit support assets on derivatives		16,240,924,437	13,660,011,269	16,240,924,437	13,660,011,269
Accounts receivable from sell of financial assets measured at fair value through profit or loss and investments		9,039,871,049	5,805,942,605	9,039,871,049	5,805,942,605
Other assets, net	18	1,605,401,102	1,508,115,950	1,421,820,189	1,208,125,459
Total assets		495,785,392,594	398,513,871,803	491,729,049,934	394,879,207,593

Director



Director



The accompanying notes to the consolidated and bank financial statements are an integral part of these financial statements.

Statements of Financial Position (Cont'd)

As at 31 December 2022

Notes	Consolidated		Separate	
	31 December 2022 Baht	31 December 2021 Baht	31 December 2022 Baht	31 December 2021 Baht
Liabilities and equity				
Liabilities				
Deposits	236,693,732,406	182,167,494,511	237,433,715,361	182,778,838,078
Interbank and money market items	46,907,042,477	55,396,711,208	46,907,042,477	55,396,711,208
Liability payable on demand	172,177,259	432,383,333	172,177,259	432,383,333
Financial liabilities measured at fair value through profit or loss	21,161,403,733	17,743,842,598	21,161,403,733	17,743,842,598
Derivative liabilities	76,846,974,935	42,707,621,778	76,846,974,935	42,707,621,778
Debt issued and borrowings	20,819,956,588	29,466,009,167	20,819,956,588	29,466,009,167
Lease liabilities	191,430,503	211,554,318	146,095,324	168,573,732
Provisions	2,284,782,524	2,640,424,488	2,154,657,807	2,490,519,884
Credit support liabilities on derivatives	29,708,018,029	14,885,571,233	29,708,018,029	14,885,571,233
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	10,567,031,279	5,456,623,472	10,567,031,279	5,456,623,472
Other liabilities	4,582,922,967	4,002,771,029	3,902,073,072	3,294,044,122
Total liabilities	449,935,472,700	355,111,007,135	449,819,145,864	354,820,738,605

The accompanying notes to the consolidated and bank financial statements are an integral part of these financial statements.

Statements of Financial Position (Cont'd)

As at 31 December 2022

Notes	Consolidated		Separate	
	31 December 2022 Baht	31 December 2021 Baht	31 December 2022 Baht	31 December 2021 Baht
Liabilities and equity				
Equity				
Share capital	26			
Registered 34,822,261,748 ordinary shares of Baht 0.50 each	17,411,130,874	17,411,130,874	17,411,130,874	17,411,130,874
Issued and paid-up share capital 34,822,261,748 ordinary shares of Baht 0.50 each	17,411,130,874	17,411,130,874	17,411,130,874	17,411,130,874
Premium on share capital	10,145,965,854	10,145,965,854	10,145,965,854	10,145,965,854
Other reserves	923,238,382	1,100,842,521	939,836,493	1,127,058,864
Accretion of equity interests in subsidiary	(42,753,751)	(42,753,751)	-	-
Retained earnings				
Appropriated - statutory reserve	684,201,000	574,030,000	684,201,000	574,030,000
Unappropriated	16,728,137,535	14,213,649,170	12,728,769,849	10,800,283,396
Total equity	45,849,919,894	43,402,864,668	41,909,904,070	40,058,468,988
Total liabilities and equity	495,785,392,594	398,513,871,803	491,729,049,934	394,879,207,593

The accompanying notes to the consolidated and bank financial statements are an integral part of these financial statements.

Statements of Comprehensive Income

For the year ended 31 December 2022

	Notes	Consolidated		Separate	
		2022 Baht	2021 Baht	2022 Baht	2021 Baht
Interest income	32	12,856,413,976	12,645,063,559	10,109,738,284	9,387,300,163
Interest expenses	33	(3,251,525,693)	(2,694,158,690)	(3,250,675,078)	(2,693,116,653)
Net interest income		9,604,888,283	9,950,904,869	6,859,063,206	6,694,183,510
Fees and service income		2,060,637,189	2,023,350,881	1,236,997,215	1,322,580,543
Fees and service expenses		(607,217,287)	(617,412,068)	(380,082,661)	(401,185,743)
Net fees and service income	34	1,453,419,902	1,405,938,813	856,914,554	921,394,800
Gains on financial instruments measured at fair value through profit or loss	35	2,084,368,800	1,150,650,828	2,084,368,800	1,150,650,828
(Losses) gains on investments	36	(951,482,282)	322,398,612	(948,190,087)	322,398,612
Other operating income	37	1,409,450,466	1,330,075,199	1,081,321,899	890,708,086
Total operating income		13,600,645,169	14,159,968,321	9,933,478,372	9,979,335,836
Other operating expenses					
Employee expenses		4,314,960,101	4,294,927,207	3,690,465,768	3,617,756,188
Directors' remuneration		19,506,000	16,683,200	18,770,000	16,395,200
Premises and equipment expenses		964,436,857	927,116,425	784,579,919	731,198,035
Taxes and duties		310,764,160	288,040,736	308,081,187	285,287,620
Others		2,241,389,922	2,324,344,318	1,260,374,701	1,200,168,090
Total other operating expenses		7,851,057,040	7,851,111,886	6,062,271,575	5,850,805,133
Expected credit losses	38	2,093,883,557	3,456,766,770	948,601,320	2,536,260,184
Profit before income tax expenses		3,655,704,572	2,852,089,665	2,922,605,477	1,592,270,519
Income tax expenses	39	(744,906,913)	(411,534,591)	(597,809,730)	(158,262,635)
Net profit for the years		2,910,797,659	2,440,555,074	2,324,795,747	1,434,007,884

The accompanying notes to the consolidated and bank financial statements are an integral part of these financial statements.

Statements of Comprehensive Income (Cont'd)

For the year ended 31 December 2022

	Notes	Consolidated		Separate	
		2022 Baht	2021 Baht	2022 Baht	2021 Baht
Other comprehensive income					
Items that will be reclassified subsequently to profit or loss					
Gains (losses) on investments in debt instruments measured at fair value through other comprehensive income		24,692,851	(839,780,330)	24,692,851	(839,780,330)
Losses on fair value of hedging instruments for cash flow hedges		(38,629,272)	(166,467,983)	(38,629,272)	(166,467,983)
Losses arising from translating the financial statement of a foreign operation		(25,375,694)	(7,673,400)	(25,375,694)	(7,673,400)
Income tax relating to items that will be reclassified subsequently to profit or loss		1,757,785	203,022,741	1,757,785	203,022,741
Total items that will be reclassified subsequently to profit or loss		(37,554,330)	(810,898,972)	(37,554,330)	(810,898,972)
Items that will not be reclassified subsequently to profit or loss					
Changes in capital surplus from revaluation of assets		-	653,177,627	-	653,177,627
(Losses) gains on investment in equity instruments designated at fair value through other comprehensive income		(9,858,645)	29,545,581	(9,858,645)	29,545,581
Losses on financial liabilities designated at fair value relating to own credit risk		(197,858,969)	(356,174,788)	(197,858,969)	(356,174,788)
Remeasurements of post-employment benefit obligations		162,012,686	215,889,637	149,989,895	183,738,595
Income tax relating to items that will not be reclassified subsequently to profit or loss		(32,260,557)	(138,976,742)	(29,855,998)	(132,546,533)
Total items that will not be reclassified subsequently to profit or loss		(77,965,485)	403,461,315	(87,583,717)	377,740,482
Total other comprehensive expenses		(115,519,815)	(407,437,657)	(125,138,047)	(433,158,490)
Total comprehensive income for the years		2,795,277,844	2,033,117,417	2,199,657,700	1,000,849,394

The accompanying notes to the consolidated and bank financial statements are an integral part of these financial statements.

Statements of Comprehensive Income (Cont'd)

For the year ended 31 December 2022

Notes	Consolidated		Separate	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Net profit attributable to:				
Shareholders of the Bank	2,910,797,659	2,440,555,074	2,324,795,747	1,434,007,884
Non-controlling interests	-	-	-	-
	2,910,797,659	2,440,555,074	2,324,795,747	1,434,007,884
Total comprehensive income attributable to:				
Shareholders of the Bank	2,795,277,844	2,033,117,417	2,199,657,700	1,000,849,394
Non-controlling interests	-	-	-	-
	2,795,277,844	2,033,117,417	2,199,657,700	1,000,849,394
Earnings per share for profit attributable to the shareholders of the Bank	41			
Basic earnings per share (Baht per share)	0.08	0.07	0.07	0.04
Weighted average number of ordinary shares (shares)	34,822,261,748	34,822,261,748	34,822,261,748	34,822,261,748

The accompanying notes to the consolidated and bank financial statements are an integral part of these financial statements.

Statements of Changes in Equity

For the year ended 31 December 2022

Notes	Consolidated															
	Attributable to owners of the Bank															
	Issued and paid-up share capital	Share premium	Revaluation surplus on assets	Gains (losses) on investments in debt instruments measured at fair value through other comprehensive income	Gains (losses) on hedging of foreign exchange risk through other comprehensive income	Losses arising from the financial operation	(Losses) gains on investment in equity instruments classified at fair value through other comprehensive income	(Losses) gains on financial liabilities designated at fair value relating to own credit risk	Remeasurements of post-employment obligations	Income tax relating to components of other comprehensive income	Total other reserves	Accretion of equity interests in subsidiary	Legal reserve	Retained earnings	Total Equity	
	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Balance as at 1 January 2022	17,411,130,874	10,145,965,854	2,461,235,928	(286,792,152)	131,681,845	(29,888,460)	(186,575,397)	(441,492,895)	(106,142,462)	(441,187,739)	1,100,842,521	(42,753,751)	574,030,000	14,213,649,170	43,402,864,668	
Dividend paid	-	-	-	-	-	-	-	-	-	-	-	-	-	(348,222,618)	(348,222,618)	
Total comprehensive income (expenses) for the year	-	-	-	24,692,851	(38,629,272)	(25,375,694)	(9,858,645)	(97,858,969)	162,012,686	(30,502,772)	(115,519,815)	-	-	2,910,797,659	2,795,277,844	
Appropriated - statutory reserve	-	-	-	-	-	-	-	-	-	-	-	-	110,171,000	(110,171,000)	-	
Transfer to retained earnings	-	-	(74,821,030)	-	-	-	(2,227,500)	-	-	14,964,206	(62,084,324)	-	-	62,084,324	-	
Balance as at 31 December 2022	17,411,130,874	10,145,965,854	2,386,414,898	(262,099,301)	93,052,573	(55,260,301)	(198,661,542)	(639,351,864)	58,870,224	(45,672,630)	923,238,382	(42,753,751)	684,201,000	16,728,137,535	45,849,919,894	
Balance as at 1 January 2021	17,411,130,874	10,145,965,854	1,856,529,503	552,988,178	298,149,828	(22,210,207)	(221,715,082)	(85,318,107)	(322,032,099)	(514,927,979)	1,541,465,035	(42,753,751)	536,200,000	11,951,850,548	41,543,858,560	
Dividend paid	-	-	-	-	-	-	-	-	-	-	-	-	-	(174,111,309)	(174,111,309)	
Total comprehensive income (expenses) for the year	-	-	653,177,627	(839,780,350)	(166,467,983)	(7,673,400)	295,455,681	(356,174,788)	216,889,637	64,045,999	(407,437,657)	-	-	2,440,555,074	2,033,117,417	
Appropriated - statutory reserve	-	-	-	-	-	-	-	-	-	-	-	-	37,830,000	(37,830,000)	-	
Transfer to retained earnings	-	-	(48,471,202)	-	-	-	5,592,104	-	-	9,694,241	(33,184,857)	-	-	33,184,857	-	
Balance as at 31 December 2021	17,411,130,874	10,145,965,854	2,461,235,928	(286,792,152)	131,681,845	(29,888,460)	(186,575,397)	(441,492,895)	(106,142,462)	(441,187,739)	1,100,842,521	(42,753,751)	574,030,000	14,213,649,170	43,402,864,668	

The accompanying notes to the consolidated and bank financial statements are an integral part of these financial statements.

Statements of Changes in Equity (Cont'd)

For the year ended 31 December 2022

	Separate		Other reserves										Total Equity		
	Issued and paid-up share capital	Share premium	Revaluation surplus on assets	Gains (losses) on investments measured at fair value through other comprehensive income	Gains (losses) on fair value of cash flow hedges	Gains (losses) arising from translating the financial statements of foreign operation	Losses from investment in equity instruments designated at fair value through other comprehensive income	(Losses) gains on financial instruments designated at fair value through other comprehensive income	(Losses) gains on financial instruments designated at fair value through other comprehensive income	Income tax relating to comprehensive income	Income tax relating to comprehensive income	Total other reserves	Legal reserve	Retained earnings	Total Equity
	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Balance as at 1 January 2022	17,411,130,874	10,145,965,854	2,461,235,928	(286,792,152)	131,681,845	(29,884,607)	(186,575,397)	(441,492,895)	(73,372,033)	(447,741,825)	1,127,058,864	574,030,000	10,800,283,396	40,058,468,988	
Dividend paid	-	-	-	-	-	-	-	-	-	-	-	-	(348,222,618)	(348,222,618)	
Total comprehensive income (expenses) for the year	-	-	-	24,692,851	(38,629,272)	(25,375,694)	(9,858,645)	(197,858,949)	149,989,895	(28,098,213)	(125,138,047)	-	2,324,795,747	2,199,657,700	
Appropriated – statutory reserve	-	-	-	-	-	-	-	-	-	-	-	110,171,000	(110,171,000)	-	
Transfer to retained earnings	-	-	(74,821,030.00)	-	-	-	(2,227,500)	-	-	14,964,206	(62,084,324)	-	62,084,324	-	
Balance as at 31 December 2022	17,411,130,874	10,145,965,854	2,386,414,898	(262,099,301)	93,052,573	(55,260,301)	(198,661,542)	(639,351,864)	76,617,862	(460,875,832)	939,836,493	684,201,000	12,728,769,849	41,909,904,070	
Balance as at 1 January 2021	17,411,130,874	10,145,965,854	1,856,529,503	552,988,178	298,149,828	(22,211,207)	(221,715,082)	(85,316,107)	(257,110,628)	(527,912,274)	1,893,402,211	536,200,000	9,545,031,964	39,231,730,903	
Dividend paid	-	-	-	-	-	-	-	-	-	-	-	-	(174,111,309)	(174,111,309)	
Total comprehensive income (expenses) for the year	-	-	653,177,627	(839,780,330)	(166,467,983)	(7,673,400)	29,545,581	(356,174,788)	183,738,595	70,476,208	(433,158,490)	-	1,434,007,884	1,000,849,394	
Appropriated – statutory reserve	-	-	-	-	-	-	-	-	-	-	-	37,830,000	(37,830,000)	-	
Transfer to retained earnings	-	-	(48,471,202)	-	-	-	5,592,104	-	-	9,694,241	(33,184,857)	-	33,184,857	-	
Balance as at 31 December 2021	17,411,130,874	10,145,965,854	2,461,235,928	(286,792,152)	131,681,845	(29,884,607)	(186,575,397)	(441,492,895)	(73,372,033)	(447,741,825)	1,127,058,864	574,030,000	10,800,283,396	40,058,468,988	

The accompanying notes to the consolidated and bank financial statements are an integral part of these financial statements.

Statements of Cash Flows

For the year ended 31 December 2022

	Notes	Consolidated		Separate	
		2022 Baht	2021 Baht	2022 Baht	2021 Baht
Cash flows from operating activities					
Profit before income tax expenses		3,655,704,572	2,852,089,665	2,922,605,477	1,592,270,519
Adjustments to reconcile net incomes before income tax to cash in (out) flows from operating activities:					
Depreciation and amortisation		693,524,803	682,833,735	605,267,081	598,269,940
Expected credit losses	38	2,093,883,557	3,456,766,770	948,601,320	2,536,260,184
Share-based payment	30	53,479,320	41,180,537	53,479,320	41,180,537
Provision for liabilities		132,456,555	180,632,359	136,509,302	160,207,609
Losses on impairment of properties for sale and other assets		777,400,649	927,332,677	60,679,309	27,820,226
Losses (gains) on exchange rate of debt issued and borrowing and derivatives		159,450,293	(1,960,122,162)	159,450,293	(1,960,122,162)
Unrealised losses on revaluation of financial assets measured at fair value through profit or loss		1,446,658,241	2,491,548,095	1,446,658,241	2,491,548,095
Losses (gains) on sale of investments	36	951,482,282	(322,398,612)	948,190,087	(322,398,612)
Gains on disposal of premises and equipment		(25,332,425)	(9,775,090)	(25,332,425)	(9,775,090)
Losses from write off premises, equipment and intangible assets		22,001,634	92,694,163	21,635,573	91,267,769
Losses on impairment of premises, equipment and intangible assets		-	6,485,778	-	6,485,778
Gain on transferring of revaluation surplus of assets		-	(4,996,499)	-	(4,996,499)
Gains on modification and termination of leases		(841,130)	(1,058,782)	(631,915)	(1,045,281)
Gains on financial liabilities designated at fair value through profit or loss		(663,947,647)	(699,830,595)	(663,947,647)	(699,830,595)
Interest income	32	(12,856,413,976)	(12,645,063,559)	(10,109,738,284)	(9,387,300,163)
Dividend income	37	(13,369,251)	(12,445,667)	(13,369,251)	(12,445,667)
Interest expenses	33	3,251,525,693	2,694,158,690	3,250,675,078	2,693,116,653

The accompanying notes to the consolidated and bank financial statements are an integral part of these financial statements.

Statements of Cash Flows (Cont'd)

For the year ended 31 December 2022

Notes	Consolidated		Separate	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
	(322,336,830)	(2,229,968,497)	(259,268,441)	(2,159,486,759)
Losses from operations before changes in operating assets and liabilities				
(Increase) decrease in operating assets				
Interbank and money market items	(11,218,489,742)	(3,096,354,150)	(11,108,727,239)	(3,070,771,059)
Financial assets measured at fair value through profit or loss	7,311,138,655	112,946,949	7,311,138,655	112,946,949
Loans	(29,026,306,860)	8,673,112,091	(24,725,987,548)	12,888,257,250
Properties for sale	2,319,449,774	1,573,414,269	265,393,108	36,089,605
Credit support assets on derivatives	(2,580,913,168)	2,391,120,509	(2,580,913,168)	2,391,120,509
Other assets	(421,136,139)	(302,858,902)	(537,424,753)	(279,797,570)
Increase (decrease) in operating liabilities				
Deposits	54,526,237,895	(11,788,075,804)	54,654,877,283	(11,370,895,085)
Interbank and money market items	(8,489,668,731)	8,301,936,088	(8,489,668,731)	8,301,936,088
Liability payable on demand	(260,206,074)	176,167,643	(260,206,074)	176,167,643
Provisions	(99,836,090)	(162,834,181)	(95,209,919)	(160,297,536)
Credit support liabilities on derivatives	14,822,446,797	2,774,554,129	14,822,446,797	2,774,554,129
Other liabilities	538,165,258	849,144,728	533,149,171	616,257,033
Cash flows provided by operating activities	27,098,544,745	7,272,304,872	29,529,599,141	10,256,081,197
Cash received from interest income	11,099,329,428	11,684,693,808	8,355,288,098	8,424,132,846
Cash paid for interest expenses	(2,918,172,261)	(3,036,806,166)	(2,918,160,192)	(3,036,794,473)
Cash paid for income tax	(1,190,488,314)	(691,359,415)	(986,901,199)	(519,136,606)
Net cash flows provided by operating activities	34,089,213,598	15,228,833,099	33,979,825,848	15,124,282,964

The accompanying notes to the consolidated and bank financial statements are an integral part of these financial statements.

Statements of Cash Flows (Cont'd)

For the year ended 31 December 2022

Notes	Consolidated		Separate	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Cash flows from investing activities				
Cash paid for purchases of investments in debt instruments measured at fair value through other comprehensive income	(80,362,672,147)	(46,972,029,478)	(80,362,672,147)	(46,972,029,478)
Proceeds from disposals and maturity of investments in debt instruments measured at fair value through other comprehensive income	62,785,158,741	35,650,374,631	62,785,158,741	35,650,374,631
Cash paid for purchases of investments in debt instruments measured at amortised cost	(15,599,386,817)	(2,841,930,760)	(15,599,386,817)	(2,841,930,760)
Proceeds from maturity of investments in debt instruments measured at amortised cost	3,138,000,000	659,950,000	3,138,000,000	659,950,000
Cash paid for purchases of investments in equity instruments designated at fair value through other comprehensive income	-	(399,566)	-	(399,566)
Proceeds from maturity of investments in equity instruments designated at fair value through other comprehensive income	46,406,250	690,050	46,406,250	690,050
Proceed from the capital reduction of investment in subsidiaries	-	-	12,312,127	28,874,475
Cash paid for purchases of premises and equipment	(157,460,899)	(175,320,940)	(102,967,094)	(151,936,679)
Proceeds from disposals of premises and equipment	26,836,264	13,592,742	26,560,769	13,592,757
Cash paid for purchases of intangible assets	(314,445,538)	(375,505,010)	(307,954,754)	(360,769,028)
Dividend received	13,369,251	12,445,667	13,369,251	12,445,667
Interest received	1,731,261,603	1,361,497,777	1,731,219,103	1,361,455,277
Net cash flows used in investing activities	(28,692,933,292)	(12,666,634,887)	(28,619,954,571)	(12,599,682,654)

The accompanying notes to the consolidated and bank financial statements are an integral part of these financial statements.

Statements of Cash Flows (Cont'd)

For the year ended 31 December 2022

Notes	Consolidated		Separate	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Cash flows from financing activities				
Proceeds from issuance of financial liabilities measured at fair value through profit or loss and borrowings	34,148,842,934	22,736,811,210	34,148,842,934	22,736,811,210
Cash paid for redemption of financial liabilities measured at fair value through profit or loss and borrowings	(38,954,106,709)	(25,097,656,632)	(38,954,106,709)	(25,097,656,632)
Cash paid for dividend 27	(348,222,618)	(174,111,309)	(348,222,618)	(174,111,309)
Cash paid for lease liabilities 15	(115,558,115)	(119,724,905)	(78,912,605)	(81,884,555)
Net cash flows used in financing activities	(5,269,044,508)	(2,654,681,636)	(5,232,398,998)	(2,616,841,286)
Gains from foreign currency translation differences	(25,371,741)	(7,669,481)	(25,371,741)	(7,669,481)
Net increase (decrease) in cash and cash equivalents	101,864,057	(100,152,905)	102,100,538	(99,910,457)
Cash and cash equivalents at beginning of the year	818,440,867	918,593,772	817,779,386	917,689,843
Cash and cash equivalents at the end of the year	920,304,924	818,440,867	919,879,924	817,779,386

Supplemental disclosure of cash flows information

Non-cash transaction:

Properties for sale received from premises and equipment	-	85,175,078	-	85,175,078
Interest amortisation from premium or discount	229,825,023	448,375,550	229,825,023	448,375,550
Accounts receivable from sell of investments	2,002,155,201	-	2,002,155,201	-

The accompanying notes to the consolidated and bank financial statements are an integral part of these financial statements.

Notes to the Consolidated and Separate Financial Statements

For the year ended 31 December 2022

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Notes to the Consolidated and Separate Financial Statements

For the year ended 31 December 2022

1 General information

CIMB Thai Bank Public Company Limited (“the Bank”) is a public limited company which is listed on the Stock Exchange of Thailand and is incorporated and domiciled in Thailand. The Bank has operated as a commercial bank in Thailand since 8 March 1949. The address of the Bank’s registered office is 44 Langsuan Road, Lumpini, Patumwan, Bangkok.

The Bank is listed on the Stock Exchange of Thailand. For reporting purposes, the Bank and its subsidiaries are referred to as the Group. Its parent company is CIMB Bank Berhad. CIMB Group Holdings Berhad is the parent company of the CIMB Group. Those companies are incorporated in Malaysia.

All subsidiaries were incorporated as limited companies under Thai laws, and all operate in Thailand, engaging mainly in the hire-purchase, leasing business and debt collection business.

The consolidated and separate financial statements were authorised by the Board of Directors on 24 February 2023.

2 Accounting policies

The principal accounting policies applied in the preparation of these consolidated and separate financial statements are set out below:

2.1 Basis of preparation of consolidated and separate financial statements

The consolidated and separate financial statements (“the financial statements”) have been prepared in accordance with Thai Generally Accepted Accounting Principles under the Accounting Act B.E. 2543, being those Thai Financial Reporting Standards issued under the Accounting Profession Act B.E. 2547, and the financial reporting requirements of the Securities and Exchange Commission under the Securities and Exchange Act. The presentation of financial statements and disclosures in the notes to financial statements have been prepared in the 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.

The 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 Thai generally accepted accounting principles 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 financial statements, are disclosed in note 4 to the financial statements.

The Bank has prepared the separate financial statements for the benefit of the public, which presents its investment in subsidiaries under the cost method.

An English 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.

2.2 Amended financial reporting standards and accounting guidance that are effective for accounting period beginning or after 1 January 2022 which have impact to the Group

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 transactions that might be affected by the benchmark interest rate 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:

- Amendments to TFRS 4, TFRS 9, and TFRS 16, when changing the basis for determining contractual cash flows for financial assets or 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.
- Amendments to TFRS 9, 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.

Effect of IBOR reform

In 2022, the Group established an IBOR transition plan to amend existing contracts and agreements that reference USD LIBOR and THBFX with maturity after 30 June 2023 to SOFR and THOR, or include fallback provisions. There have been general communications with swap and debt counterparties, but specific changes required by the IBOR reform haven’t been agreed on yet. Transition risks mainly relate to the potential impact of rate differences if debt and hedging swaps don’t transition to the new benchmark interest rate at the same

time and/or the rates move by different amounts. This could result in hedge ineffectiveness and a net cash expense for the Group. The Group plans to complete the transition before the USD LIBOR and THBFIX cessation date.

The following table contains details of all the financial instruments the Group holds as at 31 December 2022 which reference USD LIBOR and THBFIX and haven't transitioned to an alternative interest rate benchmark yet:

	Consolidated and Separate	
	USD LIBOR Million Baht	THBFIX Million Baht
Non-derivative financial assets		
- Loans to customers	11,402	-
Non-derivative financial liabilities		
- Debt issued and borrowings	3,767	1,800
	15,169	1,800
Derivatives		
- Interest rate swap	330,353	388,217
- Cross currency interest rate swap	226,288	131,453
Total	556,640	519,670

Hedge accounting

Hedge relationships

The Phase 1 amendments provided temporary relief from applying specific hedge accounting requirements to hedging relationships directly affected by the IBOR reform. The reliefs had the effect that IBOR reform should not generally cause hedge accounting to terminate prior to contracts being amended. However, any hedge ineffectiveness continued to be recorded in the income statement. Furthermore, the amendments set out triggers for when the reliefs would end, which included the uncertainty arising from interest rate benchmark reform no longer being present. Phase 2 amendments provided relief measures for issues that could affect financial reporting during the reform, including changes to contractual cash flows or hedging relationships arising from the replacement of one benchmark with an alternative benchmark.

The following table only contains details of hedging instruments used in the Group's hedging strategies which reference USD LIBOR, THBFIX and haven't transitioned to an alternative interest rate benchmark yet, such that Phase 1 relief have been applied to the hedging relationship:

	Consolidated financial statement			Balance sheet line item	Changes in fair value used for calculating hedge ineffectiveness Baht	Notional amount directly impacted by IBOR reform Baht
	Notional Baht	Assets Baht	Liabilities Baht			
Cash flow hedges						
Exchange rate						
Cross currency interest rate swap	32,362	1,697	1,621	Financial derivatives	55	25,828

Of the Baht 32,362 million nominal amount of Cross currency interest rate swap above, Baht 6,534 million will mature before the anticipated IBOR replacement.

For the year ended 31 December 2022, the Group adopted the following hedge accounting relief provided under Phase 2 of the amendments:

- Hedge designation: When Phase 1 amendments cease to apply, the Group will amend its hedge designation to reflect changes required by the IBOR reform. One or more of the following changes will be made:
 - a. Designating an alternative benchmark rate (contractually or non-contractually specified) as a hedged risk
 - b. Amending the hedged item's description, including the description of the designated portion of the cash flows or fair value being hedged; or
 - c. Amending the description of the hedging instrument.

The Group will update its hedge documentation by the end of the reporting period in which changes are made. These amendments don't require hedge relationships to be discontinued. The Group hasn't made any amendments to its hedge documentation in the reporting period relating to IBOR reform.

- Amounts accumulated in the cash flow hedge reserve: When the Group amends its hedge designation, the accumulated outstanding amount in the cash flow hedge reserve is deemed to be based on the alternative benchmark rate (for example, THOR, when that rate replaces THBFIX or SOFR, when that rate replaces USD LIBOR). As for discontinued hedging relationships, when the interest rate benchmark changed as required by IBOR reform, the amount accumulated in the cash flow hedge reserve is also deemed to be based on the alternative benchmark rate (for the purpose of assessing whether the hedged future cash flows are still expected to occur.)

b) Accounting guidance on temporary relief measures for entities assisting debtors affected by the COVID-19 pandemic

The Group which assisting debtors affected by the COVID-19 pandemic can apply accounting guidance announced by TFAC based on BOT circular For. Nor. Sor 2. Wor. 802/2564 on temporary relief measures for entities assisting debtors affected by the COVID-19 pandemic (Sustainable Debt Relief Measures) dated 3 September 2021 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.

The Group chose to apply the accounting guidance mentioned above. In case the Group has debt restructuring for loans to customers which makes the original EIR no longer reflect the estimated cash flow which will be received from the loan, the Group will use the revised EIR to calculate the present value of the restructured loan. In addition, the Group also complies with the guidance for debt staging in accordance with the aforementioned accounting guidance.

2.3 Amended financial reporting standards that are effective for accounting period beginning or after 1 January 2023 and have impacts to the Group

Certain amended TFRSs have been issued that are not mandatory for the current reporting period and have not been early adopted by the Group and the Company.

- a) **Amendment to TAS 16 - Property, plant and equipment** clarified to prohibit entities from deducting from the cost of an item of PP&E any proceeds received from selling any items produced while the entity is preparing that asset for its intended use.
- b) **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.
- c) **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.

However, the management is assessing the expected impacts that arise from applying the amended financial reporting standards.

2.4 Revenue recognition

- (a) **Interest and discount on loans**
Interest income will be recognised at effective interest rate by applying the effective interest rate to the gross carrying amount of loan to calculate the interest income except for the recognition interest income on loan when its principal or interest payment has become over three months past due or stage 3 loan account follow definition of TFRS 9 will be recognise at effective interest rate of the carrying amount after impairment.
- (b) **Interest and dividends on investments**
Interest income from investments is recognised on a time-proportion basis using the effective interest method. Dividend income from investments is recognised when the dividend payment is announced.
- (c) **Fees and services income**
The Group recognises fees and services income when diverse range of services have been rendered to its customers.

Fee and services income is generally recognised on the completion of a transaction. Such fees include insurance brokerage income, underwriting fees, collection fees, and other fees related to the completion of corporate finance transactions.

For a service that is provided over a period of time, fee and services 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 acceptances, avals and guarantees and management fees.

(d) Gains (losses) on sale of investments

Gains (losses) on sale of investments are recognised as income/expenses on the transaction date.

(e) Gains (losses) on sale of properties for sale

Gains (losses) on sale of properties for sale are recognised as income or expenses when control of the properties for sale have been transferred to the buyer, being when the ownership transferred, and there is no unfulfilled obligation that could affect the buyer acceptance of the properties for sale.

(f) Income from hire-purchase contracts

The subsidiaries calculate hire-purchase income using the effective interest rate method over the period of contracts.

The subsidiaries recognise hire-purchase income on the same basis used for interest income on loans.

(g) Other income

Other income is recognised as income on an accrual basis.

2.5 Expense recognition

- (a) **Interest expenses**
Interests on borrowings and deposits are recognised as expenses using the effective interest rate method.
- (b) **Fees and service expenses and other expenses**
Fee and service expenses and other expenses are recognised as expense on an accrual basis.

2.6 Cash

Cash includes cash on hand according to the BOT's Notification.

2.7 Financial instruments

Classification and measurements

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

The Group initially recognises a financial asset on trade date, the date on which the Group commits to purchase or sell the asset, at its fair value plus transaction costs that are directly attributable to the acquisition of the financial asset, except financial assets that are measured at FVPL whose transaction costs are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Debt instruments

Subsequent measurement of debt instruments depends on the business model for managing the financial asset and the contractual cash flow characteristics of the asset. There are three measurement categories:

- Amortised cost: 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 interest income using the effective interest method. Any gain or loss on derecognition is presented in gains on investments, net and foreign exchange gains and losses is presented in gains on financial instruments measured at fair value through profit or loss. Impairment losses are presented as separate line item.
- FVOCI: Assets that are held for collection of contractual cash flows that represent SPPI and for selling are measured at FVOCI. Movements in the carrying amount are taken through OCI, except impairment gains or losses, interest income using the effective interest method, and foreign exchange gains and losses which are recognised in profit or loss. When the financial assets is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified to profit or loss and recognised in gains on investments, net. Interest income is included in interest income. Impairment expenses are presented separately in the statement of comprehensive income.
- 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 gains and losses is presented in gains on financial instruments measured at fair value through profit or loss.

The Group reclassifies debt instruments only when its business model for managing those assets changes.

Equity instruments

All equity instruments held must be irrevocably classified to measurement at fair value through other comprehensive income without subsequent recycling to profit or loss. Dividends from such investment continue to be recognised in statement of comprehensive income as other operating income.

Loans of commercial banking business

Loans are generally stated at the outstanding principal less the allowance for expected credit losses. Loans held within a business model whose objective is to hold assets in order to collect contractual cash flows and the contractual terms of the financial assets represent contractual cash flows that are solely payments of principal and interest on the principal amount outstanding.

Hire-purchase receivables

Hire-purchase receivables are stated at net realisable value from the contractual amounts net of unearned hire-purchase income.

Allowance for expected credit losses

The Group assesses expected credit loss on a forward looking basis for its financial assets carried at FVOCI and at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk, except lease receivables and other receivables which the Group applies the simplified approach in determining its expected credit loss.

Allowance for expected credit losses involves a three-stage expected credit loss impairment model. The stage dictates how the entity measures impairment losses which 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.

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 amortise the surplus reverse using the straight-line method over 5 years in accordance with notification number TorPorTor ForNorSor (23) Wor 1603/2562 to utilise surplus reserve from Bank of Thailand dated on 6 November 2019.

Since 1 January 2022, the Group did not amortise the surplus reserve in order to reserve for possible losses that may be occurred from the COVID-19 pandemic in accordance with the Notification of the Bank of Thailand (BOT) no. SorNorSor 23/2561 on guidelines for loan staging and the setting of allowance for financial institutions, dated 31 October 2018 no. 5.8, which stated that the financial institutions may apply any guidelines that are more stringent than BOT's statements to classify loan stages or reserve an allowance on assets and financial commitment, or to derecognise assets.

The Group presents bad debt recoveries of loan to customers written-off as part of other income.

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 installment 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.

For the reporting periods ending between 1 January 2022 and 31 December 2023, the Group has chosen to apply accounting guidance announced by TFAC based on BOT circular For. Nor. Sor 2. Wor. 802/2564 on temporary relief measures for entities assisting debtors affected by the COVID-19 pandemic (Sustainable Debt Relief Measures) dated 3 September 2021. In case the Group has debt restructuring for loans to customers which makes the original EIR no longer reflect the estimated cash flow which will be received from the loan, the Group will use the revised EIR to calculate the present value of the restructured loan. In addition, the Group also complies with the guidance for debt staging in accordance with the aforementioned accounting guidance.

If the terms are substantially different, the Group derecognises the original financial assets and recognises a new financial 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 and 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.

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 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 (losses) on financial instruments measured at fair value through profit or loss.

Derecognition of financial liabilities

Financial liabilities (or part of 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.

Financial guarantee

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.

Offsetting financial assets and financial liabilities

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.

2.8 Investments in 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 fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred to the former owners of acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement.

Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognises any

non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measured are recognised in profit or loss.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in profit or loss. Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets of the subsidiary acquired is recorded as goodwill. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in profit or loss.

Intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

2.9 Properties for sale

Properties for sale consisting of immovable and movable assets are stated at the lower of cost or net realisable value less estimated selling expenses of the acquisition assets. Where the carrying value of properties for sale incurred impairment, the Group will recognise the provision for impairment of properties for sale in total.

The Group will recognise gain (loss) on sales of properties for sale as income or expenses in the whole amount in accordance with the notifications of the Bank of Thailand.

2.10 Premises, equipment and depreciation

Land and buildings comprise mainly office buildings and are shown at fair value based on every 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 statement of 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:

Buildings	20 - 50 years
Buildings Improvement	5 years
Vehicle and equipment	5 years

At the end of each reporting period, the assets' residual values and useful lives are reviewed, and adjusted if appropriate.

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 (note 2.13 to the financial statements).

Gains and losses on disposals are determined by comparing proceeds with carrying amount and are recognised in the statements of comprehensive income.

When revalued assets are sold, the amounts included in gain on asset revaluation are transferred to retained earnings.

2.11 Right-of-use assets

The Group has leases which the rental contract are typically made for fixed periods of 1 to 15 years but may have extension options. Before 2020 financial year, leases of property, plant and equipment were classified as either finance or operating leases. Payments made under operating leases (net of any incentives received from the lessor) were charged to profit or loss on a straight-line basis over the period of the lease.

From 1 January 2020, leases are recognised as a right-of-use asset and a lease 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.

Right of use assets and lease liabilities are initially measured on a present value of rental payment which consist of:

- 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.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the lessee's incremental borrowing rate is used, 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 of space for board and money exchange office.

2.12 Intangible assets

(a) Computer software

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives of 5 years and 10 years.

Costs associated with maintaining computer software programmes are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as intangible assets when the following criteria are met:

- It is technically feasible to complete the software product so that it will be available for use or sale;
- Management intends to complete the software product and use or sell it;
- There is an ability to use or sell the software product;
- It can be demonstrated how the software product will generate probable future economic benefits;
- Adequate technical, financial and other resources to complete the development and to use or sell the software product are available; and
- The expenditure attributable to the software product during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the software product include the software development employee costs and an appropriate portion of relevant overheads.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

(b) Other intangible assets

Expenditures on acquired licences are capitalised and amortised using the straight-line basis over their useful lives, generally over 5 years. Intangible assets are not revalued.

2.13 Impairment of assets

Assets that have an indefinite useful life, for example goodwill, 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.

2.14 Foreign currency translation

(a) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in Thai Baht, which is the Group's functional and 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 gains on financial instruments measured at fair value through 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.

2.15 Derivatives and hedging activities

(a) Embedded derivative and derivatives that do not qualify for hedge accounting

Embedded derivative that is separately accounted for and derivatives that do not qualify for hedge accounting is initially recognised at fair value. Changes in the fair value are included in gains or losses on financial instruments measured at fair value through profit or loss.

Fair value of derivatives is classified as a current or non-current following its remaining maturity.

(b) Hedge accounting

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. The Group designates certain derivatives as either:

- hedges of the fair value of i) recognised assets or liabilities or ii) unrecognised firm commitments (fair value hedges)
- hedges of a particular risk associated with the cash flows of i) recognised assets and liabilities and ii) highly probable forecast transactions (cash flow hedges); or
- hedges of a net investment in a foreign operation (net investment hedges).

At inception of the hedge relationship, the Group documents i) the economic relationship between hedging instruments and hedged items including whether changes in the cash flows of the hedging instruments are expected to offset changes in the cash flows of hedged items and ii) its risk management objective and strategy for undertaking its hedge transactions.

The full fair value of a hedging derivative is classified as a current or non-current asset or liability following the maturity of related hedged item.

The fair values of derivative financial instruments designated in hedge relationships and movements in the hedging reserve in shareholders' equity are shown in note 8.

Hedge effectiveness

Hedge effectiveness is determined at the inception of the hedge relationship, and through periodic prospective effectiveness assessments, to ensure that an economic relationship exists between the hedged item and hedging instrument.

For hedges of foreign currency purchases, the Group enters into hedge relationships where the critical terms of the hedging instrument match exactly with the terms of the hedged item. The Group therefore performs a qualitative assessment of effectiveness. If changes in circumstances affect the terms of the hedged item such that the critical terms no longer match exactly with the critical terms of the hedging instrument, the Group uses the hypothetical derivative method to assess effectiveness.

In hedges of foreign currency purchases, ineffectiveness may arise if the timing of the forecast transaction changes from what was originally estimated, or if there are changes in the credit risk of the derivative counterparty.

The Group enters into interest rate swaps that have similar critical terms as the hedged item, such as reference rate, reset dates, payment dates, maturities and notional amount. The Group does not hedge 100% of its loans, therefore the hedged item is identified as a proportion of the outstanding loans up to the notional amount of the swaps. As all critical terms matched during the year, there is an economic relationship.

Hedge ineffectiveness for interest rate swaps is assessed using the same principles as for hedges of foreign currency purchases. It may occur due to:

- the credit value/debit value adjustment on the interest rate swaps which is not matched by the loan, and
- differences in critical terms between the interest rate swaps and loans.

Cash flow hedges that qualify for hedge accounting

The effective portion of changes in the fair value of derivatives that are designated and qualified as cash flow hedges is recognised in the gains on fair value of hedging instruments for cash flow hedges within equity. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss within gains on financial instruments measured at fair value through profit or loss.

When forward contracts are used to hedge forecast transactions, the Group generally designates only the change in fair value of the forward contract related to the spot component as the hedging instrument. Gains or losses relating to the effective portion of the change in the spot component of the forward contracts are recognised in the gains on fair value of hedging instruments for cash flow hedges within equity. The change in the forward element of the contract that relates to the hedged item ('aligned forward element') is recognised within other comprehensive income in the costs of hedging reserve within equity.

In some cases, the Group may designate the full change in fair value of the forward contract (including forward points) as the hedging instrument. In such cases, the gains or losses relating to the effective portion of the change in fair value of the entire forward contract are recognised in the gains on fair value of hedging instruments for cash flow hedges within equity.

The Group reclassified particular accumulated hedge amounts in equity to profit or loss in the same periods as the hedged item affects profit or loss. The gain or loss relating to the effective portion of the interest rate swaps hedging floating rate loan, credit link debentures, credit link notes, and subordinated debentures is recognised in profit or loss within interest income or interest expense at the same time as the interest income or interest expense on the hedged item.

Net investment hedges

Hedges of net investments in foreign operations are accounted for similarly to cash flow hedges.

Any gain or loss on the hedging instrument relating to the effective portion of the hedge is recognised in other comprehensive income and accumulated in reserves in equity. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss within other gains/(losses). Gains and losses accumulated in equity are reclassified to profit or loss when the foreign operation is fully or partially disposed of or sold.

Interest rate benchmark (IBOR) reform

Interbank offered rates (IBORs), such as the London Interbank Offered Rate (LIBOR), play a critical role in global financial markets, serving as reference rates for derivatives, loans and investments, and as parameters in the valuation of financial instruments.

In recent years, regulators, central banks and market participants have been working towards a transition to alternative risk-free benchmark reference rates (RFRs) and market-led working groups in respective jurisdictions have recommended alternative risk-free reference rates, which are gradually being adopted in replacement of IBORs.

In response to the uncertainty about the long-term viability of these benchmark rates, and LIBOR in particular, the International Accounting Standards Board (IASB) has established a project to consider the financial reporting implications of the reform. The transition from IBORs is expected to have an impact on various elements of financial instrument accounting, including hedge accounting, as well as fair value methodologies and disclosures.

Financial Conduct Authority (FCA) has decided to no longer compel panel bank to participate in the USD LIBOR submission process after the end of 2021 and cease to oversight of these benchmark interest rates. Regulatory authorities and private sector working groups have been discussing alternative benchmark rates for USD LIBOR.

The Bank of Thailand (BOT), in collaboration with the Thai Bankers' Association (TBA) and the Association of International Banks (AIB), has established the 'Steering Committee on Commercial Banks Preparedness on LIBOR Discontinuation' whose key task is to ensure the smooth and fairest transition by focusing on 3 main areas:

1. Amendment of financial contracts referencing LIBOR and Thai Baht Interest Rate Fixing (THBFIX) including loan, notes and derivative contracts.
2. Preparation of commercial banks for LIBOR transition.
3. Development plan for alternative Thai reference rate.

Impact of IBORs reform on the Bank's hedging relationship

The Bank has hedge accounted relationships referencing IBORs, with the most significant interest rate benchmarks to which the Bank's hedging relationships are exposed to USD LIBOR and THBFIX.

The Bank's risk exposures that are directly affected by the interest rate benchmark reform are the cash flow hedge of financial instruments. These hedging relationships are designated using cross currency and interest rate swaps, for changes attributable of USD LIBOR and THBFIX that are respective current benchmark interest rates. Additional information about the Bank's exposure to IBOR reform is presented in note 8 to the financial statements.

	Consolidate and Separate	
	2022 Million Baht	2021 Million Baht
Hedged items		
Floating rate loans	2,492	5,794
Credit linked debentures	3,767	3,643
Credit linked note	-	668

The Bank will continue to record any ongoing hedge ineffectiveness, including that generated by changes as a result of interest rate reform, within the Statement of Comprehensive Income. One of the source of ineffectiveness would be due to the IBORs reform takes effect at a

different time and have a different impact on the hedged items (floating rate loan, credit link debentures, and credit link notes) and hedging instruments (the derivatives used to hedge the relevant hedged items).

Managing the process to transition

The Bank has established a steering committee to oversee the Bank's IBORs transition plan. This steering committee has put in place a transition project that includes the assessment and necessary actions necessary to accommodate the transition to RFRs as they apply internal processes and systems in pricing, risk management, and valuation models, as well as managing related tax and accounting implications. The Bank is continuing to monitor market developments in relation to the transition to RFRs from IBORs rates and their impact on the Bank's financial assets and liabilities to ensure that there are no unexpected consequences or disruption from the transition.

2.16 Embedded derivatives

The Group records embedded derivatives in compliance with the Bank of Thailand's Notification as follows:

- (a) 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 at fair value including a gain/loss in the statements of comprehensive income. The host contract will be accounted for under the related accounting standards. In case of the Group is unable to measure the embedded derivative separately, the Group will designate the entire hybrid contract as at fair value (based on arranger's price) included in the statements of comprehensive income.
- (b) 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.

2.17 Financial liabilities measured at fair value

Financial liabilities at fair value are recognised at fair value and derecognised when extinguished.

Measurement is initially at fair value. Day 1 Profit from fair value will be amortised as income using straight-line method until maturity or at early termination. Changes in the fair value of financial liabilities, measured at fair value through profit or loss, are recognised in the statements of comprehensive income as gain or loss on financial liabilities measured at fair value through profit loss. Except the portion of the fair value change due to own credit would be recognised in other comprehensive income. When matured, the fair value changes due to own credit are transferred to retained earnings.

2.18 Borrowings

Borrowings are initially recognised at the fair value, less transaction costs incurred.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

2.19 Employee benefits and pension fund

Defined contribution plan

The Group operates a provident fund that is a defined contribution plan, the assets of which are held in a separate trust fund managed by external fund manager. The provident fund is funded by payments from employees and by the Group. Contributions to the provident fund are charged to the statements of comprehensive income in the period to which they relate.

Defined benefit plan

The Group has a policy to pay post-employment benefits to employees under the labour law applicable in Thailand.

The Group set provisions for employee benefits which comprises post-employment benefits under the labour law applicable in Thailand and pension fund.

The provision in respect of employee's benefits is measured, using the projected unit credit method which is calculated by an independent actuary in accordance with the actuarial technique. The present value of the defined benefit obligation is determined by discounting estimated future cash flows using yield on the government bonds which have terms to maturity approximating the terms of related liability. The estimated future cash flows shall reflect employee salaries, turnover rate, mortality, length of service and others. Actuarial gains and losses arise from experience adjustments and changes in actuarial assumptions. Actuarial gains and losses are charged or credited to equity in other comprehensive income in the year in which they arise. They are included in retained earnings in the statements of changes in equity / presented as a separate item in statements of changes in equity.

2.20 Provisions

The Group recognises provisions 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 the Group expects a provision to be reimbursed, the reimbursement is recognised as a separate asset, but only when the reimbursement is highly likely.

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.

2.21 Share capital

Ordinary shares with discretionary dividends are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

2.22 Current and deferred income taxes

The tax expense for the year 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 Bank's subsidiaries 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 (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 is provided on temporary differences arising from investments in subsidiaries, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

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.

2.23 Share-based payment

In March 2011, the Group established an Equity Ownership Plan (EOP). At the grant date, the Group records prepayment for the whole amount with fair value refers to market price on the same day of the ordinary shares of CIMB Group Holdings Berhad, which is the parent company of CIMB Group, and registers in the stock market in Malaysia multiplies with the number of shares granted to the employees. The Bank paid the amount to the related company in Malaysia which will purchase, own the shares until the transfer date on behalf of the Bank and other companies in the Group.

At the end of each reporting period, the Group sets up payment reserve as the proportion of time of the vesting period. The reserve presents as other liabilities.

The Bank reverses prepayment againsts share-based payment reserve with the preset amount when the related company in Malaysia transfers those ordinary shares to the employees at the end of vesting period.

2.24 Dividend payment

Dividend payment to the Bank's shareholders is recognised as a liability in the Bank's financial statements in the period in which the dividends are approved by the Bank's shareholders.

2.25 Segment reporting

Operating segments are presented in respect of the Group's business segments and reported to the chief operating decision-maker. The chief operating decision-maker is the person or group that allocates resources to and assesses the performance of the operating segments of an entity. The Group has determined the Management Committee as its chief operating decision-maker.

3 Financial risk management

The Group's exposure to financial risks and how these risks could affect the future financial performance are as follows:

Risk	Exposure arising from	Measurement	Management
• Market risk - interest rate	• Financial assets and liabilities with value based on interest rate movement	• Interest rate risk sensitivity analysis	• Interest rate products including derivatives
• Market risk - foreign exchange	• Financial assets and liabilities with value based on foreign exchange rate movement	• Foreign exchange rate risk sensitivity analysis	• Foreign exchange product including derivatives
• Credit risk	<ul style="list-style-type: none"> • Interbank and money market items • Financial assets measured at fair value through profit or loss • Loan to customer • Investment in debt securities 	<ul style="list-style-type: none"> • Aging analysis • Credit ratings • Credit risk assessment specifically on customer's length of direct experience and knowledge, business viability (strong ground and lengthy business relationship with buyer and supplier, feasible financial position and other important financial ratio) 	<ul style="list-style-type: none"> • Letter of guarantee, Early Warning trigger • Credit risk control and preemptive monitoring and/or quarterly financial assessment on listed company or specific required customer
• Liquidity risk	• Placement, Investment, Deposits, borrowings and other liabilities	<ul style="list-style-type: none"> • Rolling cash flow forecasts • Revenue, profitability, cash flow and financial liquidity, financial liabilities, debt level (Debt : EBITDA), primary and secondary source of funds 	• Liquidity Risk Management are operated in collaboration between 3 parties, namely (1) Asset and Liability Management, (2) Funding and Money Markets and (3) Capital & Balance Sheet Management with the liquidity ratios to manage the daily liquidity; including a monthly forward-looking projection of its liquidity position risk.

The Group's risk management is controlled by a central treasury department under policies approved by the Board of Directors. Group treasury identifies, evaluates and manages financial risks in close co-operation with the Group's operating units. The Risk Management Committee provides written principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative and other financial instruments as well as investment to efficiently manage Group's liquidity.

3.1 Financial risk

3.1.1 Market risk

Market risk is the risk that the Group may suffer loss as a result of changes in the value of positions taken, both on and off statements of financial position, due to movements in interest rates, foreign exchange rates, equity prices and commodity prices.

The Group has a Market Risk Management Unit, which is responsible for assessment of market risk, and uses tools and/ or systems that are widely accepted as efficient to help measure, monitor and manage market risk. This supports the Bank in ensuring that market risk is monitored and managed effectively, preventing the occurrence of unacceptable levels of market risk, and enabling the Group to take action to adjust market risk to appropriate levels in a timely manner.

3.1.1.1 Interest rate risk

Interest rate risk is the risk that changes in market interest rates which may lead to changes in the value of financial debt instruments measure at fair value and derivatives, which lead to fluctuations in revenue or the values of financial assets and liabilities.

Interest rate risk arises from interest rate structure, the characteristics and structure of the Bank's assets, liabilities and capital. The Bank has set risk limits for interest rate risk under the trading and banking accounts, with consent from the Board, in order to manage risk at an appropriate level.

As at 31 December 2022 and 2021, financial assets and liabilities classified by type of interest rate were as follows:

Transaction	Consolidated			
	2022			
	Floating interest rate Million Baht	Fixed interest rate Million Baht	Non-interest bearing Million Baht	Total Million Baht
Financial assets				
Cash	-	-	920	920
Interbank and money market items	3,961	13,139	3,572	20,672
Financial assets measured at fair value through profit or loss	-	22,363	-	22,363
Derivative assets	41,238	1,559	37,487	80,284
Investments	-	105,026	51	105,077
Loans to customers	152,445	82,812	-	235,257
Credit support assets on derivatives	16,241	-	-	16,241
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	9,040	9,040
Other assets	162	-	360	522
Total financial assets	214,047	224,899	51,430	490,376
Financial liabilities				
Deposits	109,681	122,107	4,906	236,694
Interbank and money market items	24,086	22,292	529	46,907
Liabilities payable on demand	-	-	172	172
Financial liabilities measured at fair value through profit or loss	21,156	-	5	21,161
Derivative liabilities	36,917	4,076	35,854	76,847
Debt issued and borrowings	6,447	14,373	-	20,820
Lease liabilities	-	191	-	191
Credit support liabilities on derivatives	29,708	-	-	29,708
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	-	10,567	10,567
Total financial liabilities	227,995	163,039	52,033	443,067

Transaction	Consolidated			
	2021			
	Floating interest rate Million Baht	Fixed interest rate Million Baht	Non-interest bearing Million Baht	Total Million Baht
Financial assets				
Cash	-	-	818	818
Interbank and money market items	2,241	3,872	3,340	9,453
Financial assets measured at fair value through profit or loss	-	31,303	-	31,303
Derivative assets	24,598	2,572	19,249	46,419
Investments	-	74,175	107	74,282
Loans to customers	137,124	74,770	-	211,894
Credit support assets on derivatives	13,660	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	5,806	5,806
Other assets	243	-	471	714
Total financial assets	177,866	186,692	29,791	394,349
Financial liabilities				
Deposits	89,330	85,514	7,323	182,167
Interbank and money market items	23,803	30,937	657	55,397
Liabilities payable on demand	-	-	432	432
Financial liabilities measured at fair value through profit or loss	17,744	-	-	17,744
Derivative liabilities	25,459	1,992	15,257	42,708
Debt issued and borrowings	6,659	22,807	-	29,466
Lease liabilities	-	212	-	212
Credit support liabilities on derivatives	14,886	-	-	14,886
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	-	5,457	5,457
Total financial liabilities	177,881	141,462	29,126	348,469

Transaction	Separate			
	2022			
	Floating interest rate Million Baht	Fixed interest rate Million Baht	Non-interest bearing Million Baht	Total Million Baht
Financial assets				
Cash	-	-	920	920
Interbank and money market items	3,702	13,139	3,527	20,368
Financial assets measured at fair value through profit or loss	-	22,363	-	22,363
Derivative assets	41,238	1,559	37,487	80,284
Investments	-	105,024	51	105,075
Loans to customers	152,423	75,669	-	228,092
Credit support assets on derivatives	16,241	-	-	16,241
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	9,040	9,040
Other assets	162	-	203	365
Total financial assets	213,766	217,754	51,228	482,748
Financial liabilities				
Deposits	110,320	122,107	5,007	237,434
Interbank and money market items	24,086	22,292	529	46,907
Liabilities payable on demand	-	-	172	172
Financial liabilities measured at fair value through profit or loss	21,156	-	5	21,161
Derivative liabilities	36,917	4,076	35,854	76,847
Debt issued and borrowings	6,447	14,373	-	20,820
Lease liabilities	-	146	-	146
Credit support liabilities on derivatives	29,708	-	-	29,708
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	-	10,567	10,567
Total financial liabilities	228,634	162,994	52,134	443,762

Transaction	Separate			
	2021			
	Floating interest rate Million Baht	Fixed interest rate Million Baht	Non-interest bearing Million Baht	Total Million Baht
Financial assets				
Cash	-	-	818	818
Interbank and money market items	2,078	3,872	3,309	9,259
Financial assets measured at fair value through profit or loss	-	31,303	-	31,303
Derivative assets	24,598	2,572	19,249	46,419
Investments	-	74,173	107	74,280
Loans to customers	137,101	68,097	-	205,198
Credit support assets on derivatives	13,660	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	5,806	5,806
Other assets	243	-	298	541
Total financial assets	177,680	180,017	29,587	387,284
Financial liabilities				
Deposits	89,941	85,514	7,324	182,779
Interbank and money market items	23,803	30,937	657	55,397
Liabilities payable on demand	-	-	432	432
Financial liabilities measured at fair value through profit or loss	17,744	-	-	17,744
Derivative liabilities	25,459	1,992	15,257	42,708
Debt issued and borrowings	6,659	22,807	-	29,466
Lease liabilities	-	169	-	169
Credit support liabilities on derivatives	14,886	-	-	14,886
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	-	5,457	5,457
Total financial liabilities	178,492	141,419	29,127	349,038

	Consolidated						
	2022						
	Repricing or maturity date					Non- interest bearing	Total
	At call	0 - 3 months	3 - 12 months	1 - 5 years	Over 5 years		
Transactions							
Financial assets							
Cash	-	-	-	-	-	920	920
Interbank and money market items	3,660	13,440	-	-	-	3,572	20,672
Financial assets measured at fair value through profit or loss	-	10	845	2,211	19,297	-	22,363
Derivative assets	-	24,784	15,638	850	1,525	37,487	80,284
Investments	1	5,223	15,659	41,021	43,122	51	105,077
Loans to customers	7,635	28,163	45,176	104,828	49,455	-	235,257
Credit support assets on derivatives	16,241	-	-	-	-	-	16,241
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	-	-	-	9,040	9,040
Other assets	-	20	61	81	-	360	522
Total financial assets	27,537	71,640	77,379	148,991	113,399	51,430	490,376
Financial liabilities							
Deposits	109,681	69,189	33,464	19,454	-	4,906	236,694
Interbank and money market items	24,086	21,470	509	313	-	529	46,907
Liabilities payable on demand	-	-	-	-	-	172	172
Financial liabilities measured at fair value through profit or loss	-	-	21,156	-	-	5	21,161
Derivative liabilities	-	31,299	9,514	104	76	35,854	76,847
Debt issued and borrowings	-	3,807	4,475	9	12,529	-	20,820
Lease liabilities	-	18	46	117	10	-	191
Credit support liabilities on derivatives	29,708	-	-	-	-	-	29,708
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	-	-	-	-	10,567	10,567
Total financial liabilities	163,475	125,783	69,164	19,997	12,615	52,033	443,067

	Consolidated						
	2021						
	Repricing or maturity date					Non- interest bearing	Total
	At call	0 - 3 months	3 - 12 months	1 - 5 years	Over 5 years		
Transactions							
Financial assets							
Cash	-	-	-	-	-	818	818
Interbank and money market items	1,906	4,045	162	-	-	3,340	9,453
Financial assets measured at fair value through profit or loss	-	658	1,044	2,227	27,374	-	31,303
Derivative assets	-	17,664	8,596	311	599	19,249	46,419
Investments	1	1,885	8,290	35,938	28,061	107	74,282
Loans to customers	9,071	22,662	36,700	90,230	53,231	-	211,894
Credit support assets on derivatives	13,660	-	-	-	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	-	-	-	5,806	5,806
Other assets	-	20	61	162	-	471	714
Total financial assets	24,638	46,934	54,853	128,868	109,265	29,791	394,349
Financial liabilities							
Deposits	89,330	46,382	37,265	1,867	-	7,323	182,167
Interbank and money market items	23,803	29,889	1,010	38	-	657	55,397
Liabilities payable on demand	-	-	-	-	-	432	432
Financial liabilities measured at fair value through profit or loss	-	1,431	16,313	-	-	-	17,744
Derivative liabilities	-	18,147	8,763	60	481	15,257	42,708
Debt issued and borrowings	-	11,097	5,546	-	12,823	-	29,466
Lease liabilities	-	20	60	130	2	-	212
Credit support liabilities on derivatives	14,886	-	-	-	-	-	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	-	-	-	-	5,457	5,457
Total financial liabilities	128,019	106,966	68,957	2,095	13,306	29,126	348,469

	Separate						
	2022						
	Repricing or maturity date					Non- interest bearing	Total
	At call	0 - 3 months	3 - 12 months	1 - 5 years	Over 5 years		
Transactions							
Financial assets							
Cash	-	-	-	-	-	920	920
Interbank and money market items	3,702	13,139	-	-	-	3,527	20,368
Financial assets measured at fair value through profit or loss	-	10	845	2,211	19,297	-	22,363
Derivative assets	-	24,784	15,638	850	1,525	37,487	80,284
Investments	1	5,223	15,659	41,019	43,122	51	105,075
Loans to customers	7,635	29,167	45,053	99,208	47,029	-	228,092
Credit support assets on derivatives	16,241	-	-	-	-	-	16,241
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	-	-	-	9,040	9,040
Other assets	-	20	61	81	-	203	365
Total financial assets	27,579	72,343	77,256	143,369	110,973	51,228	482,748
Financial liabilities							
Deposits	110,320	69,189	33,464	19,454	-	5,007	237,434
Interbank and money market items	24,086	21,470	509	313	-	529	46,907
Liabilities payable on demand	-	-	-	-	-	172	172
Financial liabilities measured at fair value through profit or loss	-	-	21,156	-	-	5	21,161
Derivative liabilities	-	31,299	9,514	104	76	35,854	76,847
Debt issued and borrowings	-	3,807	4,475	9	12,529	-	20,820
Lease liabilities	-	18	45	82	1	-	146
Credit support liabilities on derivatives	29,708	-	-	-	-	-	29,708
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	-	-	-	-	10,567	10,567
Total financial liabilities	164,114	125,783	69,163	19,962	12,606	52,134	443,762

	Separate						
	2021						
	Repricing or maturity date					Non- interest bearing	Total
	At call	0 - 3 months	3 - 12 months	1 - 5 years	Over 5 years		
Transactions							
Financial assets							
Cash	-	-	-	-	-	818	818
Interbank and money market items	2,078	3,710	162	-	-	3,309	9,259
Financial assets measured at fair value through profit or loss	-	677	1,040	2,213	27,373	-	31,303
Derivative assets	-	17,664	8,596	311	599	19,249	46,419
Investments	1	1,885	8,290	35,936	28,061	107	74,280
Loans to customers	9,072	24,241	41,037	79,271	51,577	-	205,198
Credit support assets on derivatives	13,660	-	-	-	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	-	-	-	5,806	5,806
Other assets	-	20	61	162	-	298	541
Total financial assets	24,811	48,197	59,186	117,893	107,610	29,587	387,284
Financial liabilities							
Deposits	89,941	46,382	37,265	1,867	-	7,324	182,779
Interbank and money market items	23,803	29,889	1,010	38	-	657	55,397
Liabilities payable on demand	-	-	-	-	-	432	432
Financial liabilities measured at fair value through profit or loss	-	1,431	16,313	-	-	-	17,744
Derivative liabilities	-	18,148	8,762	60	481	15,257	42,708
Debt issued and borrowings	-	11,097	5,546	-	12,823	-	29,466
Lease liabilities	-	19	52	96	2	-	169
Credit support liabilities on derivatives	14,886	-	-	-	-	-	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	-	-	-	-	5,457	5,457
Total financial liabilities	128,630	106,966	68,948	2,061	13,306	29,127	349,038

The Bank has average balances of the financial assets and liabilities that generating revenues and expenses, and the average interest and dividend rate for the year ended 31 December 2022 and 2021, can be summarised as follows:

	Consolidated					
	2022			2021		
	Average balances Million Baht	Interest Million Baht	Average rate (%)	Average balances Million Baht	Interest Million Baht	Average rate (%)
Performing financial assets						
Interbank and money market items, net	12,614	192	1.52	4,701	18	0.38
Financial assets measured at fair value through profit or loss	26,786	421	1.57	35,439	360	1.02
Investments, net	97,267	1,624	1.67	65,625	1,048	1.60
Loans to customers	212,864	10,357	4.87	208,362	11,167	5.36
Credit support assets on derivatives	16,748	240	1.43	17,287	40	0.23
Total performing financial assets	366,279	12,834		331,414	12,633	
Performing financial liabilities						
Deposits	200,049	1,402	0.70	179,726	1,299	0.72
Interbank and money market items	54,532	286	0.53	52,903	206	0.39
Financial liabilities measured at fair value through profit or loss	17,199	183	1.06	23,681	192	0.81
Debt issued and borrowings	32,094	624	1.94	25,458	580	2.28
Credit support liabilities on derivatives	27,833	59	0.21	12,351	7	0.06
Total performing financial liabilities	331,707	2,554		294,119	2,284	

	2022			2021		
	Average balances Million Baht	Interest Million Baht	Average rate (%)	Average balances Million Baht	Interest Million Baht	Average rate (%)
Performing financial assets						
Interbank and money market items, net	12,393	191	1.54	4,528	17	0.38
Financial assets measured at fair value through profit or loss	26,786	421	1.57	35,439	360	1.02
Investments, net	97,265	1,624	1.67	65,623	1,048	1.60
Loans	213,938	7,630	3.57	211,334	7,917	3.75
Credit support assets on derivatives	16,748	240	1.43	17,287	40	0.23
Total performing financial assets	367,130	10,106		334,211	9,382	
Performing financial liabilities						
Deposits	200,679	1,402	0.70	180,199	1,299	0.72
Interbank and money market items	54,532	286	0.53	52,712	206	0.39
Financial liabilities measured at fair value through profit or loss	17,199	183	1.06	23,681	192	0.81
Debt issued and borrowings	32,093	624	1.94	25,458	580	2.28
Credit support liabilities on derivatives	27,833	59	0.21	12,351	7	0.06
Total performing financial liabilities	332,336	2,554		294,401	2,284	

Sensitivity analysis of interest rate to net profit and equity

Profit or loss is sensitive to higher or lower interest income from financial asset, and higher or lower interest expenses from financial liabilities as a result of changes in interest rates. Other components of equity change as a result of an increase or decrease in the fair value of the cash flow hedges of borrowings and the fair value of debt investments at fair value through other comprehensive income.

	Consolidated and Separate	
	2022	
	+1 basis point Million Baht	-1 basis point Million Baht
Impact on net profit	(27)	27
Impact on equity	(38)	38
	(65)	65

	Consolidated and Separate	
	2021	
	+1 basis point Million Baht	-1 basis point Million Baht
Impact on net profit	(40)	40
Impact on equity	(15)	15
	(55)	55

3.1.1.2 Foreign exchange risk

Foreign exchange risk is the risk that changes in foreign exchange rates may result in changes in the value of financial instruments, and fluctuations in revenues or the value of financial assets and liabilities.

The Group's Treasury and Trading Division is responsible for managing foreign currency positions within risk limits set by the Risk Management Committee of the Group.

The Group's exposure to foreign currency risk at the end of the reporting period, expressed in Baht are as follows:

	Consolidated						
	2022						
	Currency						
	THB Million Baht	USD Million Baht	JPY Million Baht	EURO Million Baht	MYR Million Baht	Others Million Baht	Total Million Baht
Transactions							
Financial assets							
Cash	917	-	-	-	-	3	920
Interbank and money market items	9,229	11,028	64	13	58	323	20,715
Financial assets measured at fair value through profit or loss	22,363	-	-	-	-	-	22,363
Derivative assets	627,505	(534,037)	2,496	(12,510)	(8)	(3,162)	80,284
Investments	102,337	-	-	1	2,739	-	105,077
Loans to customers and Accrued interest receivables	226,830	12,566	-	639	-	2	240,037
Credit support assets on derivatives	8,855	7,386	-	-	-	-	16,241
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	9,040	-	-	-	-	-	9,040
Other assets	873	25	-	-	-	-	898
Total financial assets	1,007,949	(503,032)	2,560	(11,857)	2,789	(2,834)	495,575
Financial liabilities							
Deposits	220,889	15,436	33	159	46	131	236,694
Interbank and money market items	46,468	438	-	-	-	1	46,907
Liabilities payable on demand	171	1	-	-	-	-	172
Financial liabilities measured at fair value through profit or loss	21,161	-	-	-	-	-	21,161
Derivative liabilities	637,254	(537,563)	2,644	(12,007)	(10,197)	(3,284)	76,847
Debt issued and borrowings	4,486	3,805	-	-	12,529	-	20,820
Lease liabilities	191	-	-	-	-	-	191
Credit support liabilities on derivatives	16,995	12,713	-	-	-	-	29,708
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	10,567	-	-	-	-	-	10,567
Other liabilities	206	77	-	-	223	-	506
Total financial liabilities	958,388	(505,093)	2,677	(11,848)	2,601	(3,152)	443,573

	Consolidated						
	2021						
	Currency						
	THB Million Baht	USD Million Baht	JPY Million Baht	EURO Million Baht	MYR Million Baht	Others Million Baht	Total Million Baht
Transactions							
Financial assets							
Cash	815	-	-	-	-	3	818
Interbank and money market items	5,039	3,547	51	217	197	405	9,456
Financial assets measured at fair value through profit or loss	31,303	-	-	-	-	-	31,303
Derivative assets	(368,984)	421,263	(9,044)	(7,907)	4,046	7,045	46,419
Investments	74,281	-	-	1	-	-	74,282
Loans to customers and Accrued interest receivables	203,036	13,143	-	8	-	2	216,189
Credit support assets on derivatives	3,991	9,669	-	-	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	5,806	-	-	-	-	-	5,806
Other assets	968	-	-	-	-	-	968
Total financial assets	(43,745)	447,622	(8,993)	(7,681)	4,243	7,455	398,901
Financial liabilities							
Deposits	178,954	2,857	6	194	30	126	182,167
Interbank and money market items	54,515	729	1	-	151	1	55,397
Liabilities payable on demand	431	1	-	-	-	-	432
Financial liabilities measured at fair value through profit or loss	17,744	-	-	-	-	-	17,744
Derivative liabilities	(372,544)	434,802	(8,984)	(7,872)	(9,666)	6,972	42,708
Debt issued and borrowings	12,332	4,311	-	-	12,823	-	29,466
Lease liabilities	212	-	-	-	-	-	212
Credit support liabilities on derivatives	10,592	4,294	-	-	-	-	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	5,457	-	-	-	-	-	5,457
Other liabilities	152	16	-	-	228	-	396
Total financial liabilities	(92,155)	447,010	(8,977)	(7,678)	3,566	7,099	348,865

	Separate						
	2022						
	Currency						
	THB Million Baht	USD Million Baht	JPY Million Baht	EURO Million Baht	MYR Million Baht	Others Million Baht	Total Million Baht
Transactions							
Financial assets							
Cash	917	-	-	-	-	3	920
Interbank and money market items	8,925	11,028	64	13	58	323	20,411
Financial assets measured at fair value through profit or loss	22,363	-	-	-	-	-	22,363
Derivative assets	627,505	(534,037)	2,496	(12,510)	(8)	(3,162)	80,284
Investments	102,335	-	-	1	2,739	-	105,075
Loans to customers and Accrued interest receivables	219,659	12,566	-	639	-	2	232,866
Credit support assets on derivatives	8,855	7,386	-	-	-	-	16,241
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	9,040	-	-	-	-	-	9,040
Other assets	727	25	-	-	-	-	752
Total financial assets	1,000,326	(503,032)	2,560	(11,857)	2,789	(2,834)	487,952
Financial liabilities							
Deposits	221,629	15,436	33	159	46	131	237,434
Interbank and money market items	46,468	438	-	-	-	1	46,907
Liabilities payable on demand	171	1	-	-	-	-	172
Financial liabilities measured at fair value through profit or loss	21,161	-	-	-	-	-	21,161
Derivative liabilities	637,254	(537,563)	2,644	(12,007)	(10,197)	(3,284)	76,847
Debt issued and borrowings	4,486	3,805	-	-	12,529	-	20,820
Lease liabilities	146	-	-	-	-	-	146
Credit support liabilities on derivatives	16,995	12,713	-	-	-	-	29,708
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	10,567	-	-	-	-	-	10,567
Other liabilities	206	77	-	-	223	-	506
Total financial liabilities	959,083	(505,093)	2,677	(11,848)	2,601	(3,152)	444,268

	Separate							Total Million Baht
	2021							
	Currency							
	THB Million Baht	USD Million Baht	JPY Million Baht	EURO Million Baht	MYR Million Baht	Others Million Baht		
Transactions								
Financial assets								
Cash	815	-	-	-	-	3	818	
Interbank and money market items	4,845	3,547	51	217	197	405	9,262	
Financial assets measured at fair value through profit or loss	31,303	-	-	-	-	-	31,303	
Derivative assets	(368,984)	421,263	(9,044)	(7,907)	4,046	7,045	46,419	
Investments	74,279	-	-	1	-	-	74,280	
Loans to customers and Accrued interest receivables	196,337	13,143	-	8	-	2	209,490	
Credit support assets on derivatives	3,991	9,669	-	-	-	-	13,660	
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	5,806	-	-	-	-	-	5,806	
Other assets	808	-	-	-	-	-	808	
Total financial assets	(50,800)	447,622	(8,993)	(7,681)	4,243	7,455	391,846	
Financial liabilities								
Deposits	179,566	2,857	6	194	30	126	182,779	
Interbank and money market items	54,515	729	1	-	151	1	55,397	
Liabilities payable on demand	431	1	-	-	-	-	432	
Financial liabilities measured at fair value through profit or loss	17,744	-	-	-	-	-	17,744	
Derivative liabilities	(372,544)	434,802	(8,984)	(7,872)	(9,666)	6,972	42,708	
Debt issued and borrowings	12,332	4,311	-	-	12,823	-	29,466	
Lease liabilities	169	-	-	-	-	-	169	
Credit support liabilities on derivatives	10,592	4,294	-	-	-	-	14,886	
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	5,457	-	-	-	-	-	5,457	
Other liabilities	152	16	-	-	228	-	396	
Total financial liabilities	(91,586)	447,010	(8,977)	(7,678)	3,566	7,099	349,434	

In addition to the financial assets and liabilities denominated in foreign currencies already disclosed in the relevant notes to the financial statements as at 31 December 2022 and 2021, the Bank has the following net foreign currency positions categorised by major foreign currencies:

(Unit: Equivalent to million USD)

	Consolidated and Separate					
	2022			2021		
	USD	EURO*	Other currencies*	USD	EURO*	Other currencies*
Spot	(34.53)	14.79	(370.17)	421.58	0.92	(391.33)
Forward						
- Forward contract	(107.84)	(14.73)	281.29	(390.78)	(1.25)	410.79
Total	(142.37)	0.06	(88.88)	30.80	(0.33)	19.46

* EURO and other currencies are stated in USD equivalents.

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 net profit and share's holder equity:

	Consolidated and Separate	
	2022 Million Baht	2021 Million Baht
+ 1%		
US Dollar	3	10
Others	(26)	6
	(23)	16
-1%		
US Dollar	(3)	(10)
Others	26	(6)
	23	(16)

The Bank engages in financial derivative activities as required in the normal course of business to meet its clients' needs and to manage risks arising from fluctuations in foreign exchange rates and interest rates.

As at 31 December 2022 and 2021, financial derivatives as classified by their maturities were as follows:

	Consolidated and Separate					
	2022			2021		
	Less than 1 year Million Baht	Over 1 year Million Baht	Total Million Baht	Less than 1 year Million Baht	Over 1 year Million Baht	Total Million Baht
Forward and spot contracts						
- Bought	912,015	29,936	941,951	769,392	2,351	771,743
- Sold	841,925	17,588	859,513	696,643	7,893	704,536
Cross-currency and interest rate swap contracts						
- Bought	83,770	212,420	296,190	43,351	232,033	275,384
- Sold	75,721	202,708	278,429	66,961	188,102	255,063
Interest rate swap contracts						
- Fixed-rate receiver	747,560	627,806	1,375,366	333,199	596,620	929,819
- Floating-rate receiver	875,765	764,176	1,639,941	428,514	754,286	1,182,800
Interest rate option						
- Bought	800	-	800	-	-	-
Foreign exchange options						
- Call-option sales contract	-	-	-	4	-	4
- Put-option sales contract	-	-	-	34	-	34
- Put-option purchase contract	270	-	270	-	-	-
Credit derivatives						
- Bought	-	5,567	5,567	668	5,443	6,111
- Sold	-	5,567	5,567	668	5,443	6,111
Fund option						
- Bought	482	402	884	409	-	409
- Sold	482	402	884	409	-	409
Equity option						
- Bought	170	367	537	767	359	1,126
- Sold	170	367	537	767	359	1,126
Bond forward						
- Bought	-	-	-	-	-	-
- Sold	6,937	14,931	21,868	-	23,956	23,956

The Bank sets up policies and relevant risk limits by which it requires risk reporting and control procedures as a control over financial derivative activities. The Bank realises that financial derivatives involve credit risk and considers credit limits for its customers in general. The same credit approval process used when granting loans to a customer is adopted for financial derivative customers, so that the Bank is able to maintain risk at acceptable levels. However, financial derivatives may cause the Bank to incur gains or losses as they are sensitive to foreign exchange rates or interest rates, which can fluctuate materially as the market situation changes.

3.1.1.3 Equity position risk

Equity position risk is the risk that changes in the market prices of equity securities may result in changes in the value of equity instruments, fluctuations in revenues and the value of other financial assets. Equity position risk is not material to the Group

3.1.2 Credit risk

Credit risk is the risk that the Group will incur a loss because its customers, clients or counter parties failed to discharge their contractual obligations.

The Group's credit risk management processes are implemented under a credit risk management policy, and have been structured in order to maintain checks and balances and clear segregation of responsibilities between the marketing, credit approval, inspection and risk management functions. The Group manages credit risk at the customer standalone risk level and the portfolio level, developing different and appropriate credit risk rating tools to measure the risk at each level. For corporate customers and small-medium enterprise customers, risk grading tools and an SME rating, respectively, have been developed to grade customer credit risk levels. For individual retail customers, with multi-purpose credit, whether uncollateralised (personal cash) or collateralised (mortgage loan), including home loans, the Group has developed a credit scoring system for use in risk evaluation.

In respect of the credit review and approval process, the Group has appointed a Credit Committee to consider the granting of credit facilities at different levels, based on the credit limit, focusing on borrowers' ability to make repayment, the type of credit, the financial status of the borrower, the economic situation and the status of the borrowers' industry. Furthermore, the Group has established an independent Credit Review Unit to ensure that the credit approval process is transparent and effective.

The maximum credit risk exposure is the carrying value of the financial assets after deducting allowance for expected credit losses as stated in the statements of financial position, and the risk of off-statements of financial position commitments, e.g., loan guarantees and other guarantees.

Forward-looking macroeconomic factors

The Group applies three economic scenarios to reflect an unbiased probability-weighted range of possible future outcome in estimating ECL:

Base case: This represents 'most likely outcome' of future economic conditions which is aligned with information used by the Group for other purposes such as budgeting and stress testing.

Best and Worst cases: These represent the 'upside' and 'downside' outcome of future economic conditions which determined by a combination of statistical analysis and expert credit judgement.

Loan portfolio

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	
	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht
Agricultural and mining	4,811	5,593	4,811	5,593
Manufacturing and commerce	36,762	32,323	36,762	32,323
Real estate and construction	13,016	14,536	13,016	14,536
Public utilities and services	28,234	27,609	28,234	27,609
Personal cash	6,041	6,402	6,041	6,402
Housing loans	92,318	78,124	92,318	78,124
Hire-purchase receivable and financial lease receivable	34,730	33,535	-	-
Others	19,345	13,772	46,910	40,611
Total loans net of deferred revenue	235,257	211,894	228,092	205,198

As at 31 December 2022 and 2021, the Group had the following off-balance statement of financial position. These are calculated according to the period to maturity in the contract dates from the date of statement of the financial position:

	Consolidated and Separate			31 December 2021		
	31 December 2022			Less than 1 year	Over 1 year	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Avals of bills	250	-	250	8	-	8
Liabilities under unmatured import bills	208	-	208	653	-	653
Letters of credit	417	-	417	1,126	-	1,126
Other guarantees	6,126	882	7,008	7,904	1,077	8,981

Investment in debt securities and interbank and money market items

Investment in debt securities is considered from credit rating of bond issuers or guarantors which has to pass the minimum requirement set by the Bank Committee.

Before entering into a transaction with other banks, the Bank is required to assess the counterparty's credit rating which is normally referred to the external rating agency. The Bank also takes into consideration the credit rating of the counterparty's country.

Credit Rating

The risk rating for the Group's financial assets is classified as the following table, and corresponds to the Standard & Poor's rating.

Loan to customers and Loan commitments and financial guarantee contracts

Rating classification	Internal rating
Good	1 - 17
Satisfactory	18 - 25
Impaired	26

Other financial assets

Rating classification	Internal rating	External rating
Investment Grade (IG)	1 - 10	AAA - BBB-
Non-Investment Grade	11 - 25	BB+ and below

Credit quality description can be summarised as follows:

Good - There is a high likelihood of the asset being recovered in full and therefore, of no cause for concern to the Group and the Bank.

Satisfactory - There is concern over the counterparty's ability to make payments when due. However, these have not yet converted to actual delinquency and the counterparty is continuing to make payments when due and is expected to settle all outstanding amounts of principal and interest.

Impaired - The asset is being impaired.

Investment Grade - It refers to the credit quality of the financial asset where there is a relatively low risk of credit default as the issuer of the financial asset has a high likelihood to meet payment obligations.

Non-investment Grade - There is concern over the credit quality of the financial asset due to the risk that the issuer is unable to repay its obligation when due.

No rating - This includes exposures under the Simplified Approach or those where ratings are not available or portfolio average were applied.

Maximum exposure to credit risk

The Group has the maximum credit risk exposure in the event of other parties failing to perform their obligation. No account is taken of any collateral held and the maximum exposure to loss is considered to be the statement of financial position carrying amount or, off-statement of financial position transaction and financial guarantee but not including derivative instruments.

The exposure to the credit risk of the Group which not equals their carrying amount in the statement of financial position as at reporting date, as follows:

	Consolidated	
	2022	2021
	Maximum exposure to credit risk Million Baht	Maximum exposure to credit risk Million Baht
Credit risk exposures of on-statement of financial position assets:		
Financial assets measured at fair value through profit or loss	24,321	31,814
Investments	105,386	74,471
	129,707	106,285
Credit risk exposure of off-statement of financial position items:		
Financial guarantees	7,884	10,767
Loan commitments	35,895	31,992
	43,779	42,759

	Separate	
	2022	2021
	Maximum exposure to credit risk Million Baht	Maximum exposure to credit risk Million Baht
Credit risk exposures of on-statement of financial position assets:		
Financial assets measured at fair value through profit or loss	24,321	31,814
Investments	105,384	74,469
	129,705	106,283
Credit risk exposure of off-statement of financial position items:		
Financial guarantees	7,884	10,767
Loan commitments	35,895	31,992
	43,779	42,759

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;
- Commercial real estate or movable property;
- Business assets such as properties, equipment, fixed deposit, debentures, personal guarantees and corporate guarantees;
- Financial instruments such as marketable securities; and
- Others

The following table shown loan to customers classified as Commercial lending, Retail lending and collateral held to mitigate potential losses:

	Consolidated			
	2022			
	Gross carrying amount Million Baht	Expected credit losses Million Baht	Net carrying amount exclude excess provision Million Baht	Fair value of collateral held Million Baht
Non-retail lending	94,029	(2,612)	91,417	21,357
Retail lending	146,008	(4,036)	141,972	103,459
Total	240,037	(6,648)	233,389	124,816

	Consolidated			
	2021			
	Gross carrying amount Million Baht	Expected credit losses Million Baht	Net carrying amount exclude excess provision Million Baht	Fair value of collateral held Million Baht
Non-retail lending	85,603	(3,169)	82,434	25,827
Retail lending	130,586	(3,622)	126,964	86,855
Total	216,189	(6,791)	209,398	112,682

	Separate			
	2022			
	Gross carrying amount Million Baht	Expected credit losses Million Baht	Net carrying amount exclude excess provision Million Baht	Fair value of collateral held Million Baht
Non-retail lending	121,623	(2,710)	118,913	21,357
Retail lending	111,243	(2,291)	108,952	103,459
Total	232,866	(5,001)	227,865	124,816

	Separate			
	2021			
	Gross carrying amount Million Baht	Expected credit losses Million Baht	Net carrying amount exclude excess provision Million Baht	Fair value of collateral held Million Baht
Non-retail lending	112,471	(3,254)	109,217	25,827
Retail lending	97,019	(2,070)	94,949	86,855
Total	209,490	(5,324)	204,166	112,682

Impairment of financial assets

The Group and the Bank has 2 types of financial assets that are subject to the expected credit loss model:

- Investment in debt instruments measured at amortised cost and FVOCI
- Loan to related parties

While cash and cash equivalents are also subject to the impairment requirements of TFRS 9, the identified impairment loss was immaterial.

Investment in debt instrument

The Group and the Bank considers that all investment in debt instrument measured at amortised cost and FVOCI have low credit risk, and the loss allowance recognised during the year was therefore limited to 12 months expected losses. Management consider 'low credit risk' for bonds to be an investment grade credit rating with at least one major rating agency. Other instruments are considered to be low credit risk when they have a low risk of default and the issuer has a strong capacity to meet its contractual cash flow obligations.

Loans to related parties

Loans to related parties measured at amortised cost are considered to have low credit risk, and the loss allowance recognised during the year was therefore limited to 12 months expected losses. Lifetime expected credit losses is recognised for the loans that the credit risk is significant increased.

The reconciliation of allowance for expected credit loss to related parties for the year ended 31 December 2022 and 2021 are as follows:

	Separate	
	2022 Million Baht	2021 Million Baht
Opening allowance for expected credit loss		
- calculated under TFRS 9	84	37
Increase in allowance for expected credit loss recognised in profit or loss during the year	14	47
Ending allowance for expected credit loss	98	84

Credit related commitments

Commitment to extend credit represents unutilised portion of approved credit in the form of loans financing, financial guarantees or letters of credit. In terms of credit risk, the Group has 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 the rate of utilised commitments are low. 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.

Credit quality of loans to customers

Loan to customers can be classified as past due not over 30 days, past due between 31 and 90 days and past due more than 90 days.

Loan to customers classified by credit quality are as following table:

	Consolidated				
	2022				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Not past due and past due not over 30 days	215,064	10,974	1,393	-	227,431
Past due between 31 and 90 days	-	5,703	385	-	6,088
Past due more than 90 days	-	-	6,471	47	6,518
Gross carrying amount	215,064	16,677	8,249	47	240,037
Less Allowance for expected credit losses	(1,445)	(2,131)	(3,058)	(14)	(6,648)
Net carrying amount before excess provision	213,619	14,546	5,191	33	233,389

	Consolidated				
	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Not past due and past due not over 30 days	188,770	14,101	870	-	203,741
Past due between 31 and 90 days	-	4,899	206	-	5,105
Past due more than 90 days	-	-	7,285	58	7,343
Gross carrying amount	188,770	19,000	8,361	58	216,189
Less Allowance for expected credit losses	(1,488)	(1,890)	(3,389)	(24)	(6,791)
Net carrying amount before excess provision	187,282	17,110	4,972	34	209,398

	Separate				
	2022				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Not past due and past due not over 30 days	213,514	9,999	1,390	-	224,903
Past due between 31 and 90 days	-	1,564	383	-	1,947
Past due more than 90 days	-	-	5,969	47	6,016
Gross carrying amount	213,514	11,563	7,742	47	232,866
Less Allowance for expected credit losses	(932)	(1,195)	(2,860)	(14)	(5,001)
Net carrying amount before excess provision	212,582	10,368	4,882	33	227,865

	Separate				
	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Not past due and past due not over 30 days	187,124	12,726	868	-	200,718
Past due between 31 and 90 days	-	1,552	202	-	1,754
Past due more than 90 days	-	-	6,960	58	7,018
Gross carrying amount	187,124	14,278	8,030	58	209,490
Less Allowance for expected credit losses	(928)	(1,115)	(3,257)	(24)	(5,324)
Net carrying amount before excess provision	186,196	13,163	4,773	34	204,166

The table below presents credit quality of the interbank and money market items (asset), investments, loans and accrued interest receivables, credit support assets on derivatives, accounts receivables from sell of financial assets measured at fair value through profit or loss and investments, other assets and loans commitments and financial guarantees classified by rating:

	Consolidated				
	2022				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Interbank and money market (Asset)					
Sovereign	3,318	-	-	-	3,318
Investment grade	17,247	-	-	-	17,247
Non-investment grade	150	-	-	-	150
No rating	-	-	-	-	-
Less Allowance for expected credit losses	-	-	-	-	-
Net carrying amount	20,715	-	-	-	20,715
Investments					
Sovereign	92,937	-	-	-	92,937
Investment grade	7,902	-	-	-	7,902
Non-investment grade	4,186	-	-	-	4,186
No rating	-	-	1	-	1
Gross carrying amount	105,025	-	1	-	105,026
Less Allowance for expected credit losses	-	-	(1)	-	(1)
Net carrying amount	105,025	-	-	-	105,025

	Consolidated				
	2022				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Loans and accrued interest receivables					
Good	73,460	3,944	-	-	77,404
Satisfactory	1,137	5,198	14	-	6,349
Impaired	-	-	3,871	47	3,918
No rating	140,467	7,535	4,364	-	152,366
Gross carrying amount	215,064	16,677	8,249	47	240,037
Less Allowance for expected credit losses	(1,445)	(2,131)	(3,058)	(14)	(6,648)
Net carrying amount before excess provision	213,619	14,546	5,191	33	233,389
Credit support assets on derivatives					
Sovereign	-	-	-	-	-
Investment grade	16,241	-	-	-	16,241
Non-investment grade	-	-	-	-	-
No rating	-	-	-	-	-
Carrying amount	16,241	-	-	-	16,241
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments					
Sovereign	8,990	-	-	-	8,990
Investment grade	50	-	-	-	50
Non-investment grade	-	-	-	-	-
No rating	-	-	-	-	-
Carrying amount	9,040	-	-	-	9,040

	Consolidated				
	2022				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Other assets					
Sovereign	242	-	-	-	242
Investment grade	95	-	-	-	95
Non-investment grade	214	-	-	-	214
No rating	353	-	-	-	353
Gross carrying amount	904	-	-	-	904
Less Allowance for expected credit losses	(18)	-	-	-	(18)
Net carrying amount	886	-	-	-	886
Loans commitments and financial guarantees					
Good	8,420	105	-	-	8,525
Satisfactory	38	168	-	-	206
Impaired	-	-	133	-	133
No rating	2,077	2	72	-	2,151
Gross carrying amount	10,535	275	205	-	11,015
Less Allowance for expected credit losses	(139)	(28)	(576)	-	(743)
Net carrying amount	10,396	247	(371)	-	10,272

	Consolidated				
	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Interbank and money market (Asset)					
Sovereign	1,582	-	-	-	1,582
Investment grade	7,279	-	-	-	7,279
Non-investment grade	595	-	-	-	595
No rating	-	-	-	-	-
Less Allowance for expected credit losses	-	-	-	-	-
Net carrying amount	9,456	-	-	-	9,456
Investments					
Sovereign	68,419	-	-	-	68,419
Investment grade	3,863	-	-	-	3,863
Non-investment grade	1,892	-	-	-	1,892
No rating	-	-	1	-	1
Gross carrying amount	74,174	-	1	-	74,175
Less Allowance for expected credit losses	-	-	(1)	-	(1)
Net carrying amount	74,174	-	-	-	74,174

	Consolidated				
	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Loans and accrued interest receivables					
Good	61,093	3,765	-	-	64,858
Satisfactory	1,798	7,749	33	-	9,580
Impaired	-	-	4,195	58	4,253
No rating	125,879	7,486	4,133	-	137,498
Gross carrying amount	188,770	19,000	8,361	58	216,189
Less Allowance for expected credit losses	(1,488)	(1,890)	(3,389)	(24)	(6,791)
Net carrying amount before excess provision	187,282	17,110	4,972	34	209,398
Credit support assets on derivatives					
Sovereign	2,892	-	-	-	2,892
Investment grade	10,768	-	-	-	10,768
Non-investment grade	-	-	-	-	-
No rating	-	-	-	-	-
Carrying amount	13,660	-	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments					
Sovereign	5,782	-	-	-	5,782
Investment grade	24	-	-	-	24
Non-investment grade	-	-	-	-	-
No rating	-	-	-	-	-
Carrying amount	5,806	-	-	-	5,806

	Consolidated				
	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Other assets					
Sovereign	208	-	-	-	208
Investment grade	46	-	-	-	46
Non-investment grade	282	-	-	-	282
No rating	311	-	-	-	311
Gross carrying amount	847	-	-	-	847
Less Allowance for expected credit losses	(58)	-	-	-	(58)
Net carrying amount	789	-	-	-	789
Loans commitments and financial guarantees					
Good	6,900	112	-	-	7,012
Satisfactory	68	336	-	-	404
Impaired	-	-	345	-	345
No rating	2,057	4	-	-	2,061
Gross carrying amount	9,025	452	345	-	9,822
Less Allowance for expected credit losses	(129)	(24)	(815)	-	(968)
Net carrying amount	8,896	428	(470)	-	8,854

	Separate				
	2022				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Interbank and money market (Asset)					
Sovereign	3,295	-	-	-	3,295
Investment grade	16,966	-	-	-	16,966
Non-investment grade	150	-	-	-	150
No rating	-	-	-	-	-
Less Allowance for expected credit losses	-	-	-	-	-
Net carrying amount	20,411	-	-	-	20,411
Investments					
Sovereign	92,935	-	-	-	92,935
Investment grade	7,902	-	-	-	7,902
Non-investment grade	4,186	-	-	-	4,186
No rating	-	-	1	-	1
Gross carrying amount	105,023	-	1	-	105,024
Less Allowance for expected credit losses	-	-	(1)	-	(1)
Net carrying amount	105,023	-	-	-	105,023
Loans and accrued interest receivables					
Good	101,054	3,944	-	-	104,998
Satisfactory	1,137	5,198	15	-	6,350
Impaired	-	-	3,363	47	3,410
No rating	111,323	2,421	4,364	-	118,108
Gross carrying amount	213,514	11,563	7,742	47	232,866
Less Allowance for expected credit losses	(932)	(1,195)	(2,860)	(14)	(5,001)
Net carrying amount before excess provision	212,582	10,368	4,882	33	227,865

	Separate				
	2022				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Credit support assets on derivatives					
Sovereign	-	-	-	-	-
Investment grade	16,241	-	-	-	16,241
Non-investment grade	-	-	-	-	-
No rating	-	-	-	-	-
Carrying amount	16,241	-	-	-	16,241
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments					
Sovereign	8,990	-	-	-	8,990
Investment grade	50	-	-	-	50
Non-investment grade	-	-	-	-	-
No rating	-	-	-	-	-
Carrying amount	9,040	-	-	-	9,040
Other assets					
Sovereign	242	-	-	-	242
Investment grade	95	-	-	-	95
Non-investment grade	214	-	-	-	214
No rating	201	-	-	-	201
Gross carrying amount	752	-	-	-	752
Less Allowance for expected credit losses	(18)	-	-	-	(18)
Net carrying amount	734	-	-	-	734

	Separate				
	2022				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Loans commitments and financial guarantees					
Good	9,910	105	-	-	10,015
Satisfactory	38	168	-	-	206
Impaired	-	-	133	-	133
No rating	2,077	2	72	-	2,151
Gross carrying amount	12,025	275	205	-	12,505
Less Allowance for expected credit losses	(144)	(28)	(576)	-	(748)
Net carrying amount	11,881	247	(371)	-	11,757

	Separate				
	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Interbank and money market (Asset)					
Sovereign	1,572	-	-	-	1,572
Investment grade	7,095	-	-	-	7,095
Non-investment grade	595	-	-	-	595
No rating	-	-	-	-	-
Less Allowance for expected credit losses	-	-	-	-	-
Net carrying amount	9,262	-	-	-	9,262
Investments					
Sovereign	68,417	-	-	-	68,417
Investment grade	3,863	-	-	-	3,863
Non-investment grade	1,892	-	-	-	1,892
No rating	-	-	1	-	1
Gross carrying amount	74,172	-	1	-	74,173
Less Allowance for expected credit losses	-	-	(1)	-	(1)
Net carrying amount	74,172	-	-	-	74,172
Loans and accrued interest receivables					
Good	87,962	3,765	-	-	91,727
Satisfactory	1,798	7,749	33	-	9,580
Impaired	-	-	3,864	58	3,922
No rating	97,364	2,764	4,133	-	104,261
Gross carrying amount	187,124	14,278	8,030	58	209,490
Less Allowance for expected credit losses	(928)	(1,115)	(3,257)	(24)	(5,324)
Net carrying amount before excess provision	186,196	13,163	4,773	34	204,166

	Separate				
	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Credit support assets on derivatives					
Sovereign	2,892	-	-	-	2,892
Investment grade	10,768	-	-	-	10,768
Non-investment grade	-	-	-	-	-
No rating	-	-	-	-	-
Carrying amount	13,660	-	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments					
Sovereign	5,782	-	-	-	5,782
Investment grade	24	-	-	-	24
Non-investment grade	-	-	-	-	-
No rating	-	-	-	-	-
Carrying amount	5,806	-	-	-	5,806
Other assets					
Sovereign	208	-	-	-	208
Investment grade	46	-	-	-	46
Non-investment grade	282	-	-	-	282
No rating	272	-	-	-	272
Gross carrying amount	808	-	-	-	808
Less Allowance for expected credit losses	(58)	-	-	-	(58)
Net carrying amount	750	-	-	-	750

	Separate				
	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Loans commitments and financial guarantees					
Good	8,825	112	-	-	8,937
Satisfactory	68	336	-	-	404
Impaired	-	-	345	-	345
No rating	2,057	4	-	-	2,061
Gross carrying amount	10,950	452	345	-	11,747
Less Allowance for expected credit losses	(136)	(24)	(815)	-	(975)
Net carrying amount	10,814	428	(470)	-	10,772

3.1.3 Liquidity risk

Liquidity risk is the risk that the Group will be unable to pay its debts and obligations when due because of an inability to convert assets into cash, or because of its failure to procure enough funds.

The Treasury group of the Bank is responsible for liquidity management, including procurement of both short and long-term sources of funds, and debt security investment management. The overall liquidity risk management is under the responsibility of the Asset and Liability Management Committee, who monitor and control risk, using tools to manage liquidity risk, such as minimum liquidity asset requirements, liquidity gap, liquidity ratio and liquidity risk limits.

The period to maturity calculated from the statements of financial position date of financial instruments outstanding as at 31 December 2022 and 2021 were as follows:

Transaction	Consolidated					
	2022					
	At call Million Baht	Less than or equal to 1 year Million Baht	1 - 5 years Million Baht	Over 5 years Million Baht	No maturity Million Baht	Total Million Baht
Financial assets						
Cash	920	-	-	-	-	920
Interbank and money market items	7,383	13,332	-	-	-	20,715
Financial assets measured at fair value through profit or loss	-	855	2,211	19,297	-	22,363
Derivative assets	-	42,459	23,348	14,477	-	80,284
Investments	-	20,882	41,021	43,122	52	105,077
Loans to customers and accrued interest receivables	8,047 ⁽¹⁾	38,286	71,154	122,550	-	240,037
Credit support assets on derivatives	16,241	-	-	-	-	16,241
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	9,040	-	-	-	9,040
Other assets	-	715	110	-	73	898
Total financial assets	32,591	125,569	137,844	199,446	125	495,575
Financial liabilities						
Deposits	122,423	94,817	19,454	-	-	236,694
Interbank and money market items	24,615	21,979	313	-	-	46,907
Liabilities payable on demand	172	-	-	-	-	172
Financial liabilities measured at fair value through profit or loss	-	1,825	9,502	9,834	-	21,161
Derivative liabilities	-	41,634	21,638	13,575	-	76,847
Debt issued and borrowings	-	1,845	5,479	13,496	-	20,820
Lease liabilities	-	64	117	10	-	191
Credit support liabilities on derivatives	29,708	-	-	-	-	29,708
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	10,567	-	-	-	10,567
Other liabilities	-	506	-	-	-	506
Total financial liabilities	176,918	173,237	56,503	36,915	-	443,573

(1) As at 31 December 2022, portions of loans classified as maturity-at-call in the consolidated financial statements, of Baht 3,372 million, are outstanding balances of defaulted loans classified as credit-impaired financial assets. However, repayment schedules of these loans are dependent upon new restructuring conditions.

Transaction	Consolidated					
	2021					
	At call Million Baht	Less than or equal to 1 year Million Baht	1 – 5 years Million Baht	Over 5 years Million Baht	No maturity Million Baht	Total Million Baht
Financial assets						
Cash	818	-	-	-	-	818
Interbank and money market items	5,581	3,875	-	-	-	9,456
Financial assets measured at fair value through profit or loss	-	1,702	2,227	27,374	-	31,303
Derivative assets	-	20,135	12,485	13,799	-	46,419
Investments	-	10,175	35,937	28,061	109	74,282
Loans to customers and accrued interest receivables	9,370 ⁽¹⁾	29,151	63,907	113,761	-	216,189
Credit support assets on derivatives	13,660	-	-	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	5,806	-	-	-	5,806
Other assets	-	646	237	1	84	968
Total financial assets	29,429	71,490	114,793	182,996	193	398,901
Financial liabilities						
Deposits	98,227	82,073	1,867	-	-	182,167
Interbank and money market items	24,460	30,899	38	-	-	55,397
Liabilities payable on demand	432	-	-	-	-	432
Financial liabilities measured at fair value through profit or loss	-	1,496	3,414	12,834	-	17,744
Derivative liabilities	-	19,230	13,022	10,456	-	42,708
Debt issued and borrowings	-	11,200	4,507	13,759	-	29,466
Lease liabilities	-	80	130	2	-	212
Credit support liabilities on derivatives	14,886	-	-	-	-	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	5,457	-	-	-	5,457
Other liabilities	-	396	-	-	-	396
Total financial liabilities	138,005	150,831	22,978	37,051	-	348,865

(1) As at 31 December 2021, portions of loans classified as maturity-at-call in the consolidated financial statements, of Baht 3,572 million, are outstanding balances of defaulted loans classified as sub-standard or higher. However, repayment schedules of these loans are dependent upon new restructuring conditions.

Transaction	Separate					
	2022					
	At call Million Baht	Less than or equal to 1 year Million Baht	1 – 5 years Million Baht	Over 5 years Million Baht	No maturity Million Baht	Total Million Baht
Financial assets						
Cash	920	-	-	-	-	920
Interbank and money market items	7,079	13,332	-	-	-	20,411
Financial assets measured at fair value through profit or loss	-	855	2,211	19,297	-	22,363
Derivative assets	-	42,459	23,348	14,477	-	80,284
Investments	-	20,882	41,019	43,122	52	105,075
Loans to customers and accrued interest receivables	8,048(1)	39,167	65,527	120,124	-	232,866
Credit support assets on derivatives	16,241	-	-	-	-	16,241
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	9,040	-	-	-	9,040
Other assets	-	568	110	-	74	752
Total financial assets	32,288	126,303	132,215	197,020	126	487,952
Financial liabilities						
Deposits	123,163	94,817	19,454	-	-	237,434
Interbank and money market items	24,615	21,979	313	-	-	46,907
Liabilities payable on demand	172	-	-	-	-	172
Financial liabilities measured at fair value through profit or loss	-	1,825	9,502	9,834	-	21,161
Derivative liabilities	-	41,634	21,638	13,575	-	76,847
Debt issued and borrowings	-	1,845	5,479	13,496	-	20,820
Lease liabilities	-	63	82	1	-	146
Credit support liabilities on derivatives	29,708	-	-	-	-	29,708
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	10,567	-	-	-	10,567
Other liabilities	-	506	-	-	-	506
Total financial liabilities	177,658	173,236	56,468	36,906	-	444,268

(1) As at 31 December 2022, portions of loans classified as maturity-at-call in the separate financial statements, of Baht 3,372 million, are outstanding balances of defaulted loans classified as credit-impaired financial assets. However, repayment schedules of these loans are dependent upon new restructuring conditions.

Transaction	Separate					Total Million Baht
	2021					
	At call Million Baht	Less than or equal to 1 year Million Baht	1 – 5 years Million Baht	Over 5 years Million Baht	No maturity Million Baht	
Financial assets						
Cash	818	-	-	-	-	818
Interbank and money market items	5,387	3,875	-	-	-	9,262
Financial assets measured at fair value through profit or loss	-	1,702	2,227	27,374	-	31,303
Derivative assets	-	20,135	12,485	13,799	-	46,419
Investments	-	10,175	35,935	28,061	109	74,280
Loans to customers and accrued interest receivables	9,370 ⁽¹⁾	35,067	52,947	112,106	-	209,490
Credit support assets on derivatives	13,660	-	-	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	5,806	-	-	-	5,806
Other assets	-	486	237	1	84	808
Total financial assets	29,235	77,246	103,831	181,341	193	391,846
Financial liabilities						
Deposits	98,839	82,073	1,867	-	-	182,779
Interbank and money market items	24,460	30,899	38	-	-	55,397
Liabilities payable on demand	432	-	-	-	-	432
Financial liabilities measured at fair value through profit or loss	-	1,496	3,414	12,834	-	17,744
Derivative liabilities	-	19,230	13,022	10,456	-	42,708
Debt issued and borrowings	-	11,200	4,507	13,759	-	29,466
Lease liabilities	-	71	96	2	-	169
Credit support liabilities on derivatives	14,886	-	-	-	-	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	5,457	-	-	-	5,457
Other liabilities	-	396	-	-	-	396
Total financial liabilities	138,617	150,822	22,944	37,051	-	349,434

(1) As at 31 December 2021, portions of loans classified as maturity-at-call in the separate financial statements, of Baht 3,572 million, are outstanding balances of defaulted loans classified as sub-standard or higher. However, repayment schedules of these loans are dependent upon new restructuring conditions.

3.1.4 Fair value risk

The Group has estimated the fair value of financial instruments as follows:

Transaction	Consolidated			
	2022		2021	
	Book value Million Baht	Fair value Million Baht	Book value Million Baht	Fair value Million Baht
Financial assets				
Cash	920	920	818	818
Interbank and money market items, net	20,715	20,715	9,456	9,456
Financial assets measured at fair value through profit or loss	22,363	22,363	31,303	31,303
Derivatives assets	80,284	80,284	46,419	46,419
Investments, net	105,076	105,282	74,281	74,899
Loans to customers and accrued interest receivables, net	231,840	230,244	207,849	206,326
Credit support assets on derivatives	16,241	16,241	13,660	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	9,040	9,040	5,806	5,806
Other assets	841	836	1,108	1,105
Total financial assets	487,320	485,925	390,700	389,792
Financial liabilities				
Deposits	236,694	236,963	182,167	182,179
Interbank and money market items	46,907	46,907	55,397	55,397
Liability payable on demand	172	172	432	432
Financial liabilities measured at fair value through profit or loss	21,161	21,161	17,744	17,744
Derivatives liabilities	76,847	76,847	42,708	42,708
Debt issued and borrowings	20,820	20,613	29,466	29,488
Lease liabilities	191	191	212	212
Credit support liabilities on derivatives	29,708	29,708	14,886	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	10,567	10,567	5,457	5,457
Other liabilities	506	506	396	396
Total financial liabilities	443,573	443,635	348,865	348,899

Transaction	Separate			
	2022		2021	
	Book value Million Baht	Fair value Million Baht	Book value Million Baht	Fair value Million Baht
Financial assets				
Cash	920	920	818	818
Interbank and money market items, net	20,411	20,411	9,262	9,262
Financial assets measured at fair value through profit or loss	22,363	22,363	31,303	31,303
Derivatives assets	80,284	80,284	46,419	46,419
Investments, net	105,074	105,280	74,279	74,897
Loans to customers and accrued interest receivables, net	226,408	225,115	202,709	201,327
Credit support assets on derivatives	16,241	16,241	13,660	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	9,040	9,040	5,806	5,806
Other assets	752	747	808	805
Total financial assets	481,493	480,401	385,064	384,297
Financial liabilities				
Deposits	237,434	237,703	182,779	182,790
Interbank and money market items	46,907	46,907	55,397	55,397
Liability payable on demand	172	172	432	432
Financial liabilities measured at fair value through profit or loss	21,161	21,161	17,744	17,744
Derivatives liabilities	76,847	76,847	42,708	42,708
Debt issued and borrowings	20,820	20,613	29,466	29,488
Lease liabilities	146	146	169	169
Credit support liabilities on derivatives	29,708	29,708	14,886	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	10,567	10,567	5,457	5,457
Other liabilities	506	506	396	396
Total financial liabilities	444,268	444,330	349,434	349,467

3.2 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 29 to the financial statements.

4 Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

(a) Allowance for expected credit losses

The Group assesses expected credit loss on a forward-looking basis for its financial assets classified as debt instrument carried at FVOCI and at amortised cost, undrawn credit line commitments, and financial guarantee contracts.

Expected credit losses are a probability-weighted estimate of credit losses (i.e. present value of a cash shortfall) 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 instrument through the expected life of that financial instrument. 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 instrument can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the expected life of a financial instrument, the Group uses the remaining contractual term of the financial instrument.

For loan commitments, an expected credit losses 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.

For a financial asset that is credit-impaired at the reporting date, but that is not a purchased or originated credit impaired financial asset, the Group measures the expected credit losses as the difference between the asset's gross carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. Any adjustment is recognised in profit or loss as an impairment gain or loss.

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.

The Group measures expected credit losses using the following approaches:

A. 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 each 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.

B. Simplified approach

The Group applies simplified approach to measure expected credit losses which uses a lifetime expected credit loss for other receivables.

Purchased or originated credit-impaired financial asset

The Group measures expected credit losses from 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 entity expects to receive discounted at credit adjusted effective interest rate. The Group an entity shall recognise in profit or loss the amount of the change in lifetime expected credit losses as an impairment gain or loss. An entity shall recognise favourable changes in lifetime expected credit losses as an impairment gain, even if the lifetime expected credit losses are less than the amount of expected credit losses that were included in the estimated cash flows on initial recognition.

(b) Fair value of financial derivative instruments

In determining the fair value of financial derivative instruments, the management has made judgment by using a variety of acceptable valuation techniques. The input parameter to the models used is taken from observable markets, and includes consideration of maturity, interest rate, correlation and volatility, etc.

(c) Impairment of investments

Investments are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. In determining the impairment losses, management believed that estimations are reasonable.

(d) Allowance for impairment of property for sale

The Group assesses allowance for impairment of property for sale when net realisable value falls below the carrying value. The management uses judgment to estimate impairment losses, taking into consideration the latest appraised value of assets, the type and nature of the assets. However, the use of different estimates and assumptions could affect the amounts of the allowance for impairment. Therefore, allowance for impairment may be adjusted in the future.

(e) Building, equipment and intangible assets

Management determines the estimated useful lives and residual values for the Group's building, equipment and intangible assets. Management will revise the depreciation charge where useful lives and residual values are different than previously estimated, or it will write off or write down technically obsolete or assets that have been abandoned or sold.

(f) Provision for post retirement benefits and pension fund

The Group has a commitment on provision of post-retirement benefits and pension funds for employees. The present value of employee benefit liabilities recognised in the statement of financial position is determined on the present value of estimated future cash outflows for staff. The assumptions used in determining the net year cost for employee benefits includes the salary and years of services of respective employees which are payable in the future and discount rate. Any changes in these assumptions will impact the cost recorded for employee benefits.

5 Classification of financial assets and financial liabilities

The following table analyses the carrying amounts of the financial assets and liabilities by category and by statement of financial position heading.

Transaction	Consolidated					
	2022					
	Measured at fair value through profit or loss Million Baht	Designated at fair value through profit or loss Million Baht	Measured at fair value through other comprehensive income Million Baht	Designated at fair value through other comprehensive income Million Baht	Amortized Cost Million Baht	Total Million Baht
Financial assets						
Cash	-	-	-	-	920	920
Interbank and money market items, net	-	-	-	-	20,715	20,715
Financial assets measured at fair value through profit or loss	12,471	9,892	-	-	-	22,363
Derivative assets	80,284	-	-	-	-	80,284
Investments, net	-	-	68,724	51	36,301	105,076
Loans to customers and accrued interest receivables, net	-	-	-	-	231,840	231,840
Credit support assets on derivatives	-	-	-	-	16,241	16,241
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	-	-	9,040	9,040
Other assets	-	-	-	-	910	910
Total financial assets	92,755	9,892	68,724	51	315,967	487,389
Financial liabilities						
Deposits	-	-	-	-	236,694	236,694
Interbank and money market items	-	-	-	-	46,907	46,907
Liabilities payable on demand	-	-	-	-	172	172
Financial liabilities measured at fair value through profit or loss	-	21,161	-	-	-	21,161
Derivative liabilities	76,847	-	-	-	-	76,847
Debt issued and borrowings	-	-	-	-	20,820	20,820
Lease liabilities	-	-	-	-	191	191
Credit support liabilities on derivatives	-	-	-	-	29,708	29,708
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	-	-	-	10,567	10,567
Other liabilities	-	-	-	-	506	506
Total financial liabilities	76,847	21,161	-	-	345,565	443,573

Transaction	Consolidated					
	2021					
	Measured at fair value through profit or loss	Designated at fair value through profit or loss	Measured at fair value through other comprehensive income	Designated at fair value through other comprehensive income	Amortized Cost	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Financial assets						
Cash	-	-	-	-	818	818
Interbank and money market items, net	-	-	-	-	9,456	9,456
Financial assets measured at fair value through profit or loss	16,872	14,431	-	-	-	31,303
Derivative assets	46,419	-	-	-	-	46,419
Investments, net	-	-	50,322	107	23,852	74,281
Loans to customers and accrued interest receivables, net	-	-	-	-	207,849	207,849
Credit support assets on derivatives	-	-	-	-	13,660	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	-	-	5,806	5,806
Other assets	-	-	-	-	968	968
Total financial assets	63,291	14,431	50,322	107	262,409	390,560
Financial liabilities						
Deposits	-	-	-	-	182,167	182,167
Interbank and money market items	-	-	-	-	55,397	55,397
Liabilities payable on demand	-	-	-	-	432	432
Financial liabilities measured at fair value through profit or loss	-	17,744	-	-	-	17,744
Derivative liabilities	42,708	-	-	-	-	42,708
Debt issued and borrowings	-	-	-	-	29,466	29,466
Lease liabilities	-	-	-	-	212	212
Credit support liabilities on derivatives	-	-	-	-	14,886	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	-	-	-	5,457	5,457
Other liabilities	-	-	-	-	396	396
Total financial liabilities	42,708	17,744	-	-	288,413	348,865

Transaction	Separate					
	2022					
	Measured at fair value through profit or loss	Designated at fair value through profit or loss	Measured at fair value through other comprehensive income	Designated at fair value through other comprehensive income	Amortized Cost	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Financial assets						
Cash	-	-	-	-	920	920
Interbank and money market items, net	-	-	-	-	20,411	20,411
Financial assets measured at fair value through profit or loss	12,471	9,892	-	-	-	22,363
Derivative assets	80,284	-	-	-	-	80,284
Investments, net	-	-	68,724	51	36,299	105,074
Loans to customers and accrued interest receivables, net	-	-	-	-	226,408	226,408
Credit support assets on derivatives	-	-	-	-	16,241	16,241
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	-	-	9,040	9,040
Other assets	-	-	-	-	752	752
Total financial assets	92,755	9,892	68,724	51	310,071	481,493
Financial liabilities						
Deposits	-	-	-	-	237,434	237,434
Interbank and money market items	-	-	-	-	46,907	46,907
Liabilities payable on demand	-	-	-	-	172	172
Financial liabilities measured at fair value through profit or loss	-	21,161	-	-	-	21,161
Derivative liabilities	76,847	-	-	-	-	76,847
Debt issued and borrowings	-	-	-	-	20,820	20,820
Lease liabilities	-	-	-	-	146	146
Credit support liabilities on derivatives	-	-	-	-	29,708	29,708
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	-	-	-	10,567	10,567
Other liabilities	-	-	-	-	506	506
Total financial liabilities	76,847	21,161	-	-	346,260	444,268

Transaction	Separate 2021					
	Measured at fair value through profit or loss Million Baht	Designated at fair value through profit or loss Million Baht	Measured at fair value through other comprehensive income Million Baht	Designated at fair value through other comprehensive income Million Baht	Amortized Cost Million Baht	Total Million Baht
Financial assets						
Cash	-	-	-	-	818	818
Interbank and money market items, net	-	-	-	-	9,262	9,262
Financial assets measured at fair value through profit or loss	16,872	14,431	-	-	-	31,303
Derivative assets	46,419	-	-	-	-	46,419
Investments, net	-	-	50,322	107	23,850	74,279
Loans to customers and accrued interest receivables, net	-	-	-	-	202,709	202,709
Credit support assets on derivatives	-	-	-	-	13,660	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	-	-	5,806	5,806
Other assets	-	-	-	-	808	808
Total financial assets	63,291	14,431	50,322	107	256,913	385,064
Financial liabilities						
Deposits	-	-	-	-	182,779	182,779
Interbank and money market items	-	-	-	-	55,397	55,397
Liabilities payable on demand	-	-	-	-	432	432
Financial liabilities measured at fair value through profit or loss	-	17,744	-	-	-	17,744
Derivative liabilities	42,708	-	-	-	-	42,708
Debt issued and borrowings	-	-	-	-	29,466	29,466
Lease liabilities	-	-	-	-	169	169
Credit support liabilities on derivatives	-	-	-	-	14,886	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	-	-	-	5,457	5,457
Other liabilities	-	-	-	-	396	396
Total financial liabilities	42,708	17,744	-	-	288,982	349,434

6 Interbank and money market items, net (assets)

	Consolidated	
	2022 Million Baht	2021 Million Baht
Domestic:		
Bank of Thailand	3,011	1,225
Commercial banks	1,249	185
Specialised financial institutions	23	10
Other financial institutions	5,912	3,601
Total domestic items	10,195	5,021
Add Accrued interest receivable	2	2
Less Allowance for expected credit losses	-	-
Domestic items, net	10,197	5,023
Foreign:		
USD	10,019	3,547
JPY	64	51
EURO	13	217
Other currencies	381	617
Total foreign items	10,477	4,432
Add Accrued interest receivable	41	1
Less Allowance for expected credit losses	-	-
Foreign items, net	10,518	4,433
Domestic and foreign items, net	20,715	9,456

	Separate	
	2022 Million Baht	2021 Million Baht
Domestic:		
Bank of Thailand	3,011	1,225
Commercial banks	968	1
Other financial institutions	5,912	3,601
Total domestic items	9,891	4,827
Add Accrued interest receivable	2	2
Less Allowance for expected credit losses	-	-
Domestic items, net	9,893	4,829
Foreign:		
USD	10,019	3,547
JPY	64	51
EURO	13	217
Other currencies	381	617
Total foreign items	10,477	4,432
Add Accrued interest receivable	41	1
Less Allowance for expected credit losses	-	-
Foreign items, net	10,518	4,433
Domestic and foreign items, net	20,411	9,262

7 Financial assets measured at fair value through profit or loss

7.1 Financial assets for trading

	Consolidated and Separate	
	2022 Fair value Million Baht	2021 Fair value Million Baht
Government and state enterprise securities	9,049	13,018
Private enterprise debt securities	3,422	3,854
Total	12,471	16,872

7.2 Financial assets designated at fair value through profit or loss

	Consolidated and Separate	
	2022 Fair value Million Baht	2021 Fair value Million Baht
Government and state enterprise securities	9,892	14,431

8 Derivatives

8.1 Trading derivatives

Fair value and notional amount classified by type of risk

	Consolidated and Separate					
	2022			2021		
	Fair value			Fair value		
	Asset Million Baht	Liability Million Baht	Notional amount Million Baht	Asset Million Baht	Liability Million Baht	Notional amount Million Baht
Exchange rate	52,540	55,454	2,343,991	28,125	28,338	1,973,243
Interest rate	23,312	19,282	2,956,830	15,831	12,751	2,080,172
Others	2,442	329	35,843	1,557	1,142	39,248
Total	78,294	75,065	5,336,664	45,513	42,231	4,092,663

8.2 Derivative for hedging

8.2.1 Fair value hedge

The amounts relating to items designated as hedging instruments and hedge ineffectiveness are as follows:

	Consolidated and Separate					
	2022					
	Fair value			Changes in Fair value used for calculating hedge ineffectiveness	Hedge ineffectiveness recognised in profit or loss	
	Asset Million Baht	Liability Million Baht	Notional amount Million Baht	Million Baht	Million Baht	
Interest rate	215	161	19,170	(1)	(85)	
Total	215	161	19,170	(1)	(85)	

	Consolidated and Separate				
	2021				
	Fair value			Changes in Fair value used for calculating hedge ineffectiveness	Hedge ineffectiveness recognised in profit or loss
	Asset Million Baht	Liability Million Baht	Notional amount Million Baht	Million Baht	Million Baht
Interest rate	56	44	15,075	22	15
Total	56	44	15,075	22	15

The amounts relating to items designated as hedged items are as follows:

	Consolidated and Separate					
	2022					
	Carrying amount	Accumulated amount of fair value hedge adjustments on the hedged item included in the carrying amount of the hedged item	Line item in the statements of financial position in which the hedged item is included	Change in fair value used for calculating hedge ineffectiveness		
	Asset Million Baht	Liability Million Baht	Asset Million Baht	Liability Million Baht	Million Baht	Million Baht
Hedged items						
THB fixed rate bonds	19,897	-	62	-	Investment, net	69
Total	19,897	-	62	-		69

	Consolidated and Separate					
	2021					
	Carrying amount	Accumulated amount of fair value hedge adjustments on the hedged item included in the carrying amount of the hedged item	Line item in the statements of financial position in which the hedged item is included	Change in fair value used for calculating hedge ineffectiveness		
	Asset Million Baht	Liability Million Baht	Asset Million Baht	Liability Million Baht	Million Baht	Million Baht
Hedged items						
THB fixed rate bonds	11,509	-	(7)	-	Investment, net	(7)
Total	11,509	-	(7)	-		(7)

Fair value hedges are used to hedge the exposure to changes in fair value of financial assets and financial liabilities due to movements in market interest rates. The Bank enters into interest rate swaps to hedge against interest rate risk of bond. The Bank recognises gains (losses) from changes in fair value of derivatives, derivative from hedging and hedged items in the statements of comprehensive income.

8.2.2 Cash flow hedge

	Consolidated and Separate					
	2022					
	Fair Value		Notional amount Million Baht	Changes in Fair value used for calculating hedge ineffectiveness Million Baht	Cash flow hedge reserve Million Baht	Cost of hedging reserve Million Baht
Asset Million Baht	Liability Million Baht					
Exchange rate	1,697	1,621	32,362	55	317	(274)
Interest rate	78	-	21,200	(19)	50	-
Total	1,775	1,621	53,562	36	367	(274)

	Consolidated and Separate					
	2021					
	Fair Value		Notional amount Million Baht	Changes in Fair value used for calculating hedge ineffectiveness Million Baht	Cash flow hedge reserve Million Baht	Cost of hedging reserve Million Baht
Asset Million Baht	Liability Million Baht					
Exchange rate	818	433	33,520	137	156	(56)
Interest rate	32	-	2,450	30	32	-
Total	850	433	35,970	167	188	(56)

The following table shows a reconciliation of the components of equity that relate to cash flow hedge relationships:

	Consolidated and Separate Cash flow hedge reserve	
	2022 Million Baht	2021 Million Baht
Beginning balance	132	298
Effective portion of changes in fair value	178	(228)
Cost of hedging reserve	(217)	62
Ending balances	93	132

Cash flow hedges are used to protect against exposure to variability in future cash flows attributable to movements in foreign exchange rates and interest rates of financial assets and financial liabilities. The Bank hedges cash flows from loan, bonds, structure bill of exchange, credit linked note and subordinated debentures against foreign exchange rates risk and interest rates risk using Cross Currency and Interest Rate Swap contract, and Interest Rate Swap contract with CIMB Bank Berhad and other parties.

9 Investments, net

9.1 Classified by type of investment

	Consolidated	
	2022 Amortised cost Million Baht	2021 Amortised cost Million Baht
Investments in debt instruments measured at amortized cost		
Government and state enterprise securities	36,301	23,852
Private debt securities	1	1
Total	36,302	23,853
Less Allowance for expected credit losses	(1)	(1)
Total	36,301	23,852

	Consolidated	
	2022	2021
	Fair value Million Baht	Fair value Million Baht
Investments in debt instruments measured at fair value through other comprehensive income		
Government and state enterprise securities	56,636	44,567
Private debt securities – Domestic	9,349	5,755
Private debt securities – Foreign	2,739	-
Total	68,724	50,322
Less Allowance for expected credit losses	-	-
Total	68,724	50,322

	Consolidated			
	2022		2021	
	Fair value Million Baht	Dividend receives Million Baht	Fair value Million Baht	Dividend receives Million Baht
Investments in equity instruments designated at fair value through other comprehensive income				
Domestic marketable equity securities	14	1	59	4
Domestic non-marketable equity securities	37	12	48	8
Total	51	13	107	12
Investments, net	105,076	13	74,281	12

	Separate	
	2022	2021
	Amortised cost Million Baht	Amortised cost Million Baht
Investments in debt instruments measured at amortized cost		
Government and state enterprise securities	36,299	23,850
Private debt securities	1	1
Total	36,300	23,851
Less Allowance for expected credit losses	(1)	(1)
Total	36,299	23,850

	Separate	
	2022	2021
	Fair value Million Baht	Fair value Million Baht
Investments in debt instruments measured at fair value through other comprehensive income		
Government and state enterprise securities	56,636	44,567
Private debt securities – Domestic	9,349	5,755
Private debt securities – Foreign	2,739	-
Total	68,724	50,322
Less Allowance for expected credit losses	-	-
Total	68,724	50,322

	Separate			
	2022		2021	
	Fair value Million Baht	Dividend receives Million Baht	Fair value Million Baht	Dividend receives Million Baht
Investments in equity instruments designated at fair value through other comprehensive income				
Domestic marketable equity securities	14	1	59	4
Domestic non-marketable equity securities	37	12	48	8
Total	51	13	107	12
Investments, net	105,074	13	74,279	12

As at 31 December 2022 and 2021, the Bank had investments pledged as collateral, as mentioned in note 42 to the financial statements.

Investments in equity instruments designated at fair value through other comprehensive income that are derecognised for the year ended 31 December 2022 and 2021 are as follows:

	Consolidated and Separate			
	2022			
	Fair value at the date of the derecognition Million Baht	Dividends received Million Baht	Retained earnings due to the derecognition Million Baht	Explanation for the derecognition
Investments in equity instruments designated at fair value through other comprehensive income that are derecognized	46	-	2	Sale
Total	46	-	2	

	Consolidated and Separate			
	2021			
	Fair value at the date of the derecognition Million Baht	Dividends received Million Baht	Retained earnings due to the derecognition Million Baht	Explanation for the derecognition
Investments in equity instruments designated at fair value through other comprehensive income that are derecognized	1	-	(6)	Sale
Total	1	-	(6)	

9.2 Investments representing shareholdings in which the Group holds more than 10%

The following are investments in equity instrument designated at fair value through other comprehensive income in which the Group holds more than 10% of the paid-up share capital of the investee companies, but those companies were not classified as subsidiaries and associated companies. The investments classified by industry are as follows:

	Consolidated and Separate	
	2022 Million Baht	2021 Million Baht
Property development	1	1
Public utilities and services	17	17
Bank and finance	4	4
Total	22	22
Less: Allowance for revaluation	(22)	(22)
Investments representing shareholdings in which the Group hold more than 10%, net	-	-

9.3 Investments in companies having problems relating to financial position and operating results

As at 31 December 2022 and 2021, the Group had the following investments in companies, having problems relating to financial positions and operating results:

	Consolidated and Separate							
	2022				2021			
	Number of companies	Cost revaluation Million Baht	Allowance for revaluation Million Baht	Book value Million Baht	Number of companies	Cost revaluation Million Baht	Allowance for revaluation Million Baht	Book value Million Baht
Business continuity and/or weak financial status and operating performance	49	35	(33)	2	49	35	(33)	2
Defaulted debt securities	18	1	(1)	-	18	1	(1)	-
	67	36	(34)	2	67	36	(34)	2

10 Investments in subsidiaries, net

Company name	Nature of business	Type of securities	Percentage of holding		Separate Cost method	
			2022 %	2021 %	2022 Million Baht	2021 Million Baht
			Subsidiaries - included in consolidated financial statements			
CIMB Thai Auto Co., Ltd.	Leasing/hire-Purchase of automobile	Common stock	99.99	99.99	2,328	2,328
Worldlease Co., Ltd.	Hire-purchase and motorcycles motorcycle trading	Common stock	99.99	99.99	567	567
CT Coll Co., Ltd.	Debt collection	Common stock	-	99.99	-	9
Investments in subsidiaries, net					2,895	2,904

All subsidiary undertakings are included in the consolidation. The proportion of the voting rights in the subsidiary undertakings held directly by the parent company do not differ from the proportion of ordinary shares held. There are no other type of shares issued by subsidiaries other than ordinary shares.

On 22 July 2021, CT Coll Company Limited has decrease registered its capital at the Department of Business Development from the registered capital of Baht 39 million to the remaining Baht 10 million by reducing the par value from the original price of Baht 100 per share to the remaining value of Baht 25 per share, totaling 385,000 share according to the Annual General Meeting of Shareholders approval on 30 April 2021. The Company return capital of Baht 29 million to its shareholders. Subsequently, on 31 August 2021, Extra General Shareholders Meeting No. 1/2021 passes resolution to approve the dissolution of the Company and appoint the Company's liquidator. The dissolution of the Company had been registered with the Ministry of Commerce on the same date. On 29 September 2022, the company registered the completeness of liquidation and returned capital to the Bank in the same day.

11 Loans and accrued interest receivables, net

11.1 Classified by loan type

	Consolidated		Separate	
	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht
Bank overdrafts	3,816	4,400	3,816	4,400
Loans	175,469	160,256	175,444	160,980
Bills	21,213	13,669	48,803	39,784
Hire-purchase receivables	34,730	33,535	-	-
Others	29	34	29	34
Total loans to customers	235,257	211,894	228,092	205,198
Add Accrued interest receivable and undue interest receivable	4,780	4,295	4,774	4,292
Total loans to customers and accrued interest receivable	240,037	216,189	232,866	209,490
Less Allowance for expected credit losses (Note 12)	(8,197)	(8,340)	(6,458)	(6,781)
Loans to customer and accrued interest receivables, net	231,840	207,849	226,408	202,709

11.2 Classified by location of receivables

	Consolidated		Separate	
	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht
Domestic	234,475	211,697	227,310	205,001
Foreign	782	197	782	197
Total	235,257	211,894	228,092	205,198

11.3 Classified by classification

The Group classified loans by classification as summarised below:

	Consolidated	
	2022 Loans and accrued interest receivable Million Baht	2021 Loans and accrued interest receivable Million Baht
Financial assets with an insignificant increase in credit risk	215,064	188,770
Financial assets with a significant increase in credit risk	16,677	19,000
Credit-impaired financial assets	8,249	8,361
Purchased or originated credit-impaired financial assets	47	58
Total	240,037	216,189

Separate

	2022	2021
	Loans and accrued interest receivable Million Baht	Loans and accrued interest receivable Million Baht
Financial assets with an insignificant increase in credit risk	213,514	187,124
Financial assets with a significant increase in credit risk	11,563	14,278
Credit-impaired financial assets	7,742	8,030
Purchased or originated credit-impaired financial assets	47	58
Total	232,866	209,490

11.4 Credit-impaired financial assets

As at 31 December 2022 and 2021, the Group had the following credit-impaired financial according to Thai Financial Reporting Standard 9 excluded accrued interest receivables as summarised below:

	Consolidated		Separate	
	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht
Credit-impaired financial assets before allowance for expected credit losses	7,803	7,923	7,321	7,612

11.5 Hire purchase and finance lease receivables

Subsidiaries had receivables under hire purchase agreements and financial leases, mostly comprising hire purchase agreements and financial leases for cars and motorcycles. The term of the agreements are generally between 3 - 7 years and interest is mostly charged at a fixed rate.

	Consolidated			
	2022			
	Amounts due under lease agreement			
	Less than 1 year Million Baht	1 - 5 years Million Baht	Over 5 years Million Baht	Total Million Baht
Gross investment in the lease	11,514	28,361	2,563	42,438
Less Unearned finance income	(2,891)	(4,674)	(143)	(7,708)
Present value of minimum lease payments receivable	8,623	23,687	2,420	34,730
Less Allowance for expected credit losses				(1,837)
Net receivables under hire-purchase agreements and financial leases				32,893

	Consolidated			
	2021			
	Amounts due under lease agreement			
	Less than 1 year Million Baht	1 - 5 years Million Baht	Over 5 years Million Baht	Total Million Baht
Gross investment in the lease	11,382	27,956	1,776	41,114
Less Unearned finance income	(2,885)	(4,568)	(126)	(7,579)
Present value of minimum lease payments receivable	8,497	23,388	1,650	33,535
Less Allowance for expected credit losses				(1,644)
Net receivables under hire-purchase agreements and financial leases				31,891

11.6 Movement in gross carrying amount of loans to customers

	Consolidated				
	2022				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Balance as at 1 January 2022	188,770	19,000	8,361	58	216,189
Change due to reclassification	(7,250)	2,923	4,327	-	-
Newly acquired or purchased financial assets	124,184	6,764	13	-	130,961
Derecognised financial assets	(62,031)	(8,931)	(609)	-	(71,571)
Write-offs	-	(5)	(1,626)	(10)	(1,641)
Change due to collection and modification	(28,609)	(3,074)	(938)	(1)	(32,622)
NPLs sale	-	-	(1,279)	-	(1,279)
Balance as at 31 December 2022	215,064	16,677	8,249	47	240,037

	Consolidated				
	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Balance as at 1 January 2021	200,367	19,213	11,159	58	230,797
Change due to reclassification	(10,341)	6,233	4,108	-	-
Newly acquired or purchased financial assets	105,747	5,625	2	-	111,374
Derecognised financial assets	(84,411)	(10,392)	(791)	-	(95,594)
Write-offs	-	(2)	(2,208)	-	(2,210)
Change due to collection and modification	(22,581)	(1,668)	(796)	-	(25,045)
NPLs sale	(11)	(9)	(3,113)	-	(3,133)
Balance as at 31 December 2021	188,770	19,000	8,361	58	216,189

	Separate				
	2022				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Balance as at 1 January 2022	187,124	14,278	8,030	58	209,490
Change due to reclassification	(2,482)	(352)	2,834	-	-
Newly acquired or purchased financial assets	109,850	6,675	13	-	116,538
Derecognised financial assets	(60,096)	(7,164)	(354)	-	(67,614)
Write-offs	-	(5)	(662)	(10)	(677)
Change due to collection and modification	(20,882)	(1,869)	(840)	(1)	(23,592)
NPLs sale	-	-	(1,279)	-	(1,279)
Balance as at 31 December 2022	213,514	11,563	7,742	47	232,866

	Separate				
	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Balance as at 1 January 2021	198,709	15,113	10,763	58	224,643
Change due to reclassification	(5,612)	2,918	2,694	-	-
Newly acquired or purchased financial assets	91,507	5,559	2	-	97,068
Derecognised financial assets	(76,728)	(8,504)	(518)	-	(85,750)
Write-offs	-	(2)	(1,165)	-	(1,167)
Change due to collection and modification	(20,741)	(797)	(633)	-	(22,171)
NPLs sale	(11)	(9)	(3,113)	-	(3,133)
Balance as at 31 December 2021	187,124	14,278	8,030	58	209,490

12 Allowance for expected credit losses

	Consolidated					
	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 allowance	Total
Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	
Balance as at 1 January 2022	1,488	1,890	3,389	24	1,549	8,340
Change due to reclassification	111	(728)	617	-	-	-
Change due to new estimation of credit loss	(558)	1,290	1,993	-	-	2,725
Newly acquired or purchased financial assets	569	55	5	-	-	629
Derecognised financial assets	(165)	(371)	(437)	-	-	(973)
Write-offs	-	(5)	(1,626)	(10)	-	(1,641)
NPLs sale	-	-	(883)	-	-	(883)
Balance as at 31 December 2022	1,445	2,131	3,058	14	1,549	8,197

	Consolidated					
	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 allowance	Total
Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	
Balance as at 1 January 2021	1,891	1,482	3,491	24	2,065	8,953
Change due to reclassification	297	(916)	619	-	-	-
Change due to new estimation of credit loss	(897)	1,652	3,222	-	-	3,977
Newly acquired or purchased financial assets	396	57	2	-	-	455
Derecognised financial assets	(195)	(380)	(259)	-	-	(834)
Write-offs	-	(2)	(2,208)	-	-	(2,210)
Surplus allowance amortisation	-	-	-	-	(516)	(516)
NPLs sale	(4)	(3)	(1,478)	-	-	(1,485)
Balance as at 31 December 2021	1,488	1,890	3,389	24	1,549	8,340

	Separate					
	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 allowance	Total
Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	
Balance as at 1 January 2022	928	1,115	3,257	24	1,457	6,781
Change due to reclassification	71	(419)	346	-	-	(2)
Change due to new estimation of credit loss	(336)	512	852	-	-	1,028
Newly acquired or purchased financial assets	407	44	5	-	-	456
Derecognised financial assets	(138)	(52)	(55)	-	-	(245)
Write-offs	-	(5)	(662)	(10)	-	(677)
NPLs sale	-	-	(883)	-	-	(883)
Balance as at 31 December 2022	932	1,195	2,860	14	1,457	6,458

	Separate					
	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 allowance	Total
Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	
Balance as at 1 January 2021	1,060	708	3,332	24	1,943	7,067
Change due to reclassification	228	(608)	380	-	-	-
Change due to new estimation of credit loss	(475)	1,034	2,272	-	-	2,831
Newly acquired or purchased financial assets	290	49	2	-	-	341
Derecognised financial assets	(171)	(63)	(85)	-	-	(319)
Write-offs	-	(2)	(1,166)	-	-	(1,168)
Surplus allowance amortisation	-	-	-	-	(486)	(486)
NPLs sale	(4)	(3)	(1,478)	-	-	(1,485)
Balance as at 31 December 2021	928	1,115	3,257	24	1,457	6,781

The Group will amortise the surplus allowance to profit or loss using straight-line method by 5-year consecutively from 1 January 2020. However, the Group may utilise more the surplus allowance if there are situations that will impact to set a side allowance for expected credit loss according to letter to the Bank of Thailand.

Since 1 January 2022, the Group did not amortise the surplus reserve in order to reserve for possible losses that may be occurred from the COVID-19 pandemic in accordance with the Notification of the Bank of Thailand (BOT) no. SorNorSor 23/2561 on guidelines for loan staging and the setting of allowance for financial institutions, dated 31 October 2018 no. 5.8, which stated that the financial institutions may apply any guidelines that are more stringent than BOT's statements to classify loan stages or reserve an allowance on assets and financial commitment, or to derecognise assets.

13 Properties for sale, net

Properties for sale represent properties from debtors as a result of debt restructuring, properties obtained as a result of a successful bid for the mortgaged assets of debtors at auction.

	Consolidated			
	As at 1 January 2022 Million Baht	Additions Million Baht	Disposals Million Baht	As at 31 December 2022 Million Baht
Asset from debt repayment				
Immovable - Assessed by external appraiser	871	327	(199)	999
Movable	227	2,293	(2,139)	381
Total	1,098	2,620	(2,338)	1,380
Others	206	-	(76)	130
Total properties for sale	1,304	2,620	(2,414)	1,510
Less Allowance for impairment	(146)	(776)	665	(257)
Properties for sale, net	1,158	1,844	(1,749)	1,253

	Consolidated			
	As at 1 January 2021 Million Baht	Additions Million Baht	Disposals Million Baht	As at 31 December 2021 Million Baht
Asset from debt repayment				
Immovable - Assessed by external appraiser	805	72	(6)	871
Movable	278	2,417	(2,468)	227
Total	1,083	2,489	(2,474)	1,098
Others	159	86	(39)	206
Total properties for sale	1,242	2,575	(2,513)	1,304
Less Allowance for impairment	(160)	(919)	933	(146)
Properties for sale, net	1,082	1,656	(1,580)	1,158

	Separate			
	As at 1 January 2022 Million Baht	Additions Million Baht	Disposals Million Baht	As at 31 December 2022 Million Baht
Asset from debt repayment				
Immovable - Assessed by external appraiser	871	327	(199)	999
Total	871	327	(199)	999
Others	206	-	(76)	130
Total properties for sale	1,077	327	(275)	1,129
Less Allowance for impairment	(73)	(59)	8	(124)
Properties for sale, net	1,004	268	(267)	1,005

Consolidated

	Cost/appraisal value				Accumulated depreciation						
	As at 1 January 2021 Million Baht	Transfer In/(out) Million Baht	Transfer to properties for sale Million Baht	Disposals/ written off Million Baht	As at 31 December 2021 Million Baht	Transfer In/(out) Million Baht	Transfer to properties for sale Million Baht	Disposals/ written off Million Baht	As at 31 December 2021 Million Baht	Net book value Million Baht	
Land											
Cost	412	-	(44)	-	368	-	-	-	-	368	
Revaluation surplus (latest revaluation in 2021)	1,568	601	(49)	-	2,120	-	-	-	-	2,120	
Devaluation of asset (latest revaluation in 2021)	(18)	-	18	-	-	-	-	-	-	-	
Buildings and Building Improvement											
Cost	2,084	13	28	(45)	2,034	(77)	43	37	(1,452)	582	
Revaluation surplus (latest revaluation in 2021)	1,079	(303)	-	(26)	750	341	-	17	(548)	202	
Devaluation of asset (latest revaluation in 2021)	(14)	14	-	-	-	(9)	-	-	-	-	
Vehicle	158	14	-	(32)	140	(21)	-	30	(107)	33	
Equipment	1,874	83	31	(117)	1,858	(1,424)	17	13	(1,441)	417	
Assets under installation and/or construction	-	66	(61)	-	5	-	-	-	-	5	
Exchange differences	(4)	(1)	-	-	(5)	4	1	-	-	5	
Total	7,139	487	(2)	(159)	7,270	(3,873)	74	2	181	(3,543)	3,727

Separate

	Cost/appraisal value				Accumulated depreciation						
	As at 1 January 2022 Million Baht	Transfer In/(out) Million Baht	Transfer to properties for sale Million Baht	Disposals/ written off Million Baht	As at 31 December 2022 Million Baht	Transfer In/(out) Million Baht	Transfer to properties for sale Million Baht	Disposals/ written off Million Baht	As at 31 December 2022 Million Baht	Net book value Million Baht	
Land											
Cost	368	-	-	-	368	-	-	-	-	368	
Revaluation surplus (latest revaluation in 2021)	2,120	-	-	-	2,120	-	-	-	-	2,120	
Buildings and Building Improvement											
Cost	2,034	7	11	(26)	2,026	(70)	-	24	(1,498)	528	
Revaluation surplus (latest revaluation in 2021)	750	-	-	-	750	(548)	(17)	-	(565)	185	
Vehicle	119	22	-	(46)	95	(87)	(14)	-	44	(57)	
Equipment	1,629	28	12	(189)	1,480	(1,283)	(135)	-	179	(1,239)	
Assets under installation and/or construction	5	46	(19)	-	32	-	-	-	-	32	
Exchange differences	(5)	(6)	-	-	(11)	5	6	-	-	11	
Total	7,020	97	4	(261)	6,860	(3,365)	(230)	-	247	(3,348)	3,512

	Cost/appraisal value				Accumulated depreciation				Net book value Million Baht
	As at 1 January 2021 Million Baht	Additions Million Baht	Transfer In/(out) Million Baht	Transfer to properties for sale Million Baht	Disposals/ written off Million Baht	As at 31 December 2021 Million Baht	Disposals/ written off Million Baht	As at 31 December 2021 Million Baht	
Land									
Cost	412	-	(44)	-	-	-	-	-	368
Revaluation surplus (latest revaluation in 2021)	1,568	601	(49)	-	-	-	-	-	2,120
Devaluation of asset (latest revaluation in 2021)	(18)	-	-	18	-	-	-	-	-
Buildings and Building Improvement									
Cost	2,084	13	28	(45)	(46)	(46)	37	(1,452)	582
Revaluation surplus (latest revaluation in 2021)	1,079	(303)	-	(26)	-	-	-	(548)	202
Devaluation of asset (latest revaluation in 2021)	(14)	14	-	-	-	-	-	-	-
Vehicle	134	14	-	-	(29)	-	26	(87)	32
Equipment	1,634	60	33	(13)	(85)	-	85	(1,283)	346
Assets under installation and/or construction	-	66	(61)	-	-	-	-	-	5
Exchange differences	(4)	(1)	-	-	-	-	-	-	-
Total	6,875	464	-	(159)	(160)	(160)	148	(3,365)	3,655

15 Right-of-use assets, net

As at 31 December 2022 and 2021, right-of-use asset balance are as follows:

	Consolidated		Separate	
	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht
Properties	113	150	72	111
IT Equipment	70	54	70	54
Vehicles	4	4	-	-
Total	187	208	142	165
Depreciation charge of right-of-use assets				
Properties	91	101	58	66
IT Equipment	19	15	19	15
Vehicles	3	2	-	-
Total	113	118	77	81
Addition to the right-of-use assets during the year	113	43	69	26
Total cash outflow for leases	(116)	(120)	(79)	(82)

16 Intangible assets, net

	Consolidated		
	Expenditures in connection with development and improvement of process and computer systems-under development Million Baht	Process, computer systems and computer software Million Baht	Total Million Baht
At 1 January 2021			
Cost	79	2,582	2,661
Less Accumulated amortisation	-	(1,552)	(1,552)
Less Accumulated impairment	-	(139)	(139)
Net book amount	79	891	970
For the year ended 31 December 2021			
Opening net book amount	79	891	970
Additions	252	124	376
Transfer (out)/ in	(207)	207	-
Write off	-	(82)	(82)
Amortisation charge	-	(294)	(294)
Impairment charge	-	(5)	(5)
Closing net book amount	124	841	965
At 31 December 2021			
Cost	124	2,510	2,634
Less Accumulated amortisation	-	(1,664)	(1,664)
Less Accumulated impairment	-	(5)	(5)
Net book amount	124	841	965
For the year ended 31 December 2022			
Opening net book amount	124	841	965
Additions	228	87	315
Transfer (out)/ in	(282)	278	(4)
Write off	-	(9)	(9)
Amortisation charge	-	(310)	(310)
Closing net book amount	70	887	957
At 31 December 2022			
Cost	70	2,792	2,862
Less Accumulated amortisation	-	(1,900)	(1,900)
Less Accumulated impairment	-	(5)	(5)
Net book amount	70	887	957

	Separate		
	Expenditures in connection with development and improvement of process and computer systems-under development Million Baht	Process, computer systems and computer software Million Baht	Total Million Baht
At 1 January 2021			
Cost	79	2,493	2,572
Less Accumulated amortisation	-	(1,512)	(1,512)
Less Accumulated impairment	-	(139)	(139)
Net book amount	79	842	921
For the year ended 31 December 2021			
Opening net book amount	79	842	921
Additions	252	109	361
Transfer (out)/ in	(207)	207	-
Write off	-	(82)	(82)
Amortisation charge	-	(277)	(277)
Impairment charge	-	(5)	(5)
Closing net book amount	124	794	918
At 31 December 2021			
Cost	124	2,405	2,529
Less Accumulated amortisation	-	(1,606)	(1,606)
Less Accumulated impairment	-	(5)	(5)
Net book amount	124	794	918
For the year ended 31 December 2022			
Opening net book amount	124	794	918
Additions	228	80	308
Transfer (out)/ in	(282)	278	(4)
Write off	-	(9)	(9)
Amortisation charge	-	(292)	(292)
Closing net book amount	70	851	921
At 31 December 2022			
Cost	70	2,738	2,808
Less Accumulated amortisation	-	(1,882)	(1,882)
Less Accumulated impairment	-	(5)	(5)
Net book amount	70	851	921

17 Deferred income taxes

The analysis of deferred tax assets and deferred tax liabilities is as follows:

	Consolidated		Separate	
	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht
Deferred tax assets:	2,319	1,931	1,673	1,312
Deferred tax liabilities:	(618)	(575)	(580)	(543)
Deferred tax assets (net)	1,701	1,356	1,093	769

The movement in deferred tax assets and liabilities during the year is as follows:

	Consolidated					
	Provision Million Baht	Allowance for impairment of properties foreclosed Million Baht	Allowance for expected credit loss Million Baht	Deferred income Million Baht	Others Million Baht	Total Million Baht
Deferred tax assets						
At 1 January 2022	528	33	883	92	395	1,931
(Credited) charged to profit or loss	(39)	23	99	(17)	359	425
Tax (credited) charged relation to components of the other comprehensive income	(32)	-	-	-	(5)	(37)
At 31 December 2022	457	56	982	75	749	2,319

Deferred tax assets						
At 1 January 2021	407	32	922	66	197	1,624
Charged (credited) to profit or loss	128	1	(39)	26	139	255
Tax (credited) charged relation to components of the other comprehensive income	(7)	-	-	-	59	52
At 31 December 2021	528	33	883	92	395	1,931

	Consolidated			
	Fair value gain from investment Million Baht	Gain from revaluation of assets Million Baht	Temporary difference Million Baht	Total Million Baht
Deferred tax liabilities				
At 1 January 2022	16	492	67	575
Charged (credited) to profit or loss	45	(15)	21	51
Tax charged relation to components of the other comprehensive income	-	-	(8)	(8)
At 31 December 2022	61	477	80	618

Deferred tax liabilities				
At 1 January 2021	516	371	103	990
Credited to profit or loss	(391)	(10)	(3)	(404)
Tax (credited) charged relation to components of the other comprehensive income	(109)	131	(33)	(11)
At 31 December 2021	16	492	67	575

	Separate					
	Provision	Allowance for impairment of properties foreclosed	Allowance for expected credit loss	Deferred income	Others	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Deferred tax assets						
At 1 January 2022	498	19	491	91	213	1,312
(Credited) charged to profit or loss	(37)	10	76	(16)	363	396
Tax (credited) charged relation to components of the other comprehensive income	(30)	-	-	-	(5)	(35)
At 31 December 2022	431	29	567	75	571	1,673
Deferred tax assets						
At 1 January 2021	373	12	460	66	11	922
Charged to profit or loss	126	7	31	25	142	331
Tax (credited) charged relation to components of the other comprehensive income	(1)	-	-	-	60	59
At 31 December 2021	498	19	491	91	213	1,312

	Separate			
	Fair value gain from investment	Gain from revaluation of assets	Temporary difference	Total
	Million Baht	Million Baht	Million Baht	Million Baht
Deferred tax liabilities				
At 1 January 2022	16	492	35	543
Charged (credited) to profit or loss	45	(15)	15	45
Tax charged relation to components of the other comprehensive income	-	-	(8)	(8)
At 31 December 2022	61	477	42	580
Deferred tax liabilities				
At 1 January 2021	516	371	65	952
(Credited) charged to profit or loss	(391)	(10)	3	(398)
Tax (credited) charged relation to components of the other comprehensive income	(109)	131	(33)	(11)
At 31 December 2021	16	492	35	543

18 Other assets, net

	Consolidated		Separate	
	2022 Million baht	2021 Million baht	2022 Million baht	2021 Million baht
Accrued interest and dividend receivables	365	244	365	263
Others assets awaiting account transfer	182	99	260	99
Commission receivables	142	176	14	23
Withholding tax	40	43	40	43
Deposits	96	100	73	84
Prepaid expenses	210	178	194	164
Accounts receivable from sale of non-performing loans	238	389	238	389
Deferred expense from staff loan	113	116	113	116
Advance payment for customer	34	34	34	34
Others	203	187	109	51
Total	1,623	1,566	1,440	1,266
Less Allowance for expected credit losses	(18)	(58)	(18)	(58)
Other assets, net	1,605	1,508	1,422	1,208

19 Deposits**19.1 Classified by type of deposits**

	Consolidated		Separate	
	2022 Million baht	2021 Million baht	2022 Million baht	2021 Million baht
Demand	4,906	7,323	5,007	7,324
Savings	117,518	90,904	118,157	91,515
Fixed	113,850	83,389	113,850	83,389
Negotiable certificate of deposit	420	551	420	551
Total deposits	236,694	182,167	237,434	182,779

19.2 Classified by currency and residency of depositors

	Consolidated					
	2022			2021		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Baht	219,264	1,625	220,889	177,407	1,547	178,954
US dollar	15,135	301	15,436	2,467	390	2,857
Other currencies	363	6	369	289	67	356
Total	234,762	1,932	236,694	180,163	2,004	182,167

	Separate					
	2022			2021		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Baht	220,004	1,625	221,629	178,019	1,547	179,566
US dollar	15,135	301	15,436	2,467	390	2,857
Other currencies	363	6	369	289	67	356
Total	235,502	1,932	237,434	180,775	2,004	182,779

20 Interbank and money market items (liabilities)

	Consolidated and Separate	
	2022 Million Baht	2021 Million Baht
Domestic:		
The Bank of Thailand	313	601
Commercial banks	19,512	28,728
Specialised financial institutions	11	37
Finance, finance and securities, and securities	21,470	16,551
Other financial institutions	4,508	2,861
Total domestic items	45,814	48,778
Foreign:		
US dollar	438	729
Other currencies	655	5,890
Total foreign items	1,093	6,619
Total domestic and foreign items	46,907	55,397

21 Financial liabilities designated at fair value through profit or loss

	Consolidated and Separate	
	2022 Million Baht	2021 Million Baht
Debenture	5,151	-
Bills of Exchange	16,010	17,744
Total	21,161	17,744

	Consolidated and Separate	
	2022 Million Baht	2021 Million Baht
Cumulative change in fair values due to a change in credit risk of liabilities recognised in other comprehensive income	639	441
Difference between book values and notional amounts to be settled as the contracts mature	2,278	2,922

As at 31 December 2022 and 2021, financial liabilities designated at fair value through profit or loss consisted of:

- The Bank issued structured debentures (Maxi V-Plus THOR Inverse Floater Structured Debenture) with a maturity of 2 years, which the returns that are inversely to the underlying index level (Interest rate Thai Overnight Repurchase Rate - THOR). The bank will pay interest 4 times per year and will repay full amount of the principal at maturity date.
- The Bank issued accreting structured bills of exchange embedded interest rate swap with predetermined return rate and conditions. The maturity date is between 10 - 23 years (2021: 3 - 23 years). They bear interest rate at 1.78% - 5.18% per annum (2021: 1.78% - 5.18% per annum) with a payment of interest at maturity date. The Bank entered into interest rate swaps with other parties for hedging interest rate risk.

During the period, the Bank has gradually amended a reference index transition from THBFX to THOR for this Accreting B/E product as the THBFX reference rate will be terminated in 2022. There is no significant impact from a transition on the financial statements For the year ended 31 December 2022.

22 Debt issued and borrowings

Consolidated and Separate

	2022			2021		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Debentures						
Short term debentures maturing in 2022, coupon rate of 0.55% per annum	-	-	-	800	-	800
Short term debentures maturing in 2022, coupon rate of 0.70% per annum	-	-	-	6,210	-	6,210
Short term debentures maturing in 2023, coupon rate of 0.90% - 1.15% per annum	1,135	-	1,135	-	-	-
Subordinated debentures						
Subordinated debentures of RM 390 million, maturing in 2028, coupon rate of 5.20% per annum	-	3,054	3,054	-	3,126	3,126
Subordinated debentures of RM 550 million, maturing in 2029, coupon rate of 4.15% per annum	-	4,307	4,307	-	4,408	4,408
Subordinated debentures of RM 660 million, maturing in 2031, coupon rate of 3.95% per annum	-	5,168	5,168	-	5,289	5,289
Structured debentures						
Structured debentures	1,551	38	1,589	3,522	668	4,190
	2,686	12,567	15,253	10,532	13,491	24,023
Structured bills of exchange						
Structured bills of exchange	1,800	3,767	5,567	1,800	3,643	5,443
	1,800	3,767	5,567	1,800	3,643	5,443
Total	4,486	16,334	20,820	12,332	17,134	29,466

- (a) On 31 December 2022, the bank issued short-term debentures of Baht 1,135 million (2021: Baht 7,010 million), interest rate of 0.90% - 1.15% per annum (2021: 0.55% - 0.70% per annum) with a payment of interest at maturity. The debenture has a tenor 3 - 8 months (2021: 4 - 9 months) and will mature during January 2023 to May 2023 (2021: February 2022 to June 2022).
- (b) As at 31 December 2022, the Bank has Subordinated debentures of Baht 12,529 million (2021: Baht 12,823 million) as follows:
- On 29 March 2018, the Bank issued MYR 390 million of subordinated debentures pursuant to tier II subordinated debenture programme to overseas investors, 3,900,000 units of MYR 100 each, interest rate of 5.20% per annum with a payment of interest every six months. The debenture has a tenor of 10 years and is due in 2028. The Bank may exercise its right to early redeem the debenture after 5 years. The Bank has an approval from the Bank of Thailand to count the subordinated debenture as tier II capital according to the correspondence For Kor Kor. 221/ 2561.
 - On 8 July 2019, the Bank issued MYR 550 million of subordinated debentures pursuant to tier II subordinated debenture programme to overseas investors, 5,500,000 units of MYR 100 each, interest rate of 4.15% per annum with a payment of interest every six months. The debenture has a tenor of 10 years and is due in 2029. The Bank may exercise its right to early redeem the debenture after 5 years. The Bank has an approval from the Bank of Thailand to count the subordinated debenture as tier II capital according to the correspondence For Kor Kor. 527/2562.
 - On 12 July 2021, the Bank issued MYR 660 million of subordinated debentures pursuant to tier II subordinated debenture programme, 6,600,000 units of MYR 100 each, interest rate of 3.90% per annum with a payment of interest every six months. The debenture has a tenor of 10 years and is due in 2031. The Bank may exercise its right to early redeem the debenture after 5 years. The Bank has an approval from the Bank of Thailand to count the subordinated debenture as tier II capital according to the correspondence For Nor Sor1. 81/2564.
- (c) As at 31 December 2022, the Bank has structured debentures of Baht 1,589 million (2021: Baht 4,190 million) as follows:
- The Bank has structured debentures (Maxi X-Change) of Baht 356 million (2021: Baht 1,438 million) with 1 - 4 months (2021: 3 months) from respective issuance dates. The Bank will pay interest at maturity date according to the movement of the underlying.
 - The Bank has structured debentures (Fund Link Note) of USD 1 million which equivalent to Baht 38 million and Baht 841 million (2021: Baht 548 million) which will mature in 3 years (2021: 3 years), the return is based on movement of the price of mutual fund.
 - The Bank has structured debentures (The Equity Shark Fin Bull Structured Debenture) of Baht 354 million (2021: Baht 1,536 million). The holder will receive a repayment upon scheduled maturity date subject to a movement of the level of the underlying equity index.

- As at 31 December 2021, the Bank has credit linked notes (CLN) of USD 20 million which equivalent to Baht 668 million which will mature in 3 years. The holder will receive coupon amounts and the redemption amount on the maturity date according to the conditions of agreement, subject to no credit event determination occurring with respect to the reference entity.

(d) As at 31 December 2022, the Bank had credit linked bill of exchange (CLN) of Baht 5,567 million (2021: Baht 5,443 million) as follows:

- The Bank issued CLN of Baht 1,800 million (2021: Baht 1,800 million) which will mature in 10 years. The holder will receive all coupon amounts on respective coupon payment date and the redemption amount on the maturity date, subject to no credit event determination occurring with respect to the reference entity. The credit linked bills of exchange bear interest rate at 3.75% - 4.01% per annum (2021: 3.75% - 4.01% per annum) with a payment of interest every 6 months.

- The Bank issued CLN of USD 109 million or equivalence Baht 3,767 million (2021: USD 109 million or equivalence Baht 3,643 million) which will mature in 8 - 15 years. The holder will receive all coupon amounts and the redemption amount on the maturity date according to the conditions of agreement, subject to no credit event determination occurring with respect to the reference entity. The credit linked note bills of exchange bear interest rate at 6M LIBOR + 1.6597% to 6M LIBOR + 2.3925% per annum with a payment of interest every 6 months.

23 Provisions

	Consolidated		Separate	
	2022 Million baht	2021 Million baht	2022 Million baht	2021 Million baht
Allowance for expected credit losses of loan commitments and financial guarantee contracts	743	968	748	975
Provision for contingent loss from legal cases	21	26	16	26
Provision for employee benefits	1,505	1,628	1,379	1,475
Provision for restoration	16	18	12	15
Total provisions	2,285	2,640	2,155	2,491

Provision for employee benefits

	Consolidated		Separate	
	2022 Million baht	2021 Million baht	2022 Million baht	2021 Million baht
Present value of post-employment benefit obligations	1,505	1,628	1,379	1,475

Movements of provision for pension funds are as follows:

	Consolidated		Separate	
	2022 Million baht	2021 Million baht	2022 Million baht	2021 Million baht
Beginning balance	1,628	1,805	1,475	1,635
Current service costs	128	157	113	139
Difference on settlement pension benefits	(20)	(1)	-	(1)
Interest costs	34	30	31	27
Others adjustment	(5)	-	3	-
Remeasurements:				
(Gains) losses from changes of:				
- Financial assumptions	(126)	(220)	(112)	(191)
- Experience	(36)	4	(38)	7
Less Pension benefits paid during the year	(98)	(147)	(93)	(141)
Ending balance	1,505	1,628	1,379	1,475

Expenses for employee benefits were recognised in the statements of comprehensive income as follows:

	Consolidated		Separate	
	2022 Million baht	2021 Million baht	2022 Million baht	2021 Million baht
Current service costs	128	157	113	139
Difference on settlement pension benefits	(20)	(1)	-	(1)
Interest costs	34	30	31	27
Increase (decrease) due to effect of staff transfers	(5)	-	3	-
Total	137	186	147	165

Significant assumptions used in the actuarial calculation are summarised as follows:

	Consolidated and Separate	
	2022	2021
Discount rate	3.60%	2.40%
Salary increase rate	5.00%	5.00%
Pre-retirement mortality rate	75.00% of Thai Mortality Ordinary Table 2017	75.00% of Thai Mortality Ordinary Table 2017
Disability rate	10.00% of pre-retirement mortality rate	10.00% of pre-retirement mortality rate
Pre-retirement withdrawal rate	Employees who are eligible for pension benefit: Flat 2.865% of Thai Withdrawal Table, Other employees: 75% of Thai Withdrawal Table	Employees who are eligible for pension benefit: Flat 2.865% of Thai Withdrawal Table, Other employees: 75% of Thai Withdrawal Table
Retirement age	60 years old	60 years old

Sensitivity analysis for each significant assumptions:

	Consolidated					
	Impact on defined benefit obligation					
	Change in assumption		Increase in assumption		Decrease in assumption	
	2022	2021	2022	2021	2022	2021
Weighted average discount rate	0.5%	0.5%	Decrease by 3.21%	Decrease by 3.63%	Increase by 3.42%	Increase by 3.87%
Weighted average rate of salary increase	1.0%	1.0%	Increase by 7.47%	Increase by 8.35%	Decrease by 6.71%	Decrease by 7.44%

	Separate					
	Impact on defined benefit obligation					
	Change in assumption		Increase in assumption		Decrease in assumption	
	2022	2021	2022	2021	2022	2021
Weighted average discount rate	0.5%	0.5%	Decrease by 3.11%	Decrease by 3.49%	Increase by 3.31	Increase by 3.72%
Weighted average rate of salary increase	1.0%	1.0%	Increase by 7.25%	Increase by 8.03%	Decrease by 6.53%	Decrease by 7.19%

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 employee benefit obligations 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.

As at 31 December 2022, the weighted average duration of the defined benefit obligation is 8.31 years (31 December 2021: 9.64 years).

Expected maturity analysis of undiscounted benefits:

	Consolidated			
	2022			
	Less than a year Million Baht	Between 1 - 5 years Million Baht	Over 5 years Million Baht	Total Million Baht
Retirement benefits	160	485	1,318	1,963

	Consolidated			
	2021			
	Less than a year Million Baht	Between 1 - 5 years Million Baht	Over 5 years Million Baht	Total Million Baht
Retirement benefits	143	463	1,368	1,974

	Separate			
	2022			
	Less than a year Million Baht	Between 1 - 5 years Million Baht	Over 5 years Million Baht	Total Million Baht
Retirement benefits	147	457	1,179	1,783

	Separate			
	2021			
	Less than a year Million Baht	Between 1 - 5 years Million Baht	Over 5 years Million Baht	Total Million Baht
Retirement benefits	136	433	1,206	1,775

24 Other liabilities

	Consolidated		Separate	
	2022 Million baht	2021 Million baht	2022 Million baht	2021 Million baht
Other liabilities awaiting accounts transfer	1,695	911	1,695	911
Accrued interest	506	396	506	396
Accrued expense	1,600	1,438	1,461	1,280
Corporate income tax payable	109	502	38	398
Withholding tax payable	61	48	56	42
Output VAT payable	77	89	14	13
Defer income from insurance contracts	116	236	62	158
Others	419	383	70	96
Total	4,583	4,003	3,902	3,294

Advance received from electronic payment

In accordance with the BoT notification number Sor Nor Chor 7/2561 dated 16 April 2018, regarding to Regulations on Service Business relating to Electronic Money (E-Money) and Sor Nor Chor 2/2562 dated 20 December 2019 regarding to Regulations on Service Business relating to Electronic Fund Transfer (EFT), the Bank had advances received from electronic transactions as at 31 December 2022, presented as liabilities in the amount of Baht 657,661 (31 December 2021 : Nil).

25 Offsetting of financial assets and financial liabilities

	Consolidated and Separate					
	2022					
	Effects of offsetting on the statement of financial position			Related amounts not offset		
	Amount to be offset on the statement of financial position	Net amount on the statement of financial position	Amounts subject to master netting arrangements	Financial instrument collateral		Net amount
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Financial assets						
Purchase of securities with resale agreement transactions	5,764	-	5,764	-	(5,463)	301
Derivative assets	80,284	-	80,284	(48,017)	(23,930)	8,337
Total	86,048	-	86,048	(48,017)	(29,393)	8,638
Financial liabilities						
Sales of securities with resale agreement transactions	(19,612)	-	(19,612)	19,605	-	(7)
Derivative liabilities	(76,847)	-	(76,847)	48,018	14,290	(14,539)
Total	(96,459)	-	(96,459)	67,623	14,290	(14,546)

	Consolidated and Separate					
	2021					
	Effects of offsetting on the statement of financial position			Related amounts not offset		
	Amount to be offset on the statement of financial position	Net amount on the statement of financial position	Amounts subject to master netting arrangements	Financial instrument collateral		Net amount
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Financial assets						
Purchase of securities with resale agreement transactions	3,603	-	3,603	-	(3,454)	149
Derivative assets	46,419	-	46,419	(26,595)	(11,427)	8,397
Total	50,022	-	50,022	(26,595)	(14,881)	8,546
Financial liabilities						
Sales of securities with resale agreement transactions	(26,222)	-	(26,222)	25,566	-	(656)
Derivative liabilities	(42,708)	-	(42,708)	26,595	11,589	(4,524)
Total	(68,930)	-	(68,930)	52,161	11,589	(5,180)

Master netting arrangements - not currently offset in financial statements

Derivative

Agreements with derivative counterparties are based on ISDA agreement. Under the terms of these arrangements, only where certain credit events occur (such as default), the net position owing/ receivable to a single counterparty in the same currency will be taken as owing and all the relevant arrangements terminated. As the Group does not presently have a legally enforceable right of set-off, these amounts have not been offset in the statement of financial position.

Repurchase agreement

The Bank entered into a securities sales and purchase agreement with its counterparties. This involved a TBMA/ISMA resales and repurchase agreement. The GMRA requires the borrower to transfer ownership of the collateral to the lender at the contract's inception. This way, if the borrower defaults on a payment, the lender doesn't have to force the borrower to return the collateral but can seize it directly. However, since this item concerns a collateral loan, the Bank showed this item separately in the financial statements.

26 Share capital

	Consolidated and Separate			
	2022		2021	
	Number Million shares	Amount Million Baht	Number Million shares	Amount Million Baht
Registered				
Beginning of the year - Ordinary shares	34,822	17,411	34,822	17,411
Issue of shares	-	-	-	-
End of the year	34,822	17,411	34,822	17,411
Issued and paid up				
Beginning of the year - Ordinary shares	34,822	17,411	34,822	17,411
Issue of shares	-	-	-	-
End of the year	34,822	17,411	34,822	17,411

27 Dividend payments

On 12 April 2022, the Annual General Meeting of Shareholders approved a resolution to pay dividends for the year 2021 at the rate of Baht 0.01 per share for 34,822,261,748 shares, totaling Baht 348 million. The bank has already paid the dividends to shareholders on 10 May 2022.

On 7 May 2021, the Bank paid a dividend from the operating results of 2020 at the rate of Baht 0.005 per share, totaling Baht 174 million according to the Annual General Meeting of Shareholders approval on 12 April 2021.

28 Statutory reserve

Under the Public Company Limited Act B.E. 2535, the Bank is required to set aside a statutory reserve of at least 5% of its net profit for the year, after deducting accumulated deficit brought forward (if any), until the reserve reaches 10% of its registered share capital. This reserve cannot be used to pay dividend.

As at 31 December 2022, the Bank had total statutory reserve of Baht 684 million (2021: Baht 574 million).

29 Capital funds

The primary objectives of the Group's capital management are to maintain the Bank's ability to continue as a going concern and to maintain a capital adequacy ratio in accordance with the Act on Undertaking of Banking business B.E. 2551. The capital funds comprise:

	31 December 2022 Million Baht	Total capital to risk assets %	31 December 2021 Million Baht	Total capital to risk assets %
Capital fund (Full consolidate supervision)				
Tier I				
Issued and paid up share capital	17,411		17,411	
Share premium	10,146		10,146	
Statutory reserve	684		574	
Unappropriated surplus	15,911		12,700	
Other reserves	771		1,032	
Deduction on Tier I capital fund	(2,092)		(2,070)	
Total Tier I capital fund	42,830	16.19	39,793	16.34
Tier II				
Long-term subordinated debentures	12,388		12,388	
Reserve for loan classified as pass	2,523		2,246	
Total Tier II capital fund	14,911	5.64	14,634	6.01
Total capital funds	57,741	21.82	54,427	22.35

	31 December 2022	Total capital to risk assets	31 December 2021	Total capital to risk assets
	Million Baht	%	Million Baht	%
Capital funds (Separate)				
Tier I				
Issued and paid up share capital	17,411		17,411	
Share premium	10,146		10,146	
Statutory reserve	684		574	
Unappropriated surplus	11,908		10,095	
Other reserves	813		1,075	
Deduction on Tier I capital fund	(1,448)		(1,409)	
Total Tier I capital fund	39,514	15.07	37,892	15.70
Tier II				
Long-term subordinated debentures	12,388		12,388	
Reserve for loan classified as pass	2,591		2,321	
Total Tier II capital fund	14,979	5.71	14,709	6.10
Total capital funds	54,493	20.78	52,601	21.80

As at 31 December 2022, the Bank's regulatory capital after deducting capital add-on arising from single lending was Baht 54,493 million (2021: Baht 52,601 million).

The Bank has maintained capital fund and liquidity coverage ratio under BOT notification of international capital requirement standards under the Basel III regulatory framework and will disclose capital maintenance information as at 31 December 2021 in accordance with the Notification of the Bank of Thailand Re: Public Disclosure of Capital Maintenance Information for Commercial Banks and Consolidated Supervision and Liquidity coverage ratio disclosure standards on its website at www.cimbthai.com within four months after the statements of financial position date.

30 Share-based payments

Long Term Incentive Plan (LTIP)

The LTIP was implemented by CIMB Group Holdings Berhad in June 2021. The LTIP awards ordinary shares and share options to eligible employees of CIMB Group Holdings Berhad and its subsidiaries, which includes eligible employees of the Bank. The eligibility of participation in the LTIP shall be at the discretion of the LTIP Committee of CIMB Group Holdings Berhad, and the awarded shares and share options will be vested in stages at predetermined dates subject to continued employment and performance conditions.

The weighted average fair value of shares and share options granted during the period was MYR 5.36 per share and MYR 0.75 per share option (2021: MYR 4.65 per share and MYR 0.45 per share option)

Equity Ownership Plan (EOP)

The EOP was introduced in March 2011 where the Bank will grant ordinary shares of CIMB Group Holdings Berhad to eligible employees.

The eligibility of participation in the EOP shall be at the discretion of the Group Nomination and Remuneration Committee of CIMB Group Holdings Berhad, and the granted shares will be released in stages at predetermined dates subject to continued employment.

Upon termination of employment other than retirement, disability or death, any unreleased shares will be disposed at market price, and the proceeds from disposal will be returned to the Bank. In the event of retirement, disability or death of the eligible employee, the shares will be assigned to the employee or designated beneficiary on the date of retirement, disability or death.

The weighted average fair value of shares granted in this financial period year, which were purchased over a specified year before awarding to the eligible employees of the Bank was MYR 5.07 per share (2021: MYR 4.20 per share).

Movement in the number of share options granted under the LTIP and their related weighted average exercise prices are as follows:

	Consolidated and Separate	
	2022	2021
	Number of share options thousand units	Number of share options thousand units
Beginning of financial year	17,803	-
Awarded during financial year	697	18,348
Expired or Forfeited during financial year	-	(545)
End of financial year	18,500	17,803
The weighted exercise price (MYR/share)	5.63	4.96

Movement in the number of ordinary shares granted under the EOP and the LTIP are as follows:

	Consolidated and Separate	
	2022	2021
	Number of ordinary shares thousand units	Number of ordinary shares thousand units
Beginning of financial year	2,054	1,429
Awarded during financial year	368	1,636
Released during financial year	(558)	(1,011)
End of financial year	1,864	2,054

For the year ended 31 December 2022, the Bank has expenses for share-based payments amounting to Baht 53 million (2021: Baht 41 million) and the Bank has share-based payment reserves amounting to Baht 73 million (2021: Baht 43 million).

31 Important positions and performance classified by type of domestic or foreign transactions

31.1 Position classified by type of transaction

	Consolidated		
	2022	2021	
	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Total assets	495,498	287	495,785
Interbank and money market items, net (assets)	20,431	284	20,715
Financial assets measured at fair value through profit or loss	22,363	-	22,363
Derivative assets	80,284	-	80,284
Investments, net	105,076	-	105,076
Loans to customers and accrued interest receivables, net	231,840	-	231,840
Deposits	236,694	-	236,694
Interbank and money market items (liabilities)	46,907	-	46,907
Financial liabilities measured at fair value through profit or loss	21,161	-	21,161
Derivative liabilities	76,847	-	76,847
Debt issued and borrowings	20,820	-	20,820

	Separate					
	2022			2021		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Total assets	491,442	287	491,729	394,528	351	394,879
Interbank and money market items, net (assets)	20,127	284	20,411	8,915	347	9,262
Financial assets measured at fair value through profit or loss	22,363	-	22,363	31,303	-	31,303
Derivative assets	80,284	-	80,284	46,419	-	46,419
Investments, net	105,074	-	105,074	74,279	-	74,279
Investments in subsidiaries, net	2,895	-	2,895	2,904	-	2,904
Loans to customers and accrued interest receivables, net	226,408	-	226,408	202,709	-	202,709
Deposits	237,434	-	237,434	182,777	2	182,779
Interbank and money market items (liabilities)	46,907	-	46,907	55,397	-	55,397
Financial liabilities measured at fair value through profit or loss	21,161	-	21,161	17,744	-	17,744
Derivative liabilities	76,847	-	76,847	42,708	-	42,708
Debt issued and borrowings	20,820	-	20,820	29,466	-	29,466

31.2 Performance classified by type of transaction

	Consolidated					
	2022			2021		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Interest income	12,856	-	12,856	12,645	-	12,645
Interest expenses	(3,252)	-	(3,252)	(2,694)	-	(2,694)
Net interest income	9,604	-	9,604	9,951	-	9,951
Net fee and services income	1,453	-	1,453	1,406	-	1,406
Other operating income	2,545	(1)	2,544	2,805	(2)	2,803
Other operating expenses	(7,842)	(9)	(7,851)	(7,841)	(10)	(7,851)
Expected credit losses	(2,094)	-	(2,094)	(3,457)	-	(3,457)
Profit (losses) before income tax expenses	3,666	(10)	3,656	2,864	(12)	2,852

	Separate					
	2022			2021		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Interest income	10,110	-	10,110	9,387	-	9,387
Interest expenses	(3,251)	-	(3,251)	(2,693)	-	(2,693)
Net interest income	6,859	-	6,859	6,694	-	6,694
Net fee and services income	857	-	857	921	-	921
Other operating income	2,220	(2)	2,218	2,366	(2)	2,364
Other operating expenses	(6,053)	(9)	(6,062)	(5,841)	(10)	(5,851)
Expected credit losses	(949)	-	(949)	(2,536)	-	(2,536)
Profit (losses) before income tax expenses	2,934	(11)	2,923	1,604	(12)	1,592

32 Interest income

	Consolidated		Separate	
	2022 Million baht	2021 Million baht	2022 Million baht	2021 Million baht
Interbank and money market items	192	18	191	17
Investments and trading transactions	421	360	421	360
Investments in debt instruments	1,624	1,048	1,624	1,048
Loans	7,003	7,166	7,630	7,917
Hire purchase and financial lease income	3,354	4,008	-	-
Others	262	45	244	45
Interest income	12,856	12,645	10,110	9,387

33 Interest expenses

	Consolidated		Separate	
	2022 Million baht	2021 Million baht	2022 Million baht	2021 Million baht
Deposits	1,402	1,299	1,402	1,299
Interbank and money market item	286	206	286	206
Contribution fee to the Deposit Protection Agency	22	20	22	20
Contribution fee to FIDF	578	545	578	545
Debt securities issued				
- Subordinated debentures	440	466	440	466
- Structured bills of exchange	75	58	75	58
- Structured debentures	40	26	40	26
- Debentures	69	31	69	31
Others	340	43	339	42
Interest expenses	3,252	2,694	3,251	2,693

34 Net fees and services income

	Consolidated		Separate	
	2022 Million baht	2021 Million baht	2022 Million baht	2021 Million baht
Fees and service incomes				
Acceptances, aval and guarantees	51	53	51	53
ATM fees	12	15	12	15
Insurance brokerage income	1,337	1,331	634	795
Underwriting fees	331	261	331	261
Collection fees	44	45	-	-
Goods and services payment fees	70	77	32	11
Others	216	241	177	187
Fees and service income	2,061	2,023	1,237	1,322
Fees and service expenses				
Collection fees	(205)	(208)	(205)	(208)
ATM fees	(22)	(26)	(22)	(26)
Brokerage fees	(99)	(101)	(99)	(101)
Others	(282)	(282)	(54)	(66)
Fees and service expenses	(608)	(617)	(380)	(401)
Net fees and service income	1,453	1,406	857	921

35 Gains on financial instruments measured at fair value through profit or loss

	Consolidated and Separate	
	2022 Million Baht	2021 Million Baht
Gains (losses) on tradings and foreign exchange transactions		
Foreign currencies and foreign exchange rate derivatives	(1,281)	1,128
Interest rate derivatives	2,728	(710)
Debt instruments	1,856	2,407
Equity instruments	19	9
Others	8	26
Gains on tradings and foreign exchange transactions	3,330	2,860
Gains (losses) on financial instruments designated at fair value through profit or loss		
Net changes in fair values		
Investments in debt instrument	(1,698)	(2,334)
Bills of exchange	793	1,417
Debentures	-	76
Losses from derecognition, including interest receivable and payable only those not included in net changes in fair values	(258)	(882)
Losses on financial instruments designated at fair value through profit or loss	(1,163)	(1,723)
Gains from hedge accounting	(83)	14
Total	2,084	1,151

36 (Losses) gains on investments, net

	Consolidated	
	2022 Million Baht	2021 Million Baht
(Losses) gains from derecognition		
Investments measured at fair value through other comprehensive income	(951)	322
(Losses) gains on investments, net	(951)	322

	Separate	
	2022 Million Baht	2021 Million Baht
(Losses) gains from derecognition		
Investments measured at fair value through other comprehensive income	(951)	322
Gain from disposal of investment in subsidiary	3	-
(Losses) gains on investments, net	(948)	322

37 Other operating income

	Consolidated		Separate	
	2022 Million baht	2021 Million baht	2022 Million baht	2021 Million baht
Gain on sales of premises and equipment	25	10	25	10
Gain on sales of properties for sales	82	86	59	10
Bad debt recovery	1,121	1,168	697	735
Dividend income	13	12	13	12
Other income	168	54	287	124
Other operating income	1,409	1,330	1,081	891

38 Expected credit losses

	Consolidated		Separate	
	2022 Million baht	2021 Million baht	2022 Million baht	2021 Million baht
Modification (gain) loss of loan	(63)	216	(65)	8
Loans to customers and accrued interest receivable	2,381	3,082	1,239	2,366
Credit line commitments and financial guarantees	(226)	158	(227)	161
Others	2	1	2	1
Expected credit losses	2,094	3,457	949	2,536

39 Corporate income tax

	Consolidated		Separate	
	2022 Million baht	2021 Million baht	2022 Million baht	2021 Million baht
Current tax:				
Current tax on profits for the year	1,112	1,070	945	887
Prior period adjustments	7	-	4	-
Total current tax	1,119	1,070	949	887
Deferred tax:				
Increase in deferred tax assets	(425)	(255)	(396)	(331)
Decrease (increase) in deferred tax liabilities	51	(403)	45	(398)
Total deferred tax	(374)	(658)	(351)	(729)
Total tax charge	745	412	598	158

The tax on the Group's profit before tax differs from the theoretical amount as follows:

	Consolidated		Separate	
	2022 Million baht	2021 Million baht	2022 Million baht	2021 Million baht
Profit before tax	3,656	2,852	2,923	1,592
Tax calculated at a tax rate of 20%	731	570	585	318
Tax effect of:				
Income not subject to tax	(2)	(2)	(3)	(2)
Expenses not deductible for tax purpose	12	15	12	13
Other adjustments	4	2	4	2
Recognised of unrecognised deferred tax assets	-	(173)	-	(173)
Total tax charge	745	412	598	158
The weighted average applicable tax rate (%)	20.4	14.4	20.5	9.9

The tax (charge)/credit relating to component of other comprehensive income is as follows:

	Consolidated					
	2022			2021		
	Before tax Million Baht	Tax credit (charge) Million Baht	After tax Million Baht	Before tax Million Baht	Tax credit (charge) Million Baht	After tax Million Baht
Fair value gains (losses):						
Investments in debt instruments	25	(5)	20	(840)	170	(670)
Investments in equity instruments	(10)	-	(10)	30	(1)	29
Revaluation surplus on assets	-	-	-	653	(131)	522
Cash flow hedges	(39)	8	(31)	(166)	33	(133)
Remeasurements of post-employment benefit obligation	162	(32)	130	216	(7)	209
Other comprehensive income (expenses)	138	(29)	109	(107)	64	(43)
Current tax		1,119			1,070	
Deferred tax		(374)			(658)	
		745			412	

	Separate					
	2022			2021		
	Before tax Million Baht	Tax credit (charge) Million Baht	After tax Million Baht	Before tax Million Baht	Tax credit (charge) Million Baht	After tax Million Baht
Fair value gains (losses):						
Investments in debt instruments	25	(5)	20	(840)	170	(670)
Investments in equity instruments	(10)	-	(10)	30	(1)	29
Revaluation surplus on assets	-	-	-	653	(131)	522
Cash flow hedges	(39)	8	(31)	(166)	33	(133)
Remeasurements of post-employment benefit obligation	150	(30)	120	184	(1)	183
Other comprehensive income (expenses)	126	(27)	99	(139)	70	(69)
Current tax		949			887	
Deferred tax		(351)			(729)	
		598			158	

In addition, deferred income tax for the year ended 31 December 2022 is Baht 15 million (2021: Baht 9.7 million) was transferred from other reserves to retained earnings. This represents deferred tax on the difference between the actual depreciation on buildings and the equivalent depreciation based on the historical cost of buildings and revaluation surplus on land.

40 Provident fund

The Group and their employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. The employees contribute to the fund - managed by Principal Asset Management Company Limited - at rate of 3% - 15% of their basic salaries, and the Bank and its subsidiaries contribute at rate of 5%, and disburse to staff when their employment is terminated under the terms and conditions of the fund. For the year ended 31 December 2022, Baht 124 million and Baht 107 million was contributed to the fund by the Group and the Bank (2021 : Baht 131 million and Baht 113 million, respectively).

41 Earnings per share

	Consolidated		Separate	
	2022	2021	2022	2021
Basic earnings per share				
From continuing operations attributable to the ordinary equity holders of the Bank (Million Baht)	3,033	2,441	2,447	1,434
Weighted average number of ordinary shares used as the denominator in calculating basic earnings per share (Million shares)	34,822	34,822	34,822	34,822
Total basic earnings per share attributable to the ordinary equity holders of the Bank (Baht per share)	0.09	0.07	0.07	0.04

There are no potential dilutive ordinary shares in issue for the year ended 31 December 2022 and 2021.

42 Encumbrance of assets**Assets used as collateral**

The Group placed investments in government and state enterprise bonds as collateral against the following:

	Consolidated	
	2022 Million Baht	2021 Million Baht
Securities sold under repurchase	19,731	25,730
Utilities usage	6	7
Insurance broker business	2	2
Total	19,739	25,739

Separate

	2022	2021
	Million Baht	Million Baht
Securities sold under repurchase	19,731	25,730
Utilities usage	6	7
Total	19,737	25,737

43 Commitments and contingent liabilities**43.1 Commitments**

As at 31 December 2022 and 2021, significant commitments of the Bank consist of:

	Consolidated			2021		
	2022			Domestic	Foreign	Total
	Domestic	Foreign	Total	Million Baht	Million Baht	Million Baht
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Avals to bills:						
Avals to bills	250	-	250	8	-	8
Liability under unmatured import bills:						
Liability under unmatured import bills	-	208	208	-	653	653
Letters of credit:						
Letters of credit	-	417	417	2	1,124	1,126
Other commitments:						
Forward and spot contracts						
- Bought	-	941,951	941,951	-	771,743	771,743
- Sold	-	859,513	859,513	-	704,536	704,536
Cross currency and interest rate swap contract						
- Bought	-	295,639	295,639	-	275,384	275,384
- Sold	-	278,980	278,980	-	255,063	255,063

	Consolidated					
	2022			2021		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Interest rate swap contracts						
- Fixed rate receiver	963,168	412,198	1,375,366	744,411	185,408	929,819
- Floating rate receiver	1,062,060	577,881	1,639,941	884,599	298,201	1,182,800
Interest rate option						
- Bought	800	-	800	-	-	-
Foreign exchange option						
- Put option sales contracts	-	-	-	-	4	4
- Call option purchase contracts	-	-	-	-	34	34
- Call option sales contracts	-	270	270	-	-	-
Credit derivatives						
- Bought	1,800	3,767	5,567	1,800	4,311	6,111
- Sold	1,800	3,767	5,567	1,800	4,311	6,111
Fund Option						
- Bought	-	884	884	-	409	409
- Sold	-	884	884	-	409	409
Equity option						
- Bought	170	367	537	767	359	1,126
- Sold	170	367	537	767	359	1,126
Bond forward						
- Bought	-	-	-	-	-	-
- Sold	21,868	-	21,868	23,956	-	23,956
Undrawn bank overdrafts	11,973	-	11,973	13,043	-	13,043
Undrawn credit line	13,351	565	13,916	8,942	2	8,944
Other guarantees	6,861	147	7,008	7,919	1,062	8,981
Other commitments	2,084,021	3,377,180	5,461,201	1,688,004	2,501,595	4,189,599
Total commitments	2,084,271	3,377,805	5,462,076	1,688,014	2,503,372	4,191,386

	Separate					
	2022			2021		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Avals to bills and guarantees of loans:						
Avals to bills and guarantees of loans	250	-	250	8	-	8
Liability under unmatured import bills:						
Liability under unmatured import bills	-	208	208	-	653	653
Letters of credit:						
Letters of credit	-	417	417	2	1,124	1,126
Other commitments:						
Forward and spot contracts						
- Bought	-	941,951	941,951	-	771,743	771,743
- Sold	-	859,513	859,513	-	704,536	704,536
Cross currency and interest rate swap contract						
- Bought	-	295,639	295,639	-	275,384	275,384
- Sold	-	278,980	278,980	-	255,063	255,063
Interest rate swap contracts						
- Fixed rate receiver	963,168	412,198	1,375,366	744,411	185,408	929,819
- Floating rate receiver	1,062,060	577,881	1,639,941	884,599	298,201	1,182,800
Interest rate option						
- Bought	800	-	800	-	-	-
Foreign exchange option						
- Put option sales contracts	-	-	-	-	4	4
- Call option purchase contracts	-	-	-	-	34	34
- Put option purchase contracts	-	270	270	-	-	-

	Separate					
	2022			2021		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Credit derivatives						
- Bought	1,800	3,767	5,567	1,800	4,311	6,111
- Sold	1,800	3,767	5,567	1,800	4,311	6,111
Fund Option						
- Bought	-	884	884	-	409	409
- Sold	-	884	884	-	409	409
Equity option						
- Bought	170	367	537	767	359	1,126
- Sold	170	367	537	767	359	1,126
Bond forward						
- Bought	-	-	-	-	-	-
- Sold	21,868	-	21,868	23,956	-	23,956
Undrawn bank overdrafts	11,973	-	11,973	13,043	-	13,043
Undrawn credit line	23,356	565	23,921	18,947	2	18,949
Other guarantees	6,861	147	7,008	7,919	1,062	8,981
Other commitments	2,094,026	3,377,180	5,471,206	1,698,009	2,501,595	4,199,604
Total commitments	2,094,276	3,377,805	5,472,081	1,698,019	2,503,372	4,201,391

43.2 Contingent liabilities

As at 31 December 2022, the Group and the Bank had contingent liabilities in connection with court cases in which they were being sued as defendants in court with the sum of claims amounting to Baht 230 million and Baht 221 million, respectively (2021: Baht 310 million and Baht 310 million, respectively) in the ordinary course of business. Management of the Group and the Bank has appropriately recorded the provision for possible losses and of the view that, when resolved, will not materially affect the Group and the Bank.

43.3 Commitments under long-term leases

As at 31 December 2022 and 2021, the Group has commitments under long-term leases as follows:

Lease periods	Consolidated		Separate	
	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht
Not over than 3 years	83	96	57	73
Total	83	96	57	73

43.4 Other commitments

As at 31 December 2022 and 2021, the Group and the Bank has other commitments in the form of various agreements relating to computer system and software development. The Group and the Bank is obligated to pay Baht 44 million and Baht 21 million, respectively.

44 Related party transactions

Enterprises and individuals that directly or indirectly through one more intermediaries, control, or are controlled by, or are under common control with the Bank and subsidiaries, including holding companies, subsidiaries and fellow subsidiaries are related parties of the Bank and subsidiaries. Associates and individuals owning, directly or indirectly, an interest in the voting power of the Bank and subsidiaries that gives them significant influence over the enterprise, key management personnel, including directors and officers of the Bank and subsidiaries and close members of the family of these individuals and companies associated with these individuals also constitute related parties.

In considering each possible related-party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

During the year, the Group had significant business transactions with its related parties. These transactions have been conducted based on agreed upon contracts. Below is a summary of those transactions.

	Consolidated		Separate	
	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht
Subsidiaries				
Revenue:				
Interest income	-	-	628	752
Fees income	-	-	120	73
Gain on disposal of investment in subsidiary	-	-	3	-
Expenses:				
Premises expense	-	-	(1)	-
Parent company				
Revenue:				
Interest income	98	-	98	-
Fees income	3	7	3	7
Expenses:				
Interest expenses	366	425	366	425
Fees expenses	184	150	184	150
Other expenses	7	14	7	14
Dividend payment	330	-	330	-
Companies under common control				
Revenue:				
Interest income	1	-	1	-
Fees income	13	26	13	26
Expenses:				
Interest expenses	3	2	3	2
Fees expenses	4	14	4	14
Joint venture of the group parent company				
Revenue:				
Fees income	238	359	238	359
Expenses:				
Interest expenses	2	3	2	3
Fees expenses	-	1	-	1
Premises expense	(9)	(8)	(9)	(8)

The outstanding balances of significant related party transactions as at 31 December 2022 and 2021 are as follows:

	Consolidated							
	2022							
	Out- standing loans Million Baht	Interbank and money market items (asset) Million Baht	Obliga- tions Million Baht	Other assets Million Baht	Deposits Million Baht	Interbank and money market items (liability) Million Baht	Borrow- ings Million Baht	Other liabilities Million Baht
Parent company								
CIMB Bank Berhad	-	5,077	3	2,539	-	9,225	-	663
	-	5,077	3	2,539	-	9,225	-	663
Companies under common control								
CIMB Bank Plc, Cambodia	-	189	-	-	-	65	-	-
CIMB Islamic Bank Bhd	-	-	-	-	-	1	-	-
CIMB Niaga	-	-	-	7	-	-	-	-
iCIMB (MSC) Sdn Bhd	-	-	-	-	-	-	-	66
PT Bank CIMB Niaga Tbk	-	3	-	-	-	13	-	-
Sathorn Asset Management Co., Ltd.	-	-	-	1	975	-	-	4
	-	192	-	8	975	79	-	70
Joint venture of the group parent company								
CGS-CIMB Securities(Thailand) Co., Ltd.	-	-	-	33	-	199	-	-
Principal Asset Management Co., Ltd	-	-	-	10	-	789	-	2
	-	-	-	43	-	988	-	2
Other related persons or parties	28	-	591	-	1,771	-	-	2
	28	-	591	-	1,771	-	-	2

	Consolidated							
	2021							
	Outstand- ing loans Million Baht	Interbank and money market items (asset) Million Baht	Obliga- tions Million Baht	Other assets Million Baht	Deposits Million Baht	Interbank and money market items (liability) Million Baht	Borrow- ings Million Baht	Other liabilities Million Baht
Parent company								
CIMB Bank Berhad	-	212	3	1,442	-	9,573	-	895
	-	212	3	1,442	-	9,573	-	895
Companies under common control								
CIMB Bank Plc, Cambodia	-	256	-	-	-	29	-	-
CIMB Islamic Bank Bhd	-	-	-	-	-	2	-	-
iCIMB (MSC) Sdn Bhd	-	-	-	-	-	-	-	27
PT Bank CIMB Niaga Tbk	-	2	-	-	-	22	-	-
Sathorn Asset Management Co., Ltd.	-	-	-	1	797	-	-	8
	-	258	-	1	797	53	-	35
Joint venture of the group parent company								
CGS-CIMB Securities(Thailand) Co., Ltd.	-	-	-	-	-	737	-	-
Principal Asset Management Co., Ltd	-	-	-	20	-	830	-	2
	-	-	-	20	-	1,567	-	2
Other related persons or parties	537	-	877	-	445	-	-	1
	537	-	877	-	445	-	-	1

	Separate							
	2022							
	Out- standing loans Million Baht	Interbank and money market items (asset) Million Baht	Obliga- tions Million Baht	Other assets Million Baht	Deposits Million Baht	Interbank and money market items (liability) Million Baht	Borrow- ings Million Baht	Other liabilities Million Baht
Subsidiary companies								
CIMB Thai Auto Co., Ltd.	27,554	-	-	37	202	-	-	-
Worldlease Co., Ltd.	40	-	-	42	537	-	-	-
	27,594	-	-	79	739	-	-	-
Parent company								
CIMB Bank Berhad	-	5,077	3	2,539	-	9,225	-	663
	-	5,077	3	2,539	-	9,225	-	663
Companies under common control								
CIMB Bank Plc, Cambodia	-	189	-	-	-	65	-	-
CIMB Islamic Bank Bhd	-	-	-	-	-	1	-	-
CIMB Niaga	-	-	-	7	-	-	-	-
iCIMB (MSC) Sdn Bhd	-	-	-	-	-	-	-	66
PT Bank CIMB Niaga Tbk	-	3	-	-	-	13	-	-
Sathorn Asset Management Co., Ltd.	-	-	-	1	975	-	-	4
	-	192	-	8	975	79	-	70
Joint venture of the group parent company								
CGS-CIMB Securities(Thailand) Co., Ltd.	-	-	-	33	-	199	-	-
Principal Asset Management Co., Ltd	-	-	-	10	-	789	-	2
	-	-	-	43	-	988	-	2
Other related persons or parties	28	-	591	-	1,771	-	-	2
	28	-	591	-	1,771	-	-	2

	Separate							
	2021							
	Outstand- ing loans Million Baht	Interbank and money market items (asset) Million Baht	Obliga- tions Million Baht	Other assets Million Baht	Deposits Million Baht	Interbank and money market items (liability) Million Baht	Borrow- ings Million Baht	Other liabilities Million Baht
Subsidiary companies								
CIMB Thai Auto Co., Ltd.	26,128	-	-	6	243	-	-	-
Worldlease Co., Ltd.	740	-	-	7	355	-	-	-
CT Coll Co., Ltd.	-	-	-	-	13	-	-	-
	26,868	-	-	13	611	-	-	-
Parent company								
CIMB Bank Berhad	-	212	3	1,442	-	9,573	-	895
	-	212	3	1,442	-	9,573	-	895
Companies under common control								
CIMB Bank Plc, Cambodia	-	256	-	-	-	29	-	-
CIMB Islamic Bank Bhd	-	-	-	-	-	2	-	-
iCIMB (MSC) Sdn Bhd	-	-	-	-	-	-	-	27
PT Bank CIMB Niaga Tbk	-	2	-	-	-	22	-	-
Sathorn Asset Management Co., Ltd.	-	-	-	1	797	-	-	8
	-	258	-	1	797	53	-	35
Joint venture of the group parent company								
CGS-CIMB Securities(Thailand) Co., Ltd.	-	-	-	-	-	737	-	-
Principal Asset Management Co., Ltd	-	-	-	20	-	830	-	2
	-	-	-	20	-	1,567	-	2
Other related persons or parties	531	-	877	-	442	-	-	1
	531	-	877	-	442	-	-	1

As at 31 December 2022 and 2021, the Bank has commitments in financial derivatives with related parties as follows:

	2022		
	Consolidated and Separate		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Parent company			
Interest rate swap contracts			
- Fixed rate receiver	6,750	933	7,683
- Floating rate receiver	6,540	3,553	10,093
Forward and spot contracts			
- Bought	-	5,932	5,932
- Sold	-	661	661
Cross currency and interest rate swap contracts			
- Bought	-	12,529	12,529
Credit derivatives			
- Sold	1,800	3,767	5,567
Joint venture of the group parent company			
Forward and spot contracts			
- Sold	-	3	3
Equity option			
- Bought	170	-	170

	2021		
	Consolidated and Separate		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Parent company			
Interest rate swap contracts			
- Fixed rate receiver	24,250	1,470	25,720
- Floating rate receiver	8,190	5,247	13,437
Forward and spot contracts			
- Bought	-	13,529	13,529
Cross currency and interest rate swap contracts			
- Bought	-	6,702	6,702
- Sold	-	581	581
Credit derivatives			
- Sold	1,800	4,311	6,111
Joint venture of the group parent company			
Forward and spot contracts			
- Sold	-	2	2
Equity option			
- Bought	767	-	767

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 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht
Short-term employee benefits	512	463	487	451
Long-term employee benefits	20	21	19	20
Share-based payments	54	41	54	41
Director and management remuneration	586	525	560	512

The details of share based payment are as follows:

	Consolidated and Separate	
	2022 thousand units	2021 thousand units
Long Term Incentive Plan (LTIP)		
Shares of CIMB Group Holdings Berhad	151	1,332
Share options of CIMB Group Holdings Berhad	697	18,348
Equity Ownership Plan (EOP)		
Shares of CIMB Group Holdings Berhad	217	304

Benefits paid to directors and executives

The Bank has no special benefits given to the directors and executives beyond the general benefits provided such as director's fees, director's bonuses (if any), income tax, executives' salary and bonus (if any) and share based payment.

45 Financial information by segment

Financial information related to the Group's performance is reviewed regularly by the Group's management. The segmentation is summarised as follows:

Consumer banking

Consumer banking provides financial services to individuals and commercial customers. The products include consumer sales & distribution, retail financial services, commercial banking and personal financing.

Wholesale banking

Wholesale banking comprises of investment banking, corporate banking, and treasury and market.

- Investment banking service provides financial advisory, trade securities transactions, and asset management businesses.
- Corporate banking and treasury and market are responsible for corporate lending and deposit taking, transaction banking, treasury and market activities.

Others

Other services comprise of all middle and back office processes, cost centers and nonprofit generating divisions of companies whose results are not material to the Group.

For financial information related to the Group's financial position which is reviewed regularly by the Group's management. The segmentation is summarised as follows:

Bank business

The Bank business is the banking operations of CIMB Thai Bank Public Company Limited.

Hire-purchase business

The hire-purchase business consists of two subsidiaries, CIMB Thai Auto Company Limited and Worldlease Company Limited, which operate leasing/hire-purchase of automobile business and hire-purchase of motorcycles and motorcycle trading business, respectively.

Others

Others include CT Coll Company Limited which operates debt collection business. The company is registered the completeness of liquidation with the Ministry of Commerce on 29 September 2022.

Financial information presented in the consolidated financial statements as at 31 December 2022 and 2021 are as follows:

	Consolidated				
	2022				
	Consumer banking Million Baht	Wholesale banking Million Baht	Others Million Baht	Eliminations Million Baht	Total Million Baht
Net interest income from external	6,435	2,204	966	-	9,605
Net fees and service income (expense)	1,121	392	(60)	-	1,453
Other operating income	1,693	805	168	(123)	2,543
Other operating expenses	(4,350)	(1,010)	(2,611)	120	(7,851)
Expected credit losses	(2,434)	(14)	341	13	(2,094)
Income tax expenses	(502)	(485)	242	-	(745)
Net profit (loss) for the period	1,963	1,892	(954)	10	2,911

	Consolidated				
	2021				
	Consumer banking Million Baht	Wholesale banking Million Baht	Others Million Baht	Eliminations Million Baht	Total Million Baht
Net interest income from external	7,234	1,842	875	-	9,951
Net fees and service income (expense)	1,186	262	(42)	-	1,406
Other operating income	1,731	1,015	131	(73)	2,804
Other operating expenses	(5,964)	(1,609)	(351)	73	(7,851)
Expected credit losses	(2,679)	(573)	(255)	50	(3,457)
Income tax expenses	(218)	(135)	(59)	-	(412)
Net profit for the period	1,290	802	299	50	2,441

	Bank business		Hire-purchase business		Other businesses		Eliminations		Consolidated	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Total assets	491,729	394,879	35,294	33,960	-	13	(31,238)	(30,338)	495,785	398,514
Interbank and money market items, net (assets)	20,411	9,262	1,044	793	-	13	(740)	(612)	20,715	9,456
Financial assets measured at fair value through profit or loss	22,363	31,303	-	-	-	-	-	-	22,363	31,303
Investments, net	105,074	74,279	2	2	-	-	-	-	105,076	74,281
Loans and accrued interest receivables, net	226,408	202,709	32,929	31,924	-	-	(27,497)	(26,784)	231,840	207,849
Deposits	237,434	182,779	-	-	-	-	(740)	(612)	236,694	182,167
Interbank and money market items (liabilities)	46,907	55,397	27,590	26,865	-	-	(27,590)	(26,865)	46,907	55,397
Financial liabilities measured at fair value through profit or loss	21,161	17,744	-	-	-	-	-	-	21,161	17,744
Debt issued and borrowings	20,820	29,466	-	-	-	-	-	-	20,820	29,466

46 Fair value

46.1 Fair value estimation

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- Level 1: The fair value of financial instruments is based on the current bid price/ closing price by reference to the Stock Exchange of Thailand / the Thai Bond Dealing Centre.
- Level 2: The fair value of financial instruments is determined using significant observable inputs and, as little as possible, entity-specific estimates.
- Level 3: The fair value of financial instruments is not based on observable market data.

The following table presents the assets and liabilities that are measured at fair value at 31 December 2022 and 2021.

	Consolidated and Separate			
	2022			
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	Total Million Baht
Assets				
Financial assets measured at fair value through profit or loss	-	22,363	-	22,363
Investments in debt instruments measured at fair value through other comprehensive income	-	68,724	-	68,724
Investments in equity instruments designated at fair value through other comprehensive income	14	-	37	51
Derivative assets	-	80,284	-	80,284
Total assets	14	171,371	37	171,422
Liabilities				
Financial liabilities measured at fair value through profit or loss	-	21,161	-	21,161
Derivatives liabilities	-	76,847	-	76,847
Total liabilities	-	98,008	-	98,008

	Consolidated and Separate			
	2021			
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	Total Million Baht
Assets				
Financial assets measured at fair value through profit or loss	-	31,303	-	31,303
Investments in debt instruments measured at fair value through other comprehensive income	-	50,322	-	50,322
Investments in equity instruments designated at fair value through other comprehensive income	59	-	48	107
Derivative assets	-	46,419	-	46,419
Total assets	59	128,044	48	128,151
Liabilities				
Financial liabilities measured at fair value through profit or loss	-	17,744	-	17,744
Derivatives liabilities	-	42,708	-	42,708
Total liabilities	-	60,452	-	60,452

The following table presents the financial assets and liabilities that are not measured at fair value which have fair value at 31 December 2022 and 2021:

	Consolidated			
	2022			
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	Total Million Baht
Assets				
Cash	920	-	-	920
Interbank and money market items, net	14,572	6,143	-	20,715
Investments in debt instruments measured at amortized cost	-	36,507	-	36,507
Loans to customers and accrued interest receivables, net	-	230,244	-	230,244
Credit support assets on derivatives	-	16,241	-	16,241
Accounts receivable from sell of financial assets measured at fair value through profit or loss and investments	-	9,040	-	9,040
Other assets	-	836	-	836
Total assets	15,492	299,011	-	314,503
Liabilities				
Deposits	-	236,963	-	236,963
Interbank and money market items	-	46,907	-	46,907
Liability payable on demand	-	172	-	172
Debt issued and borrowings	-	20,613	-	20,613
Lease liabilities	-	191	-	191
Credit support liabilities on derivatives	-	29,708	-	29,708
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	10,567	-	10,567
Total liabilities	-	345,121	-	345,121

	Consolidated			
	2021			
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	Total Million Baht
Assets				
Cash	818	-	-	818
Interbank and money market items, net	5,581	3,875	-	9,456
Investments in debt instruments measured at amortized cost	-	24,470	-	24,470
Loans to customers and accrued interest receivables, net	-	206,326	-	206,326
Credit support assets on derivatives	-	13,660	-	13,660
Accounts receivable from sell of financial assets measured at fair value through profit or loss and investments	-	5,806	-	5,806
Other assets	-	1,105	-	1,105
Total assets	6,399	255,242	-	261,641
Liabilities				
Deposits	-	182,179	-	182,179
Interbank and money market items	-	55,397	-	55,397
Liability payable on demand	-	432	-	432
Debt issued and borrowings	-	29,488	-	29,488
Lease liabilities	-	212	-	212
Credit support liabilities on derivatives	-	14,886	-	14,886
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	5,457	-	5,457
Total liabilities	-	288,051	-	288,051

	Separate			
	2022			
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	Total Million Baht
Assets				
Cash	920	-	-	920
Interbank and money market items, net	14,268	6,143	-	20,411
Investments in debt instruments measured at amortized cost	-	36,505	-	36,505
Loans to customers and accrued interest receivables, net	-	225,115	-	225,115
Credit support assets on derivatives	-	16,241	-	16,241
Accounts receivable from sell of financial assets measured at fair value through profit or loss and investments	-	9,040	-	9,040
Other assets	-	747	-	747
Total assets	15,188	293,791	-	308,979
Liabilities				
Deposits	-	237,703	-	237,703
Interbank and money market items	-	46,907	-	46,907
Liability payable on demand	-	172	-	172
Debt issued and borrowings	-	20,613	-	20,613
Lease liabilities	-	146	-	146
Credit support liabilities on derivatives	-	29,708	-	29,708
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	10,567	-	10,567
Total liabilities	-	345,816	-	345,816

	Separate			
	2021			
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	Total Million Baht
Assets				
Cash	818	-	-	818
Interbank and money market items, net	5,387	3,875	-	9,262
Investments in debt instruments measured at amortized cost	-	24,468	-	24,468
Loans to customers and accrued interest receivables, net	-	201,327	-	201,327
Credit support assets on derivatives	-	13,660	-	13,660
Accounts receivable from sell of financial assets measured at fair value through profit or loss and investments	-	5,806	-	5,806
Other assets	-	805	-	805
Total assets	6,205	249,941	-	256,146
Liabilities				
Deposits	-	182,790	-	182,790
Interbank and money market items	-	55,397	-	55,397
Liability payable on demand	-	432	-	432
Debt issued and borrowings	-	29,488	-	29,488
Lease liabilities	-	169	-	169
Credit support liabilities on derivatives	-	14,886	-	14,886
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	5,457	-	5,457
Total liabilities	-	288,619	-	288,619

Methods and assumptions used by the Group for fair value estimation of financial instruments as disclosure are as below:

Cash and Interbank and money market items, net (assets)

The carrying amounts of cash and interbank and market items (assets) presented in the statement of financial position approximate fair values.

Investments in debt instruments measured at amortized cost

The determination of fair value for investments in debt instruments measured at amortized cost are based on quoted and observable market price. Where there is no ready market in certain securities, the Group are initially recognised at expected future cash flows discounted by the market interest rate that is adjusted by risk free rate of each entity.

Loans and accrued interest receivables, net

For floating rate loans, the fair value is equal to the carrying amount.

For fixed rate loans which are classified as financial assets with an insignificant increase in credit risk or financial assets with a significant increase in credit risk, the fair value is equal to the present value of future cash flows discounted by the prevailing market rates of loans with similar features.

For credit-impaired fixed rate financial assets, the fair value is equal to the carrying amount.

Other assets

Other assets - Accounts receivable - bill of exchange, the fair value is equal to the present value of future cash flows discounted by the effective interest of loans with similar features. Credit support assets on derivatives, accounts receivable from sell of financial assets measured at fair value through profit or loss and investments, the fair value presented in the statement of financial position approximate fair values.

Deposits

For deposits with maturities of less than one year, the carrying amounts are a reasonable estimate of their fair value. For deposit with maturities of one year or more, fair values are estimated using discounted cash flows based on prevailing market rates for similar deposits from customers.

Interbank and money market items, net (liabilities)

The carrying amounts of interbank and money market items (liabilities) presented in the statement of financial position approximate fair values.

Liability payable on demand

The carrying amounts of liability payable on demand presented in the statement of financial position approximate fair values.

Debt issued and borrowings

The fair value of debt issued and borrowings are estimated based on market price or amortised cost.

Lease liabilities

The carrying amounts of lease liabilities presented in the statement of financial position approximate fair values.

Other liabilities

Other liabilities - Credit support liabilities on derivatives, accounts payable from purchase of financial assets measured at fair value through profit or loss and investments, the fair value presented in the statement of financial position approximate fair values.

46.2 Valuation techniques used to derive Level 2 fair values

Level 2 financial assets measured at fair value through profit or loss and investments in debt instruments measured at fair value through other comprehensive income are fair valued using a discounted cash flow approach, which discounts the contractual cash flows using discount rates derived from observable market prices of other quoted debt instruments of the counterparties.

Level 2 trading and hedging derivatives, and financial liabilities designated at fair value through profit or loss comprise of forward foreign exchange contracts, interest rate swaps, structured debentures, and accreting structured bill of exchanged. These forward foreign exchange contracts have been fair valued using forward exchange rates that are quoted in an active market. Interest rate swaps, structured debentures, and accreting structured bill of exchanged are fair valued using forward interest rates extracted from observable yield curves. The effects of discounting are generally insignificant for Level 2 derivatives.

46.3 Fair value measurements using significant unobservable inputs (Level 3)

	Consolidated and Separate	
	2022 Million Baht	2021 Million Baht
Investments in equity instruments designated at fair value through other comprehensive income		
Opening balance	48	26
Gains recognised in other comprehensive income	(11)	23
Disposal	-	(1)
Closing balance	37	48

The Group measures a Level 3 investment in equity instruments at fair value by using comparable company analysis techniques of companies registered in the Stock Exchange of Thailand that the Group considered its financial position comparable with the equity instruments.

The following table presents the summary of quantitative information that significant unobservable in Level 3.

	Fair Value		Unobservable inputs	Range of Inputs	
	2022 Million Baht	2021 Million Baht		2022 Million Baht	2021 Million Baht
Investments in equity instruments designated at fair value through other comprehensive income	37	48	Net Asset Value	0.00 - 24	0.00 - 22

The following table presents the relationship of unobservable inputs and fair value

	Unobservable inputs	Movement	Change in fair value			
			2022		2021	
			Increase in assumptions	Decrease in assumptions	Increase in assumptions	Decrease in assumptions
Investments in equity instruments designated at fair value through other comprehensive income	Net Asset Value	0.50%	Increase by 0.50%	Decrease by 0.50%	Increase by 0.50%	Decrease by 0.50%

47 Significant events during the current year

The outbreak of Coronavirus Disease 2019 ("COVID-19") in early 2020 has become severe and pervasive to the business sector, Bank's customers and people. The Bank of Thailand has issued guidelines on how to assist debtors affected by the situation impacting the Thai economy and additional aid measures for debtors during the Covid-19 pandemic to financial Institutions, specialised financial institutions and others financial services. In addition, the Government has declared the State of Emergency to combat the Covid-19 outbreak.

As at 31 December 2022, the Group granted moratorium to debtors for financial aids following the Bank of Thailand measures such as extending repayment period, reducing interest rate or debt restructuring as appropriate. This moratorium is treated as a contract modification, which will result in an increasing expected credit loss in the Group. The Group provided financial assistance to customers totaling approximately 14.62% (2021: 25.41%) of the Group total outstanding loans, relief measures provided to retail segment were approximately 11.59% (2021: 18.24%) of the Group total outstanding loans while relief measures provided to Commercial Lending segment were approximately 3.03% (2021: 7.17%) of the Group total outstanding loans.

No. / Branch Name	Telephone	FAX
Bangkok and Greater Bangkok		
1 Yaowarat Branch	"02-233-8696, 02-234-4002, 02-234-2552, 02-234-4527, 02-234-6731"	02-266-4309
2 Rajawongse Branch	02-221-1333, 02-224-8162-3	02-222-3190
3 Mahanak Branch	02-223-2650, 02-223-6624, 02-224-7021	02-224-7022
4 Bangrak Branch	02-234-6209, 02-234-6435, 02-234-9884	02-233-5020
5 Kluaynamthai Branch	02-712-3185-8	02-712-3189
6 Central Plaza Rama 3 Branch	02-673-7035-6	02-673-7037
7 Thanon Langsuan Branch	02-626-7101-3	02-626-7104
8 Thonglor Branch	02-391-4789-91	02-391-4790
9 Paradise Park Srinakarin Branch	02-047-0330-1	02-047-0332
10 Silom Complex Branch	02-231-3302, 083-927-3713, 083-927-3721, 083-927-3723	02-231-3303
11 Central Plaza Grand Rama 9 Branch	02-160-3490-2	02-160-3493
12 Imperial World Samrong Branch	02-380-6883-4	02-380-6894
13 Central Plaza Bangna Branch	02-745-7314-5	02-745-7316
14 Wanghin Branch	02-942-6206-8	02-942-6218
15 Mega Bangna Branch	02-105-1205-8	02-105-1209
16 Siam Paragon Branch	02-610-9742-5	02-610-9746
17 Thatien Branch	02-222-4323, 02-224-8165	02-224-8164
18 Bangbon Branch	02-416-8277-8, 02-894-4075-6	02-416-8279
19 Central Plaza Rama 2 Branch	02-872-4307-8	02-872-4309
20 Central Pinklao Branch	02-884-6725-7	02-884-6728

No. / Branch Name	Telephone	FAX
21 Thanon Rattathibet Branch	02-527-8643-4	02-527-8723
22 The Mall Bang Khae Branch	02-455-3515, 02-413-0739	02-803-8609
23 Bangkhen Branch	02-511-4353, 02-512-1716, 02-512-1719	02-511-4320
24 Fashion Island Branch	02-947-5188, 02-947-5189	02-947-5190
25 Central Ladprao Branch	02-541-1710	02-617-7619
26 Future Park Rangsit Branch	02-958-5310-2	02-958-5313
27 The Mall Bang Kapi Branch	02-704-9156-8	02-704-9159
28 CentralFestival Eastville Branch	02-553-6250-2	02-553-6253
Central Zone		
29 Nakhon Pathom Branch	034-254-233, 034-280-198, 034-254-233	034-251-028
30 Phetchaburi Branch	032-425-148	032-428-227
31 Samut Songkharm Branch	034-711-442, 034-712-429	034-724-046
32 Samut Sakhon Retail Loan Center Branch	034-810-955-6	034-810-957
Eastern Zone		
33 Chon Buri Branch	038-283-184-6	038-283-187
34 Rayong Branch	038-611-220, 038-611-588-9	038-614-870
35 Central Si Racha Branch	038-771-480-1	038-771-482
36 Thanon Pattaya Sai 3 Retail Loan Center Branch	038-488-140-1	038-488-142
37 Bo win Retail Loan Center Branch	038-182-517-9, 038-198-738-740	-
38 Tesco Lotus Plus Mall Amatanakorn Retail Loan Center Branch	082-928-8457	-
39 Tesco Lotus Chonburi Retail Loan Center Branch	065-523-4558	-

No. / Branch Name	Telephone	FAX
Northern Zone		
40 Chiang Mai Branch	053-418-338-9	053-287-070
41 Nakhon Sawan Branch	056-222-939	056-224-182
42 Phitsanulok Branch	055-252-199, 055-252-179	055-244-061
43 Chiang Rai Branch	053-714-029-30	053-715-905
44 Central Airport Chiang Mai Branch	053-284-447-8	053-284-449
45 Lumpang Branch	054-323-883-4, 054-323-902-3	054-323-907
North Eastern Zone		
46 Khon Kaen Branch	043-322-677-8	043-221-731
47 Ubon Ratchathani Branch	045-284-224-5, 045-313-395	045-313-467
48 Udon Thani Branch	042-223-248-9, 042-344-097	042-247-184
49 Nakhon Ratchasima Branch	044-244-133, 044-244-153	044-258-161
Southern Zone		
50 Phuket Branch	076-211-501, 076-217-153, 076-258-411	076-211-502
51 Songkhla Branch	074-311-906, 074-324-050-1	074-314-391
52 Hat Yai Branch	074-235-777, 074-225-606-8	074-245-011
53 Central Festival Phuket Branch	076-367-008-9	076-367-010

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