

Basel III - Pillar 3 and

Liquidity coverage ratio (LCR) disclosures

As of December 31, 2022



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Part 1: Disclosure of capital adequacy information (Pillar 3 Disclosures)

1. Introduction

Basel Capital Accord in accordance with Basel Framework consists of three pillars:

Pillar 1: Minimum Capital Requirement

Pillar 1 defines minimum levels of capital for commercial banks need to provide for credit, market and operational risks.

Pillar 2: Supervisory Review Process

Pillar 2 requires commercial banks to have sound risk management and processes for assessing overall capital adequacy to cover material risks including risks not captured under Pillar 1.

Pillar 3: Market Discipline

Pillar 3 aims to encourage market discipline as commercial banks are required to disclose information on capital adequacy and risk exposures so that market participants can assess and use such information in assessing the risk profile of the commercial banks.

To meet Pillar 3 requirements, Bank of Thailand (BOT) requires commercial banks to disclose a set of specified information relating to capital adequacy, risk management process, key infromation on risk exposures that reflects the risk profile of the commercial banks to the market participants in form of Pillar 3 report half-yearly and yearly as at 30 Jun and 31 December within 4 months from the end of each period.

2. Scope of application

This Pillar 3 disclosure report is required by BOT's notification to be disclosed at both Bank (Solo Basis) and Financial Group level (Full Consolidation Basis). For CIMB Thai Financial Group, it consists of the following entities:

- 1. CIMB Thai Bank Public Company Limited engaged in commercial banking (the parent company)
- 2. CIMB Thai Auto Co., Ltd. engaged in leasing/hire-purchase of automobiles
- 3. World Lease Co., Ltd. engaged in hire-purchase of motorcycles



3. Key prudential metrics

Bank of Thailand ("BOT") announced the BOT's Notification No. SorNorSor. 14/2562 Re: Capital Disclosure Requirements for Commecial Banks (Second Edition) and SorNorSor. 15/2562 Re:Disclosure Requirement on Capital Adequacy for a Financial Group (Second Edition), which will come to effect for accounting periods beginning on and from 1 January 2020, requiring commercial banks to disclosure quantitative of key prudential metrics in respect of both capital and liquidity for capital, commercial banks shall disclose information on capital that reflects the entire impact due to an increase in provisions according to TFRS 9; this framework is based on the BCBS's Pillar 3 disclosure requirements consolidated and enhanced framework (March 2017).

		Conso	lidated	Bank-Only		
	Items	Dec 31,	Jun 30,	Dec 31,	Jun 30,	
		2022	2022	2022	2022	
Availa	able capital (Unit: Million Baht)					
1	Common Equity Tier 1 capital (CET 1)	42,830	39,099	39,514	36,382	
1a	Fully loaded ECL ^{1/} accounting model CET 1	42,830	39,099	39,514	36,382	
2	Tier 1 capital (Tier 1)	42,830	39,099	39,514	36,382	
2a	Fully loaded ECL accounting model Tier 1	42,830	39,099	39,514	36,382	
3	Total capital funds	57,741	53,829	54,493	51,180	
3a	Fully loaded ECL accounting model total capital	57,741	53,829	54,493	51,180	
Risk-	weighted assets (Unit: Million Baht)					
4	Total risk-weighted assets (RWA)	264,605	249,711	262,232	247,045	
Risk-	based capital ratios as a percentage of RWA (%)					
5	Common Equity Tier 1 ratio (CET 1 ratio)	16.19%	15.66%	15.07%	14.73%	
5a	Fully loaded ECL accounting model CET 1 ratio	16.19%	15.66%	15.07%	14.73%	
6	Tier 1 ratio	16.19%	15.66%	15.07%	14.73%	
6a	Fully loaded ECL accounting model Tier 1 ratio	16.19%	15.66%	15.07%	14.73%	
7	Total capital ratio	21.82%	21.56%	20.78%	20.72%	
7a	Fully loaded ECL accounting model total capital ratio	21.82%	21.56%	20.78%	20.72%	
Capit	al buffer ratios as a percentage of RWA (%)					
8	Conservation buffer ratio	2.50%	2.50%	2.50%	2.50%	

Table 1 Disclosure of quantitative data for key risk indicators



		Conso	lidated	Bank-Only		
	Items	Dec 31,	Jun 30,	Dec 31,	Jun 30,	
		2022	2022	2022	2022	
9	Countercyclical buffer ratio	-	-	-	-	
10	Higher loss absorbency ratio	-	-	-	-	
11	Total capital buffer ratio	2.50%	2.50%	2.50%	2.50%	
	(the sum of Item 8 to Item 10)					
12	Common Equity Tier 1 ratio available after meeting the	10.19%	9.66%	9.07%	8.73%	
	bank's minimum capital requirements 2/					
Liqui	dity Coverage Ratio (LCR) ^{3/}					
13	Total high-quality liquid assets (Total HQLA)	-	-	100,124	111,460	
	(Unit: Million Baht)					
14	Total net cash outflows within 30 Days	-	-	71,798	77,877	
	(Unit: Million Baht)					
15	LCR ratio (%) ^{4/}	-	-	143%	143%	
	BOT's LCR minimum requirement (%)			100%	100%	

¹⁷ Expected credit losses (ECL) according to the Thai Financial Reporting Standard No.9 - Financial Instruments (TFRS 9).

²⁷ Common Equity Tier 1 ratio available after meeting the bank's minimum capital requirements: it may not necessarily be the difference between CET 1 ratio (item 5) and the minimum CET 1 ratio requirement of 4.5% because CET 1 ratio may be used to meet the bank's minimum Tier 1 ratio requirement of 6% and/or the minimum total capital ratio requirement of 8.5%.

^{3/} To comply with BOT's notification No.SorNorSor.2/2561 dated January 25, 2018 the Bank disclosure Liquidity Coverage Raito (LCR) on the Bank's website.

^{4/} LCR ratio is computed as an average ratio of month-end LCR in the quarter. This may not be equal to an LCR computed with the average values of total high-quality liquid assets (Total HQLA) and Total Net Cash Outflow.

https://www.cimbthai.com/th/personal/who-we-are/investor-relations/financial-information/pillar-three-disclosures.html



4. Capital

4.1 Capital Structure

As at 31 December 2022, CIMB Thai Financial Group's total capital fund under Basel III was THB 57,741 million consisting of Common Equity Tier 1 (CET 1) capital of THB 42,830 million, Tier 1 capital of THB 42,830 million, and Tier 2 capital of THB 14,911 million. For Bank level, consisting of Common Equity Tier 1 capital of THB 39,514 million, Tier 1 capital of THB 39,514 million, and Tier 2 capital of THB 54,493 million of total capital fund.

The capital components of the Bank and Financial Group comprise of:

Common Equity Tier 1 capital

- Issued and paid-up share capital
- Premium on share capital
- Statutory reserve
- Retained earnings after appropriations
- Accumulated other comprehensive income
 - O Revaluation surplus on Land Building and Condominium Appraisal
 - O Revaluation surplus (deficit) on change in value of investments
 - O Difference from the translation of financial statements
 - O Cash flow hedge reserves
 - O Gains on financial liabilities designated at fair value relating to own credit risk
- Deducted from CET 1 capital
 - O Deferred tax assets
 - O Intangible assets
 - O Impact on revision of employee benefits based on actuarial calculation

Tier 2 capital

General provisions mean Expected credit loss for financial assets with an insignificant increase in credit risk (performing) and for financial assets with a significant increase in credit risk (under-performing), not exceeding 1.25% of credit risk-weighted assets.



- The Bank issued MYR 390 million of subordinated debentures pursuant to Tier 2 subordinated debenture programme to overseas investors. The debenture has qualifying capital instruments under Basel III, which could be fully counted as capital. The Bank has an approval from the Bank of Thailand to count the subordinated debenture as Tier 2 capital according to the correspondence For Kor Kor. 221/2561.
- The Bank issued MYR 550 million of subordinated debentures pursuant to Tier 2 subordinated debenture programme to overseas investors. The debenture has qualifying capital instruments under Basel III, which could be fully counted as capital. The Bank has an approval from the Bank of Thailand to count the subordinated debenture as Tier 2 capital according to the correspondence For Kor Kor. 527/2562.
- The Bank issued MYR 660 million of subordinated debentures pursuant to Tier 2 subordinated debenture programme to overseas investors. The debenture has qualifying capital instruments under Basel III, which could be fully counted as capital. The Bank has an approval from the Bank of Thailand to count the subordinated debenture as Tier 2 capital according to the correspondence For Nor Sor1. 81/2564.



Table 2 Capital Structure

			Unit: Mill	ion Baht
	Conso	lidated	Bank	-Only
As at	Dec 31,	Jun 30,	Dec 31,	Jun 30,
	2022	2022	2022	2022
1. Tier 1 Capital	42,830	39,099	39,514	36,382
1.1 Common Equity Tier 1 capital	42,830	39,099	39,514	36,382
1.1.1 Paid-up share capital (ordinary shares)	17,411	17,411	17,411	17,411
1.1.2 Premium on share capital	10,146	10,146	10,146	10,146
1.1.3 Statutory Reserve	684	608	684	608
1.1.4 Net profit after appropriation	15,911	13,832	11,908	10,418
1.1.5 Other Comprehensive Income	771	45	813	88
1.1.5.1 Accumulated Other Comprehensive	813	88	813	88
Income				
1.1.5.2 Other owner changes items	(43)	(43)	-	
1.1.6 Any adjustments that are not allowed to have	565	352	565	352
impacts on capital				
1.1.6.1 Cash flow hedge reserves	(74)	(118)	(74)	(118)
1.1.6.2 Gains on financial liabilities designated at	639	470	639	470
fair value relating to own credit risk				
1.1.7 Items to be deducted from CET 1	(2,658)	(3,295)	(2,013)	(2,641)
1.1.7.1 Remeasurements of post-employment	-	(85)	-	(59)
benefit obligations				
1.1.7.2 Intangible assets	(957)	(960)	(921)	(917
1.1.7.3 Deferred tax asset	(1,701)	(2,250)	(1,093)	(1,665
1.2 Additional Tier 1 capital	-	-	-	
2. Tier 2 capital	14,911	14,730	14,979	14,798
2.1 Qualifying Tier 2 capital instruments	12,388	12,388	12,388	12,388
2.2 General provisions	2,523	2,342	2,591	2,410
3. Total capital funds	57,741	53,829	54,493	51,180



4.2 Capital Adequacy

Capital adequacy is critical for sound risk management and mitigation. This includes capital adequacy under both normal and stress ("extreme but plausible events") conditions. Stress test results are used for capital management and to prescribe the action plans to ensure that the Bank will meet the minimum regulatory capital requirements. For the annual capital management plan, Internal Capital Targets shall be set above the minimum regulatory capital requirements and used as early warning indicators to monitor and ensure compliance with the regulatory capital requirements.

The Bank calculates capital charges for credit risk, market risk, and operational risk in accordance with BOT's notification. The Bank obtained BOT's approval to adopt the approaches for capital calculation as follows:

Risk Type	Approach
1. Credit Risk	Standardised Approach (SA)
2. Market Risk	Standardised Approach (SA)
3. Operational Risk	Basic Indicator Approach (BIA)



Table 3 Minimum capital requirements classified by risk types

Unit: Million Baht										
	Conso	lidated	Bank	-Only						
As at	Dec 31,	Jun 30,	Dec 31,	Jun 30,						
	2022	2022	2022	2022						
Credit Risk	17,157	15,925	17,611	16,388						
1. Performing Assets	16,579	15,361	17,058	15,845						
1.1 Claims on sovereigns and central banks, multilateral	36	41	36	41						
development banks (MDBs) and public sector entities										
(PSEs) whose risk weight is comparable to that of										
sovereigns										
1.2 Claims on financial institutions, and public sector entities	1,830	1,685	1,825	1,682						
(PSEs) whose risk weight is comparable to that of										
financial institutions and securities companies										
1.3 Claims on corporate and public sector entities (PSEs)	7,674	7,031	10,131	9,463						
whose risk weight is comparable to that of corporate										
Entities										
1.4 Claims on retail	3,486	3,461	1,314	1,335						
1.5 Claims on residential mortgage exposures	2,799	2,562	2,799	2,562						
1.6 Other assets	754	581	953	762						
2. Non-Performing Assets	578	564	553	543						
Market Risk	3,185	3,135	3,185	3,135						
1. Interest rate risk	2,857	2,972	2,857	2,972						
2. Equity price risk	-	-	-	-						
3. Foreign exchange rate risk	328	163	328	163						
4. Commodity price risk	-	-	-	-						
Operational Risk	2,149	2,165	1,494	1,476						
Total minimum capital requirement ^{1/}	22,491	21,225	22,290	20,999						
Total minimum capital buffer ^{2/}	6,615	6,243	6,556	6,176						
Total minimum capital requirement and capital buffer	29,106	27,468	28,846	27,175						
Total Risk Weight Assets	264,605	249,711	262,232	247,045						

¹⁷ Minimum capital requirement are calculated based on the minimum regulatory requirement at 8.5%

^{2/} Minimum capital buffer under Basel III as accordance to BOT's Notification No.SorNorSor 12/2555 Re: the BOT required the Commercial Banks to increase capital conservation buffer of 2.5%



As at 31 December 2022, the financial group's CET 1 ratio, Tier 1 ratio, and Total capital ratio were at 16.19%, 16.19%, and 21.82%, respectively, while the Bank's ratio were at 15.07%, 15.07%, and 20.78%, respectively. All ratios are higher than minimum capital requirement and capital buffer of Bank of Thailand (BOT).

						Unit: %
As at	Conso	lidated	Bank	-Only	Minimum	Minimum capital
	Dec 31,	Jun 30,	Dec 31,	Jun 30,	capital	requirement
	2022	2022	2022	2022	requirement	and capital
					ratio ^{1/}	buffer ratio ^{2/}
CET 1 capital to risk-weighted assets	16.19	15.66	15.07	14.73	4.50	7.00
Tier 1 capital to risk-weighted assets	16.19	15.66	15.07	14.73	6.00	8.50
Total capital to risk-weighted assets	21.82	21.56	20.78	20.72	8.50	11.00

Table 4 Total capital adequacy ratio

^{1/} Minimum capital requirement ratio, according to the BOT's Notification No. SorNorSor 12/2555

^{2/} Minimum capital requirement and capital buffer ratio as accordance to BOT's Notification No. SorNorSor 12/2555 Re: the BOT required the Commercial Banks to increase capital conservation buffer of 2.5%.



5. Risk Management Overview

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, the risk management teams are 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.

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.

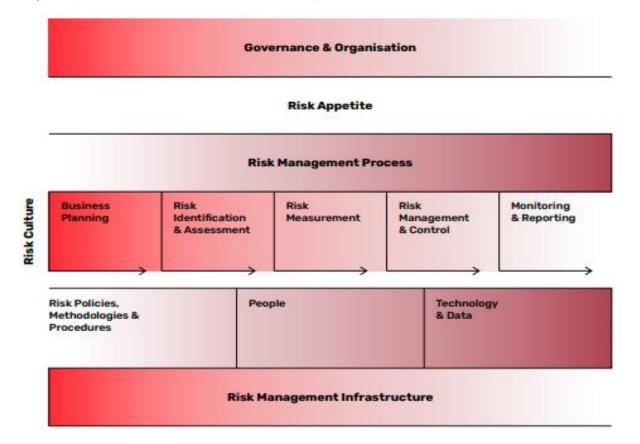
ENTERPRISE-WIDE RISK MANAGEMENT FRAMEWORK

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.



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.

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 and 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), 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 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 is independent from other business units involved in risk taking



transactions or activities. In addition, Special Assets Management has been established under Risk Management to take charge of managing credit quality concerned assets as well as providing advice to early manage customers with signs of credit quality deterioration.

Roles and Responsibilities of Functions in Risk Managment as follows:

1. Non-Retail Credit Risk Management (NRCR) is responsible to perform a thorough credit risk assessment and evaluate credit applications according to the minimum standard requirement in credit analysis and lending business within bank's Credit Policy and Procedure and/or other regulations, provide credit recommendation to the respective Committee or credit decision as per delegated authority (JDA), and oversight the credit risk intensity in order to ensure of maintaining credit quality and healthy portfolio while preemptively prevent/mitigate credit risk including Non-retail credit risk analytics both static and dynamic portfolio to enable senior management/Board to actively monitor the risk profile with reliable, timely and relevant information for appropriate actions to be taken, if necessary. Moreover, NRCR is responsible to develop internal rating and scoring models for both credit decision (approve/decline) and Internal Rating Based (IRB) purposes.

2. Retail Credit Risk Management is responsible to monitor and prepare Asset Quality Report of retail loan of the Bank and subsidiaries in the financial group in order to clearly identify and understand the respective portfolio's risk drivers across relevant credit cycle and to analyse and reporting of the risk profile to relevant committees of the Bank. Retail Credit Risk Management is also responsible to manage Retail Business Rules to be standardized credit decision, align with Bank Credit Risk Policy and Bank of Thailand regulation, including credit risk model implementation for both Retail and Non Retail customers.

3. Market Risk Management is responsible to analyse and identify market risk in trading activities, to evaluate market risk position and monitor on approved Market Risk Limits and report to Management and relevant units and to perform Escalation Procedure per Bank's policy.

4. Asset and Liability Management is responsible to measure, monitor, and control the liquidity risk and IRRBB under the Asset Liability Management Committee (ALCO)'s or BOD's policies.



5. Operational Risk Management is responsible to study, review, monitor and develop Operational Risk Framework and plan to be in line with the Bank of Thailand Policy Statement and the Bank's business plan. The scope of Operational Risk is also including technology & cyber risk, fraud risk, and business continuity.

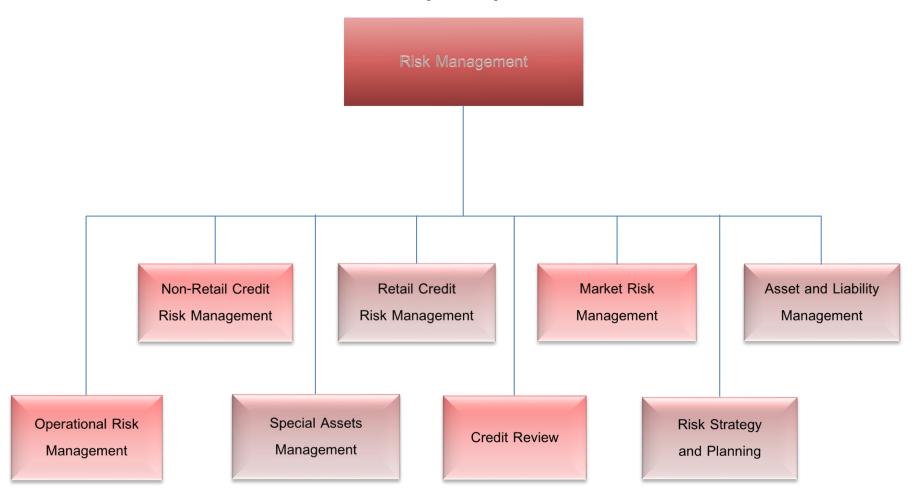
6. Special Assets Management is responsible to manage non-retail's distressed assets which comprise of direct account management of distressed accounts, proper recovery strategy, i.e. restructuring or legal proceedings, is to be determined and proposed once the account is transferred and management of NPAs, which includes properties, obtained via debt to assets swap and closed branches. Beside maintenance of NPAs to be ready for disposal, clear marketing plan and approach are to be set up for disposal of NPAs to enhance efficient use of the bank's resources and capital, and must be in accordance with both local and group regulations.

7. Credit Review is responsible to perform a review function that provides credit assurance oriented towards the review of credits, credit-like transactions and contingent liabilities to ensure that credit approval and administration processes are in line with the Credit Risk Policy and procedures, and the accuracy of loan classification and provisioning according to BOT's Policy Guidelines.

8. Risk Strategy and Planning is responsible for supporting Head, Risk Management in the development of plans and strategies for the Risk team. The team drives and manages strategic project, including establishing and monitoring project plans, resolving issues, and managing project participants/ team members.



Risk Management Organization





6. Risk Assessment for each risk

6.1 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

6.2 Credit Risk

6.2.1 Credit Risk Management

Credit risk arises from clients 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 fund. 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 clients and in line with the growth of loan portfolios. The tools include Corporate Rating Model developed and implemented for corporate clients, SME Rating Model for SME clients, Life Insurance Model and General Insurance Model for life & non-life bancassurance clients, specialised lending rating models such as Project Finance (PF) Model, Income Producing Real Estate (IPRE) for specialised client groups, a new credit underwriting tool for small SME clients 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.

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.

• 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-tocollateral 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 bond, debt and equity instruments, land,



construction and machinery, 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.

• Non-performing Loan (NPL)

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.

In addition, the Bank has set policies and procedures for credit risk to prevent and minimize risk that may occur in the future, which can be summarizes as follows:

• Debt Monitoring Guidelines and Follow-up Procedures

The Bank has set up guidelines for closely managing and monitoring watch-list 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 watch-list 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 watch list and classified by degree of their problems and risk level into three groups, i.e. watch list – low, watch list – medium and watch list – high. The accounts under watch list – low and watch list – medium shall remain as performing (stage1) class while those under watch list – high are classified as underperforming (stage2). These watch-list 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 watch-list 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 classification, 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 incurrence 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 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 No. SorNorSor 23/2561 re: Regulations on Asset Classification and Provisioning of Financial Institutions dated 13 December 2018, thereby classification and provision is required for financial assets and exposure from Ioan commitments and financial guarantee contracts. Such financial assets and commitments are classified into three types, comprising (1) Non-performing, (2) Under-performing, and (3) Performing. Provision is also required for expected credit loss (ECL). This is in accordance with Thai Financial Reporting Standard No. 9 (TFRS9) re: financial instruments, effective from 1 January 2020 onwards.

For the calculation of capital adequacy to risk weighted assets by using SA approach both Bank level and Full Consolidated level. The provisions to be set aside for assets and off-balance sheet items shall be classified as follows:

- General Provision includes reserves for assets and obligations with an insignificant increase in credit risk (Perfoming) and reserves for assets and obligations with a significant increase in credit risk (Under- performing) excluding any provision held against assets classified as pass which is already counted as specific provision. The general provision shall be in accordance with the Notification of the Bank of Thailand Re: Regulations on Assets Classification and Provisioning of Financial Institutions.
- Specific Provision means a provision ascribed to identified deterioration of any particular assets and off-balance sheet items, including allowance for a decrease occurred from financial instruments that measured at fair value through profit or loss (FVTPL), financial instruments that measured at fair value through other comprehensive income (FVOCI)



and allowance for expected credit loss but excluding general provision that has already been included in Tier 2 capital.

Non- performing claims mean claims on assets classified as non- performing and purchased or originated credit impaired under the Notification of the Bank of Thailand on Asset Classifidation and Provisioning of Financial Institutions.

• Definition of Default and Impairment of Assets

1. Default of Payment

The Bank set Accounting Policy related to Income Recognition whenever customers had overdue accrued interest income for more than three months since the due date or stage 3 loan account follow definition of TFRS 9 will be recognize at effective interest rate of the carrying amount after impairment.

2. Impairment of assets

The Group has chosen to exclude information related to COVID-19 as an indication of the impairment of assets.

For intangible assets that are not ready for intended use that the Group has to test for impairment annually, the Group has chosen not to include information related to COVID-19 that potentially effect financial pojections to consider for the assets impairment tesing.

Assets that have an indefinite useful life, for example goodwill, are not subject to amortization and are tested annually for impairment. Assets that are subject to amortization are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the carrying amount of the assets exceeds its recoverable amount. The recoverable amount is the hgher 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.



• Policy for Intra-Group Transaction 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.



Table 5 Outstanding of on-balance sheet assets and off-balance sheet items before credit risk mitigation

Unit: Baht millio									
	Conso	lidated	Bank Only						
As at	Dec 31,	Dec 31,	Dec 31,	Dec 31,					
	2022	2021	2022	2021					
1. On-balance sheet assets	437,864	337,898	432,126	332,561					
1.1 Loans and accrued interest receivables, net $^{1\prime}$	237,942	211,724	232,510	206,583					
1.2 Investments in debt securities, net $^{2/}$	105,025	74,174	105,023	74,172					
1.3 Deposits and accrued interests, net $^{3\prime}$	14,613	5,581	14,309	5,387					
1.4 Derivative assets	80,284	46,419	80,284	46,419					
2. Off-balance sheet items ^{4/}	5,444,664	4,160,973	5,452,114	4,170,598					
2.1 Aval of bills, financial guarantees and Letter of	667	1,134	667	1,134					
credits									
2.2 OTC derivatives ^{5/}	5,425,285	4,147,685	5,425,285	4,147,685					
2.3 Undrawn committed line	18,712	12,154	26,162	21,779					

^{1/} Including undue interest receivables, net of deferred income, unamortised modification gain (loss) and expected credit loss and including loans and accrued interest receivables of interbank and money market, net

^{2/} Including investment in loan, which excluding accrued interest receivables and net of allowances for revaluation securities and expected credit loss

 $^{\scriptscriptstyle 3\prime}$ Including undue interest receivables and net of expected credit loss

^{4/} Before using credit conversion factor

5/ Including equity-related derivatives



Table 6 Outstanding of on-balance sheet assets and off-balance sheet items before credit risk mitigation classified by country or geographic area of debtors

								Office	
					Dec 31, 2022				
			On-balance sheet ass	ets		Off-balance sheet items ^{3/}			
As at				Deposits			Aval of bills,		Lindrown
AS di	Total	Net loans ^{1/}	Net investments in	(including	Derivative	Total	financial	OTC	Undrawn committed
	TOLAI	Net Ioans	debt securities 2/	accrued	assets	Totai	guarantees and	derivatives 4/	line
				interests) ^{3/}			letter of credits		lille
1. Thailand	386,040	242,918	102,285	3,315	37,522	2,143,780	667	2,124,964	18,149
2. Asia Pacific (excluding Thailand)	21,153	336	2,740	7,653	10,424	538,173	-	538,173	-
3. North America and Latin America	9,327	-	-	458	8,869	811,129	-	811,129	-
4. Africa and Middle East	1	-	-	1	-	-	-	-	-
5. Europe	27,277	631	-	3,177	23,469	1,951,582	-	1,951,019	563
6. Oceania	9	-	-	9	-	-	-	-	-
Total	443,807	243,885	105,025	14,613	80,284	5,444,664	667	5,425,285	18,712
Less General provision	(5,943)	(5,943)	-	-	-	-	-	-	-
Total	437,864	237,942	105,025	14,613	80,284	5,444,664	667	5,425,285	18,712

Consolidated

^{1/} Including undue interest receivables, net of deferred income, unamortised modification gain (loss) and expected credit loss and including loans and accrued interest receivables of interbank and money market, net

^{2/} Including investment in loan, which excluding accrued interest receivables and net of allowances for revaluation securities and expected credit loss

^{3/} Including undue interest receivables and net of expected credit loss

^{4/} Before using credit conversion factor

^{5/} Including equity-related derivatives

Unit: Baht million



Consolidated

Unit: Baht million

		Dec 31, 2021										
			On-balance sheet ass	ets	Off-balance sheet items ^{3/}							
As at				Deposits			Aval of bills,		Undrawn			
	Total	Net loans ^{1/}	Net investments in	(including	Derivative	Total	financial	OTC	committed			
	rotar	Hot louilo	debt securities ^{2/}	accrued	assets	1 otdi	guarantees and	derivatives 4/	line			
				interests) ^{3/}			letter of credits		inic			
1. Thailand	321,707	216,792	74,174	1,420	29,321	1,883,832	1,134	1,870,545	12,153			
2. Asia Pacific (excluding Thailand)	7,041	213	-	619	6,209	433,783	-	433,782	1			
3. North America and Latin America	5,075	-	-	1,880	3,195	743,285	-	743,285	-			
4. Africa and Middle East	9	-	-	1	8	2,240	-	2,240	-			
5. Europe	9,344	-	-	1,658	7,686	1,097,833	-	1,097,833	-			
6. Oceania	3	-	-	3	-	-	-		-			
Total	343,179	217,005	74,174	5,581	46,419	4,160,973	1,134	4,147,685	12,154			
Less General provision	(5,281)	(5,281)	-	-	-	-	-	-	-			
Total	337,898	211,724	74,174	5,581	46,419	4,160,973	1,134	4,147,685	12,154			

¹⁷ Including undue interest receivables, net of deferred income, unamortised modification gain (loss) and expected credit loss and including loans and accrued interest receivables of interbank and money market, net

^{2/} Including investment in loan, which excluding accrued interest receivables and net of allowances for revaluation securities and expected credit loss

^{3/} Including undue interest receivables and net of expected credit loss

^{4/} Before using credit conversion factor



Bank Only

Unit: Baht million

	Dec 31, 2022										
	On-balance sheet assets						Off-balance sheet items ^{3/}				
As at	Total	Net loans ^{1/}	Net loans ^{1/} Net investments in debt securities ^{2/}		Derivative assets	Total	Aval of bills, financial guarantees and letter of credits	OTC derivatives ^{4/}	Undrawn committed line		
1. Thailand	378,761	235,945	102,283	3,011	37,522	2,151,230	667	2,124,964	25,599		
2. Asia Pacific (excluding Thailand)	21,153	336	2,740	7,653	10,424	538,173	-	538,173	-		
3. North America and Latin America	9,327	-	-	458	8,869	811,129	-	811,129	-		
4. Africa and Middle East	1	-	-	1	-	-	-	-	-		
5. Europe	27,277	631	-	3,177	23,469	1,951,582	-	1,951,019	563		
6. Oceania	9	-	-	9	-	-	-	-	-		
Total	436,528	236,912	105,023	14,309	80,284	5,452,114	667	5,425,285	26,162		
Less General provision	(4,402)	(4,402)	-	-	-	-	-		-		
Total	432,126	232,510	105,023	14,309	80,284	5,452,114	667	5,425,285	26,162		

^{1/} Including undue interest receivables, net of deferred income, unamortised modification gain (loss) and expected credit loss and including loans and accrued interest receivables of interbank and money market, net

^{2/} Including investment in loan, which excluding accrued interest receivables and net of allowances for revaluation securities and expected credit loss

^{3/} Including undue interest receivables and net of expected credit loss

^{4/} Before using credit conversion factor



Bank Only

Unit: Baht million

	Dec 31, 2021										
	On-balance sheet assets						Off-balance sheet items ^{3/}				
As at	Net loans Total _{1/}		Net investments in debt securities ^{2/}	Deposits (including accrued interests) ^{3/}	Derivative assets	Total	Aval of bills, financial guarantees and letter of credits	OTC derivatives ^{4/}	Undrawn committed line		
1. Thailand	314,944	210,225	74,172	1,226	29, 321	1,893,457	1,134	1,870,545	21,778		
2. Asia Pacific (excluding Thailand)	7,040	212	-	619	6,209	433,783	-	433,782	1		
3. North America and Latin America	5,075	-	-	1,880	3,195	743,285	-	743,285	-		
4. Africa and Middle East	9	-	-	1	8	2,240	-	2,240	-		
5. Europe	9,344	-	-	1,658	7,686	1,097,833	-	1,097,833	-		
6. Oceania	3	-	-	3	-	-	-	-	-		
Total	336,415	210,437	74,172	5,387	46,419	4,170,598	1,134	4,147,685	21,779		
Less General provision	(3,854)	(3,854)	-	-	-	-	-	-	-		
Total	332,561	206,583	74,172	5,387	46,419	4,170,598	1,134	4,147,685	21,779		

^{1/} Including undue interest receivables, net of deferred income, unamortised modification gain (loss) and expected credit loss and including loans and accrued interest receivables of interbank and money market, net

^{2/} Including investment in loan, which excluding accrued interest receivables and net of allowances for revaluation securities and expected credit loss

^{3/} Including undue interest receivables and net of expected credit loss

^{4/} Before using credit conversion factor



Table 7 Outstanding of on-balance sheet assets and off-balance sheet items before credit risk mitigation classified by the remaining maturity

Unit: Baht million

	Consolidated									
		Dec 31	, 2022		Dec 31, 2021					
As at	Maturity not exceeding 1 year	Maturity exceeding 1 year	General provision	Total	Maturity not exceeding 1 year	Maturity exceeding 1 year	General provision	Total		
1. On-balance sheet assets	121,766	322,041	(5,943)	437,864	69,433	273,746	(5,281)	337,898		
1.1 Loans and accrued interest receivables, net $^{\mbox{\tiny 1/}}$	43,823	200,062	(5,943)	237,942	33,311	183,694	(5,281)	211,724		
1.2 Investments in debt securities, net $^{2\prime}$	20,884	84,141	-	105,025	10,177	63,997	-	74,174		
1.3 Deposits and accrued interests, net $^{3\prime}$	14,613	-	-	14,613	5,581	-	-	5,581		
1.4 Derivative assets	42,446	37,838	-	80,284	20,364	26,055	-	46,419		
2. Off-balance sheet items ^{4/}	3,559,308	1,885,356	-	5,444,664	2,352,269	1,808,704	-	4,160,973		
2.1 Aval of bills, financial guarantees and Letter of credits	667	-	-	667	1,134	-	-	1,134		
2.2 OTC derivatives ^{5/}	3,545,383	1,879,902	-	5,425,285	2,342,729	1,804,956	-	4,147,685		
2.3 Undrawn committed line	13,258	5,454	-	18,712	8,406	3,748	-	12,154		

^{1/} Including undue interest receivables, net of deferred income, unamortised modification gain (loss) and expected credit loss and including loans and accrued interest receivables of interbank and money market, net

^{2/} Including investment in loan, which excluding accrued interest receivables and net of allowances for revaluation securities and expected credit loss

^{3/} Including undue interest receivables and net of expected credit loss

^{4/} Before using credit conversion factor



Unit: Baht million

	Bank Only									
		Dec 31,	2022		Dec 31, 2021					
As at	Maturity not exceeding 1 year	Maturity exceeding 1 year	General provision	Total	Maturity not exceeding 1 year	Maturity exceeding 1 year	General provision	Total		
1. On-balance sheet assets	129,919	306,609	(4,402)	432,126	82,413	254,002	(3,854)	332,561		
1.1 Loans and accrued interest receivables, net $^{1\prime}$	52,282	184,630	(4,402)	232,510	46,487	163,950	(3,854)	206,583		
1.2 Investments in debt securities, net $2^{2/2}$	20,882	84,141	-	105,023	10,175	63,997	-	74,172		
1.3 Deposits and accrued interests, net ^{3/}	14,309	-	-	14,309	5,387	-	-	5,387		
1.4 Derivative assets	42,446	37,838	-	80,284	20,364	26,055	-	46,419		
2. Off-balance sheet items ^{4/}	3,566,758	1,885,356	-	5,452,114	2,361,894	1,808,704	-	4,170,598		
2.1 Aval of bills, financial guarantees and Letter of credits	667	-	-	667	1,134	-	-	1,134		
2.2 OTC derivatives ^{5/}	3,545,383	1,879,902	-	5,425,285	2,342,729	1,804,956	-	4,147,685		
2.3 Undrawn committed line	20,708	5,454	-	26,162	18,031	3,748	-	21,779		

^{1/} Including undue interest receivables, net of deferred income, unamortised modification gain (loss) and expected credit loss and including loans and accrued interest receivables of interbank and money market, net

^{2/} Including investment in loan, which excluding accrued interest receivables and net of allowances for revaluation securities and expected credit loss

^{3/} Including undue interest receivables and net of expected credit loss

^{4/} Before using credit conversion factor



Table 8 Outstanding balance of financial instruments * before credit risk mitigation and provisions (General provision and Specific provision)

Consolidated										
Dec 31, 2022										
Items	Expo	sures	Provisions ^{2/}	Reserve value of the SA r	Net exposures ^{3/}					
liems	Defaulted	Non-defaulted	FIOVISIONS	General provision	Specific provision	Net exposules				
	exposures ^{1/}	exposures ^{1/}								
1. Loans and accrued interest receivables ^{4/}	8,296	237,843	8,197	5,943	2,254	237,942				
2. Investment in debt Securities ^{5/}	-	105,025	-	-	-	105,025				
3. Deposits and accrued interests ^{6/}	-	14,613	-	-	-	14,613				
4. Loan commitment and financial guarantee contract ^{7/}	411	26,187	743	168	575	25,855				
Total	8,707	383,668	8,940	6,111	2,829	383,435				

* Recognized impairment in accordance with TFRS 9 Re: Financial Instruments

^{1/} The Bank uses the SA method: defaulted exposures and non-defaulted exposures as according to the Bank of Thailand Notification Re: Regulations for Classification and Provision of Financial Institutions

^{2/} Refers to the allowance for expected credit loss as defined in TFRS 9. For financial instruments measured at fair value through other comprehensive income. The reserve value is not required as stipulated in TFRS 7 Re: Financial

Instruments Disclosure. The outstanding value of such financial instruments is shown in net amount of reserve value.

^{3/} Net exposure = Exposure - Provsion

^{4/} Including undue interest receivables, net of deferred income, unamortised modification gain (loss) and expected credit loss and including loans and accrued interest receivables of interbank and money market, net

^{5/} Excluding accrued interest receivables and net of allowances for revaluation, and excluding Investment in Ioan

^{6/} Including undue interest receivables

^{7/} Before using credit conversion factor



	Consolidated									
Dec 31, 2021										
ltems	Exposures		Provisions ^{2/}	Reserve value of the SA r		Net exposures ^{3/}				
lienis	Defaulted	Non-defaulted	FIOVISIONS	General provision	Specific provision	Net exposures				
	exposures ^{1/}	exposures ^{1/}								
1. Loans and accrued interest receivables ^{4/}	8,419	211,645	8,340	5,281	3,059	211,724				
2. Investment in debt Securities ^{5/}	-	74,174	-	-	-	74,174				
3. Deposits and accrued interests ^{6/}	-	5,581	-	-	-	5,581				
4. Loan commitment and financial guarantee contract ^{7/}	22,234	969	153	816	21,955					
Total	9,109	313,634	9,309	5,434	3,875	313,434				

* Recognized impairment in accordance with TFRS 9 Re: Financial Instruments

¹⁷ The Bank uses the SA method: defaulted exposures and non-defaulted exposures as according to the Bank of Thailand Notification Re: Regulations for Classification and Provision of Financial Institutions

^{2/} Refers to the allowance for expected credit loss as defined in TFRS 9. For financial instruments measured at fair value through other comprehensive income. The reserve value is not required as stipulated in TFRS 7 Re: Financial

Instruments Disclosure. The outstanding value of such financial instruments is shown in net amount of reserve value.

^{3/} Net exposure = Exposure - Provsion

^{4/} Including undue interest receivables, net of deferred income, unamortised modification gain (loss) and expected credit loss and including loans and accrued interest receivables of interbank and money market, net

^{5/} Excluding accrued interest receivables and net of allowances for revaluation, and excluding Investment in Ioan

^{6/} Including undue interest receivables

^{7/} Before using credit conversion factor



		Bank Only								
	Dec 31,2022									
Items	Exposures		Provisions ^{2/}	Reserve value of the SA r	the position using nehtod ^{2/}	• Net exposures ^{3/}				
iteriis	Defaulted	Non-defaulted	FIOVISIONS	General provision	Specific provision	Net exposures				
	exposures ^{1/}	exposures ^{1/}								
1. Loans and accrued interest receivables ^{4/}	7,788	231,180	6,458	4,402	2,056	232,510				
2. Debt Securities ^{5/}	-	105,023	-	-	-	105,023				
3. Deposits and accrued interests ^{6/}	-	14,309	-	-	-	14,309				
4. Loan commitment and financial guarantee contract ^{7/}	411	33,637	748	173	575	33,300				
Total	8,199	384,149	7,206	4,575	2,631	385,142				

* Recognized impairment in accordance with TFRS 9 Re: Financial Instruments

¹⁷ The Bank uses the SA method: defaulted exposures and non-defaulted exposures as according to the Bank of Thailand Notification Re: Regulations for Classification and Provision of Financial Institutions

^{2/} Refers to the allowance for expected credit loss as defined in TFRS 9. For financial instruments measured at fair value through other comprehensive income. The reserve value is not required as stipulated in TFRS 7 Re: Financial

Instruments Disclosure. The outstanding value of such financial instruments is shown in net amount of reserve value.

^{3/} Net exposure = Exposure - Provsion

^{4/} Including undue interest receivables, net of deferred income, unamortised modification gain (loss) and expected credit loss and including loans and accrued interest receivables of interbank and money market, net

^{5/} Excluding accrued interest receivables and net of allowances for revaluation, and excluding Investment in Ioan

^{6/} Including undue interest receivables

^{7/} Before using credit conversion factor



		Bank Only								
	Dec 31,2021									
Exposures Reserve value of the position using										
Items			Provisions ^{2/}	the SA r	nehtod ^{2/}	Net exposures ^{3/}				
licitio	Defaulted	Non-defaulted	11001310113	General provision	Specific provision					
	exposures ^{1/}	exposures 1/								
1. Loans and accrued interest receivables ^{4/}	8,088	205,276	6,781	3,854	2,927	206,583				
2. Debt Securities ^{5/}	-	74,172	-	-	-	74,172				
3. Deposits and accrued interests ^{6/}	-	5,387	-	-	-	5,387				
4. Loan commitment and financial guarantee contract ^{7/}	690	31,858	975	160	815	31,573				
Total	8,778	316,693	7,756	4,014	3,742	317,715				

* Recognized impairment in accordance with TFRS 9 Re: Financial Instruments

¹⁷ The Bank uses the SA method: defaulted exposures and non-defaulted exposures as according to the Bank of Thailand Notification Re: Regulations for Classification and Provision of Financial Institutions

^{2/} Refers to the allowance for expected credit loss as defined in TFRS 9. For financial instruments measured at fair value through other comprehensive income. The reserve value is not required as stipulated in TFRS 7 Re: Financial

Instruments Disclosure. The outstanding value of such financial instruments is shown in net amount of reserve value.

^{3/} Net exposure = Exposure - Provsion

^{4/} Including undue interest receivables, net of deferred income, unamortised modification gain (loss) and expected credit loss and including loans and accrued interest receivables of interbank and money market, net

^{5/} Excluding accrued interest receivables and net of allowances for revaluation, and excluding Investment in Ioan

^{6/} Including undue interest receivables

^{7/} Before using credit conversion factor



Table 9 Outstanding of loans including accrued interests and investments in debt securities before credit risk mitigation classified by country or geographic area of debtors and by asset classification specified by the Bank of Thailand

Unit: Baht million

				Consolidated						
Dec 31, 2022										
		Loans and ac	crued interest	receivables 1/			Investm	ent in debt sec	curities ^{2/}	
country or geographic area	Performing	Under-	Non-	Purchased or		Performing	Under-	Non-	Purchased or	
country of geographic area	(Stage 1)	performing	performing	originated	Total	(Stage 1)	performing	performing	originated	Total
	(Stage T)	(Stage 2)	(Stage 3)	crdit-impaired		(Stage T)	(Stage 2)	(Stage 3)	crdit-impaired	
Thailand	220,198	16,678	8,249	47	245,172	102,285	-	-	-	102,285
Asia Pacific (exclude Thailand)	192	144	-	-	336	2,740	-	-	-	2,740
North America and Latin America	-	-	-	-	-	-	-	-	-	-
Africa and Middle East	-	-	-	-	-	-	-	-	-	-
Europe	631	631 631								-
Oceania	-									
Total	221,021	16,822	8,249	47	246,139	105,025	-	-	_	105,025

^{1/} Including undue interest receivables, net of deferred income, unamortised modification gain (loss) and expected credit loss and including loans and accrued interest receivables of interbank and money market, net



				Consolidated						
Dec 31, 2021										
		Loans and ac	crued interest	receivables ^{1/}			Investm	ent in debt sec	curities ^{2/}	
country or geographic area	Performing	Under-	Non-	Purchased or		Performing	Under-	Non-	Purchased or	
country of geographic area		performing	performing	originated	Total	(Stage 1)	performing	performing	originated crdit-	Total
	(Stage 1)	(Stage 2)	(Stage 3)	crdit-impaired		(Stage T)	(Stage 2)	(Stage 3)	impaired	
Thailand	192,625	18,807	8,362	58	219,852	74,174	-	-	-	74,174
Asia Pacific (exclude Thailand)	19	193	-	-	212	-	-	-	-	-
North America and Latin America	-	-	-	-	-	-	-	-	-	-
Africa and Middle East	-	-	-	-	-	-	-	-	-	-
Europe	-									
Oceania	-									
Total	192,644	19,000	8,362	58	220,064	74,174	-	-	-	74,174

^{1/} Including undue interest receivables, net of deferred income, unamortised modification gain (loss) and expected credit loss and including loans and accrued interest receivables of interbank and money market, net



				Bank Only							
	Dec 31, 2022										
		Loans and ac	crued interest	receivables ^{1/}			Investm	ent in debt sec	curities ^{2/}		
country or geographic area	Performing	Under-	Non-	Purchased or		Performing	Under-	Non-	Purchased or		
country of geographic area	(Stage 1)	performing	performing	originated	Total	(Stage 1)	performing	performing	originated	Total	
	(Staye T)	(Stage 2)	(Stage 3)	crdit-impaired		(Stage T)	(Stage 2)	(Stage 3)	crdit-impaired		
Thailand	218,643	11,569	7,742	47	238,001	102,283	-	-	-	102,283	
Asia Pacific (exclude Thailand)	192	144	-	-	336	2,740	-	-	-	2,740	
North America and Latin America	-	-	-	-	-	-	-	-	-	-	
Africa and Middle East	-	-	-	-	-	-	-	-	-	-	
Europe	631	631 631								-	
Oceania	-										
Total	219,466	11,713	7,742	47	238,968	105,023	-	-	-	105,023	

^{1/} Including undue interest receivables, net of deferred income, unamortised modification gain (loss) and expected credit loss and including loans and accrued interest receivables of interbank and money market, net



				Bank Only							
Dec 31, 2021											
		Loans and ad	crued interest	receivables ^{1/}			Investm	ent in debt sec	curities ^{2/}		
country or geographic area	Performing	Under-	Non-	Purchased or		Performing	Under-	Non-	Purchased or		
country of geographic area	(Stage 1)	performing	performing	originated	Total	(Stage 1)	performing	performing	originated crdit-	Total	
	(Stage I)	(Stage 2)	(Stage 3)	crdit-impaired		(Stage T)	(Stage 2)	(Stage 3)	impaired		
Thailand	190,980	14,085	8,030	58	213,153	74,172	-	-	-	74,172	
Asia Pacific (exclude Thailand)	19	193	-	-	212	-	-	-	-	-	
North America and Latin America	-	-	-	-	-	-	-	-	-	-	
Africa and Middle East	-	-	-	-	-	-	-	-	-	-	
Europe	-										
Oceania	-										
Total	190,999	14,278	8,030	58	213,365	74,172	-	-	-	74,172	

^{1/} Including undue interest receivables, net of deferred income, unamortised modification gain (loss) and expected credit loss and including loans and accrued interest receivables of interbank and money market, net



Table 10 Provisions (General provision and Specific provision) and bad debt write-offs for loans including accrued interests and investments in debt securities classified by country or geographic area

Consolidated

Unit: Baht million

		Dec 31	, 2022		Dec 31, 2021					
	Loans and a	accrued interest re	eceivables ^{1/}	Investment in	Loans and	accrued interest re	eceivables 1/	Investment in		
As at	Reserve value of the position			debt securities	Reserve value of the position			debt securities		
	using the S	A method ^{3/}	method ^{3/} Write-off Specific		using the S	A method ^{3/}	Write-off	Specific		
	General	Specific	during period	provision ^{2/}	General	Specific	during period	provision ^{5/}		
	provision ^{4/}	provision		provision	provision ^{4/} provision			provision		
Thailand		2,254	1,641	1		3,059	1,839	1		
Asia Pacific (exclude Thailand)		-	-	-		-	371	-		
North America and Latin America		-	-	-		-	-	-		
Africa and Middle East		-	-	-		-	-	-		
Europe		-	-	-		-	-	-		
Oceania	-		-	-	-		-	-		
Total	5,943	2,254	1,641	1	5,281	3,059	2,210	1		

^{1/} Including provisions and write-offs for outstanding amounts and accrued interest receivables of interbank and money market

^{2/} Excluded Investment in loan

^{3/} Expected credit loss

^{4/} Disclosed in total amounts

^{5/} Included Investment in Ioan



Bank Only

Unit: Baht million

		Dec 31	, 2022			Dec 31	I, 2021	
	Loans and a	accrued interest re	eceivables ^{1/}	Investment in	Loans and a	accrued interest re	eceivables ^{1/}	Investment in
As at	Reserve value of the position			Investment in debt securities	Reserve value of the position			Investment in debt securities
7.5 dt	using the S	A method ^{3/} Write-off Specific		using the S	A method ^{3/}	Write-off	Specific	
	General	Specific	during period	provision ^{2/}	General	Specific	during period	provision ^{5/}
	provision ^{4/}	provision		provision	provision ^{4/} provision			provision
Thailand		2,056	677	1		2,927		1
Asia Pacific (exclude Thailand)		-	-	-		-	371	-
North America and Latin America		-	-	-		-	-	-
Africa and Middle East		-	-	-		-	-	-
Europe		-	-	-		-	-	-
Oceania		-	-	-	-		-	-
Total	4,402	2,056	677	1	3,854	2,927	1,168	1

^{1/} Including provisions and write-offs for outstanding amounts and accrued interest receivables of interbank and money market

^{2/} Excluded Investment in loan

^{3/} Expected credit loss

^{4/} Disclosed in total amounts

^{5/} Included Investment in Ioan



Table 11 Outstanding of loans and accrued interest receivables * before credit risk mitigation classified by type of business and by asset classification specified by the Bank of Thailand

Consolidated

Unit: Baht million

			Dec 31, 2022		
As at	Performing	Under-performing	Non-performing	Purchased or	Total
	(Stage 1)	(Stage 2)	(Stage 3)	originated credit-	
				impaired	
Agricultural and mining	4,490	51	299	-	4,840
Manufacturing and commerce	32,398	3,144	1,260	7	36,809
Real estate and construction	9,114	2,696	1,292	-	13,102
Public utilities and services	23,800	3,462	905	36	28,203
Housing loans	91,135	1,742	3,485	-	96,362
Financial Intermediaries	17,468	150	-	-	17,618
Personal consumption	42,616	5,577	1,008	4	49,205
Total	221,021	16,822	8,249	47	246,139



Consolidated

Unit: Baht million

			Dec 31, 2021		
As at	Performing	Under-performing	Non-performing	Purchased or	Total
	(Stage 1)	(Stage 2)	(Stage 3)	originated credit-	
				impaired	
Agricultural and mining	5,222	339	37	-	5,598
Manufacturing and commerce	26,378	3,878	2,421	15	32,692
Real estate and construction	9,573	3943	1,070	-	14,586
Public utilities and services	23,041	3,432	1,104	36	27,613
Housing loans	76,707	2,015	2,888	-	81,610
Financial Intermediaries	9,079	-	-	-	9,079
Personal consumption	42,644	5,393	842	7	48,886
Total	192,644	19,000	8,362	58	220,064



Bank Only

Unit: Baht million

			Dec 31, 2022		
As at	Performing	Under-performing	Non-performing	Purchased or	Total
	(Stage 1)	(Stage 2)	(Stage 3)	originated credit-	
				impaired	
Agricultural and mining	4,490	51	299	-	4,840
Manufacturing and commerce	32,398	3,144	1,260	7	36,809
Real estate and construction	9,114	2,696	1,292	-	13,102
Public utilities and services	23,800	3,462	905	36	28,203
Housing loans	91,130	1,742	3,485	-	96,357
Financial Intermediaries	45,062	150	-	-	45,212
Personal consumption	13,472	468	501	4	14,445
Total	219,466	11,713	7,742	47	238,968



Bank Only

Unit: Baht million

			Dec 31, 2021		
As at	Performing	Under-performing	Non-performing	Purchased or	Total
	(Stage 1)	(Stage 2)	(Stage 3)	originated credit-	
				impaired	
Agricultural and mining	5,222	339	37	-	5,598
Manufacturing and commerce	26,378	3,878	2,421	15	32,692
Real estate and construction	9,573	3943	1,070	-	14,586
Public utilities and services	23,041	3,432	1,104	36	27,613
Housing loans	76,702	2,015	2,887	-	81,604
Financial Intermediaries	35,948	-	-	-	35,948
Personal consumption	14,135	671	511	7	15,324
Total	190,999	14,278	8,030	58	213,365



Table 12 Provisions (general and specific provisions) and bad debt write-offs for loans and accrued interests * classified by type of business

Consolidated

Unit: Baht million

	Γ	Dec 31, 2022		C)ec 31, 2021	
	Reserve va	alue of the		Reserve va	lue of the	
As at	positior	n using	Write-off	position	using	Write-off
As at	the SA n	nethod ^{1/}	during	the SA m	ethod ^{1/}	during
	General	Specific	period	General	Specific	period
	provision ^{2/}	provision		provision ^{2/}	provision	
Agricultural and mining		266	-		24	-
Manufacturing and commerce		530	153		1,566	504
Real estate and construction		205	-		233	-
Public utilities and services		210	49		325	4
Housing loans		683	96		588	158
Personal consumption		360	1,343		323	1,544
Total	5,943	2,254	1,641	5,281	3,059	2,210

* Including loans and accrued interests of interbank and money market items

^{1/} Expected credit loss

^{2/} Disclosed in total amounts

Bank Only

Unit: Baht million

	C	Dec 31, 2022		Γ	Dec 31, 2021	
	Reserve va	alue of the		Reserve va	lue of the	
As st	positior	n using	Write-off	position	using	Write-off
As at	the SA n					during
	General	Specific	period	General	Specific	period
	provision ^{2/}	provision		provision ^{2/}	provision	
Agricultural and mining		266	-		24	-
Manufacturing and commerce		530	153		1,566	504
Real estate and construction		205	-		233	-
Public utilities and services		210	49		325	4
Housing loans		683	96		588	158
Personal consumption		162	379		191	502
Total	4,402	2,056	677	3,854	2,927	1,168

* Including loans and accrued interests of interbank and money market items

^{1/} Expected credit loss

^{2/} Disclosed in total amounts



Table 13 Reconciliation of changes in provisions (General provision and Specific provision) for loans including accrued interests *

Consolidated

Unit: Baht million

	D	ec 31, 2022		De	ec 31, 2021	d ^{1/} Total 8,954 1,596			
	Reserve	value of the p	osition	Reserve v	Reserve value of the position				
As at	using	the SA metho	od ^{1/}	using t	he SA methoo	d ^{1/} Total 8,954 1,596			
	General	Specific	Total	General	Specific	Total			
	provision	provision	TOTAL	provision	provision	TOTAL			
Balance, beginning of the year	5,281	3,059	8,340	5,442	3,512	8,954			
Increases / decreases of provisions during the year ^{2/}	667	831	1,498	(159)	1,755	1,596			
Write-offs during the year	(5)	(1,636)	(1,641)	(2)	(2,208)	(2,210)			
Balance, end of the year	5,943	2,254	8,197	5,281	3,059	8,340			

* Including provisions and write-offs for outstanding amounts and accrued interest receivables of interbank and money market

^{1/} Expected credit loss

^{2/} Excluding allowance for expected credit loss on financial instruments measured at FVOCI

Bank Only

Unit: Baht million

	De	ec 31, 2022		De	ec 31, 2021		
	Reserve v	alue of the po	sition	Reserve v	alue of the po	osition	
As at	using t	he SA method	d ^{1/}	using the SA method $^{1/}$			
	General	Specific	Total	General	Specific	Total	
	provision	provision	Total	provision	provision	TOTAL	
Balance, beginning of the year	3,854	2,927	6,781	3,714	3,353	7,067	
Increases / decreases of provisions during the year ^{2/}	553	(199)	354	142	740	882	
Write-offs during the year	(5)	(672)	(677)	(2)	(1,166)	(1,168)	
Balance, end of the year	4,402	2,056	6,458	3,854	2,927	6,781	

* Including provisions and write-offs for outstanding amounts and accrued interest receivables of interbank and money market

^{1/} Expected credit loss

 $^{\mbox{\tiny 2'}}$ Excluding allowance for expected credit loss on financial instruments measured at FVOCI



Table 14 Outstanding of on-balance sheet assets and off-balance sheet items for credit risk under the SA approach classified by type of assets

Consolidated Dec 31, 2022 Dec 31, 2021 As at Off-balance **On-balance** Off-balance **On-balance** Total Total sheet assets sheet items * sheet assets sheet items * 1. Performing Assets 467.543 102.594 570.137 363.513 87.381 450.894 1.1 Debtors that are sovereigns and central banks, multilateral development 75,347 14,760 90,107 45,728 2,386 48,114 banks (MDBs) and public sector entities (PSEs) whose risk weight is comparable to that of sovereigns 52,545 30,972 1.2 Debtors that are financial institutions, and public sector entities (PSEs) 38,191 90,736 58,070 89,042 whose risk weight is comparable to that of financial institutions and securities companies 1.3 Debtors that are corporate and public sector entities (PSEs) whose risk 34,410 127,795 79,688 105.686 93.385 25,998 weight is comparable to that of corporate entities 55,941 1.4 Retail 54,370 879 55.014 927 55,249 1.5 Residential mortgage loan 90,743 90,743 76,643 76,643 _ -1.6 Other assets 115,507 115,507 75,468 75,468 --6,063 2. Non-Performing Assets 6,043 20 5,363 23 5,386 473,586 456,280 102,614 576,200 368.876 Total 87,404

* Off-balance-sheet items (including Repo and Reverse Repo transactions) after multiplying with Credit Conversion Factor (CCF), net of specific provision

Unit: Baht million



			Bank	Only		
As at		Dec 31, 2022			Dec 31, 2021	
AS at	On-balance	Off-balance	Total	On-balance	Off-balance	Total
	sheet assets	sheet items *	TOTAL	sheet assets	sheet items *	TOLAI
1. Performing Assets	462,256	104,084	566,340	358,650	89,306	447,956
1.1 Debtors that are sovereigns and central banks, multilateral development	75,345	14,760	90,105	45,726	2,386	48,112
banks (MDBs) and public sector entities (PSEs) whose risk weight is						
comparable to that of sovereigns						
1.2 Debtors that are financial institutions, and public sector entities (PSEs)	37,887	52,545	90,432	30,778	58,070	88,848
whose risk weight is comparable to that of financial institutions and						
securities companies						
1.3 Debtors that are corporate and public sector entities (PSEs) whose risk	120,803	35,900	156,703	106,378	27,923	134,301
weight is comparable to that of corporate entities						
1.4 Retail	20,293	879	21,172	21,962	927	22,889
1.5 Residential mortgage loan	90,738	-	90,738	76,638	-	76,638
1.6 Other assets	117,190	-	117,190	77,168	-	77,168
2. Non-Performing Assets	5,733	20	5,753	5,164	23	5,187
Total	467,989	104,104	572,093	363,814	89,329	453,143

* Off-balance-sheet items (including Repo and Reverse Repo transactions) after multiplying with Credit Conversion Factor (CCF), net of specific provision



6.2.2 Credit Risk Rating

Currently, the Bank uses rating from External Credit Assessment Institutions ("ECAIs") such as Standard & Poor's, Moody's Investors Service, Fitch Ratings, Fitch Ratings (Thailand) Co., Ltd. and TRIS Rating Co., Ltd. or used Country risk classification of OECD, in case of no Country Risk Rating from ECAIs, to set risk weight of obligors who are sovereign, central bank, government agencies or financial institution by based on their country risk rating.

For calculation of credit risk-weighted assets for claims on corporate. The Bank set risk weight from credit rating given by ECAIs as follows:

Group of Obligors	External Credit Assessment Institutions
 Thai corporate (excluding debt instrument issued by private sector) 	Fitch Ratings (Thailand) Co., Ltd. and TRIS Rating Co., Ltd.
Foreign corporateDebt instrument issued by	Standard & Poor's, Moody's Investors Service, Fitch Ratings, Fitch Ratings (Thailand) Co., Ltd. and TRIS Rating Co., Ltd.
private sector	



Table 15 Outstanding of on-balance sheet assets and off-balance sheet items * net of value of credit risk mitigation for each type of assets classified by risk

weight under the SA Approach

Consolidated

Unit: Baht million

As at						Dec 31,	2022					
AS at	Ris	k Weights f	or Exposur	es with Rat	ing		Risk ^v	Weights for	Exposures	without Rat	ing	
Risk weights	0%	20%	50%	100%	150%	0%	20%	35%	50%	75%	100%	150%
Performing Assets	105,602	34,736	35,197	22,649	339	152,758	26	87,820	-	57,617	73,394	-
1. Debtors that are sovereigns and central banks, multilateral	105,593	-	-	-	284							
development banks (MDBs) and public sector entities (PSEs)												
whose risk weight is comparable to that of sovereigns												
2. Debtors that are financial institutions, and public sector entities	9	16,199	10,357	13,116	-							
(PSEs) whose risk weight is comparable to that of financial												
institutions and securities companies												
3. Debtors that are corporate and public sector entities (PSEs)	-	18,537	24,840	9,533	55						64,540	
whose risk weight is comparable to that of corporate entities												
4. Retail										54,581	74	
5. Residential mortgage loan								87,820		2,923		
6. Other assets						152,758	26			113	8,780	
Non-Performing Assets ^{1/}	-	-	-	-	-	15	-	-	688	94	3,023	2,242
Total	105,602	34,736	35,197	22,649	339	152,773	26	87,820	688	57,711	76,417	2,242
Capital deduction prescribed by the BOT	2,658											

¹⁷ For the part with no CRM whose risk weights depend on the ratio of provisions to total exposures



Consolidated

Unit: Baht million

A	-					Dec 31,	2021					
As at	Ris	k Weights f	or Exposur	es with Rat	ing		Risk \	Neights for	Exposures	without Rat	ing	
	0%	20%	50%	100%	150%	0%	20%	35%	50%	75%	100%	150%
Performing Assets	73,472	25,437	23,331	22,138	463	109,841	89	72,870	-	58,998	64,256	-
1. Debtors that are sovereigns and central banks, multilateral	73,458	-	-	-	346							
development banks (MDBs) and public sector entities (PSEs)												
whose risk weight is comparable to that of sovereigns												
2. Debtors that are financial institutions, and public sector entities	14	12,977	2,070	14,597	0.2							
(PSEs) whose risk weight is comparable to that of financial												
institutions and securities companies												
3. Debtors that are corporate and public sector entities (PSEs)	-	12,460	21,261	7,541	116						57,356	
whose risk weight is comparable to that of corporate entities												
4. Retail										55,109	166	
5. Residential mortgage loan								72,870		3,773		
6. Other assets						109,841	89			116	6,734	
Non-Performing Assets ^{1/}	-	-	-	-	-	21	-	-	857	55	2,131	2,321
Total	73,472	25,437	23,331	22,138	463	109,862	89	72,870	857	59,053	66,387	2,321
Capital deduction prescribed by the BOT	2,321											

^{1/} For the part with no CRM whose risk weights depend on the ratio of provisions to total exposures



Bank Only

Unit: Baht million

						Dec 31,	2022					
As at	Risl	k Weights f	or Exposure	es with Ratin	g		Risk \	Neights for I	816 - 23,540 104,646 93,448 20,504 74			
Risk weights	0%	20%	50%	100%	150%	0%	20%	35%	50%	75%	100%	150%
Performing Assets	105,600	34,432	35,197	22,649	339	152,096	26	87,816	-	23,540	104,646	-
1. Debtors that are sovereigns and central banks, multilateral	105,591	-	-	-	284							
development banks (MDBs) and public sector entities (PSEs)												
whose risk weight is comparable to that of sovereigns												
2. Debtors that are financial institutions, and public sector entities	9	15,895	10,357	13,116	-							
(PSEs) whose risk weight is comparable to that of financial												
institutions and securities companies												
3. Debtors that are corporate and public sector entities (PSEs)	-	18,537	24,840	9,533	55						93,448	
whose risk weight is comparable to that of corporate entities												
4. Retail										20,504	74	
5. Residential mortgage loan								87,816		2,923		
6. Other assets						152,096	26			113	11,124	
Non-Performing Assets ^{1/}	-	-	-	-	-	15	-	-	657	94	2,747	2,239
Total	105,600	34,432	35,197	22,649	339	152,111	26	87,816	657	23,634	107,393	2,239
Capital deduction prescribed by the BOT	2,013											

^{1/} For the part with no CRM whose risk weights depend on the ratio of provisions to total exposures



Bank Only

Unit: Baht million

A 4	-					Dec 31,	2021					
As at	Ris	Risk Weights for Exposures with Rating					Risk Weights for Exposures without Rating 0% 20% 35% 50% 75% 100% 100% 09,191 89 72,864 - 25,946 95,221 100% 10%					
Risk weights	0%	20%	50%	100%	150%	0%	20%	35%	50%	75%	100%	150%
Performing Assets	73,470	25,243	23,331	22,138	463	109,191	89	72,864	-	25,946	95,221	-
1. Debtors that are sovereigns and central banks, multilateral												
development banks (MDBs) and public sector entities (PSEs)	73,456	-	-	-	346							
whose risk weight is comparable to that of sovereigns												
2. Debtors that are financial institutions, and public sector entities												
(PSEs) whose risk weight is comparable to that of financial	14	12,783	2,070	14,597	0.2							
institutions and securities companies												
3. Debtors that are corporate and public sector entities (PSEs)		10, 100	01.001	7 5 4 4	110						05.074	
whose risk weight is comparable to that of corporate entities	-	12,460	21,261	7,541	116						85,971	
4. Retail										22,057	166	
5. Residential mortgage loan								72,864		3,773		
6. Other assets						109,191	89			116	9,084	
Non-Performing Assets ^{1/}	-	-	-	-	-	21	-	-	830	55	1,962	2,319
Total	73,470	25,243	23,331	22,138	463	109,212	89	72,864	830	26,001	97,183	2,319
Capital deduction prescribed by the BOT	1,687											

^{1/} For the part with no CRM whose risk weights depend on the ratio of provisions to total exposures



6.2.3 Credit Risk Mitigation

The Bank's lending policies are 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 will be the secondary source of repayment and will help alleviate loss in the event of default. Among the different types of collateral which the Bank accepts are deposits, government bond, debt and equity instruments, land, construction and machinery, etc. The loan-to-collateral value ratio will vary based upon the risk level of each credit product, the borrower's creditworthiness and liquidity of collaterals. The Bank has established a collateral valuation policy to ensure effective risk management as well as to comply with 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.

Credit risk mitigation methods for calculation of the Bank's capital adequacy are as follows:

- Financial collaterals: Financial collaterals comprising cash, deposits, bonds, treasury bills, etc., are used by the Bank for credit risk mitigation by the financial collateral simple method.
- On-balance sheet netting: The Bank has in place standard loan agreement which can be offset with deposits of the same contract party and global master repurchase agreement with repo-style transaction with any institutional counterparties.
- Credit guarantee and derivatives: The Bank capitalizes on guarantors for credit risk mitigation in case that the guarantor is government, central bank, governmental agencies, and financial institutions with lower risk weight than the debtor.



Table 16 Outstanding of secured portion* for each type of assets under the SA approach classified by type of collateral

Unit: Baht million

		Consol	idated			Bank (Only	
	Dec 3 ²	I, 2022	Dec 31	l, 2021	Dec 31	, 2022	Dec 31	, 2021
As at	Eligible	Guarantee &	Eligible	Guarantee &	Eligible	Guarantee &	Eligible	Guarantee &
	financial	credit	financial	credit	financial	credit	financial	credit
	collateral	derivatives	collateral	derivatives	collateral	derivatives	collateral	derivatives
Performing Assets	51,962	20,887	44,903	22,112	51,962	20,887	44,903	22,112
1. Debtors that are sovereigns and central banks,	10,897	-	-	-	10,897	-	-	-
multilateral development banks (MDBs) and public								
sector entities (PSEs) whose risk weight is comparable								
to that of sovereigns								
2. Debtors that are financial institutions, and public sector	30,192	20,877	37,299	22,098	30,192	20,877	37,299	22,098
entities (PSEs) whose risk weight is comparable to that								
of financial institutions and securities companies								
3. Debtors that are corporate and public sector entities	10,289	-	6,946	6	10,289	-	6,946	6
(PSEs) whose risk weight is comparable to that of								
corporate entities								
4. Retail	584	10	658	8	584	10	658	8
5. Residential mortgage loan	-	-	-	-	-	-	-	-
6. Other assets	-	-	-	-	-	-	-	-
Non-Performing Assets	9	6	5	16	9	6	5	16
Total	51,971	20,893	44,908	22,128	51,971	20,893	44,908	22,128

* Credit risk mitigation excludes securitization. Values after on-balance sheet and off-balance sheet netting



6.3 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.

6.3.1 Market Risk in Trading Book

Market risk in trading book of the Bank and its financial group as follow:

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 Risk Management. 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 of other market risk underlyings

The Bank offers structured products to be alternative investments for clients. 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.

Minimum capital requirement for market risk in trading book

Currently, the Bank uses Standardised Approach for calculating the minimum capital requirement for market risk in trading book for both Bank level and Full Consolidated level. Details of market risk capital as at 31 December 2022 and 30 June 2022 are as follows:

Table 17 Minimum Capital Requirement for each type of market risk under SA Approach

Unit: Baht million

	Consolidated		Bank only	
Minimum Capital Requirement for Market Risk	Dec 31,	Jun 30,	Dec 31,	Jun 30,
	2022	2022	2022	2022
Interest rate risk	2,857	2,972	2,857	2,972
Equity price risk	-	-	-	-
Foreign exchange rate risk	328	163	328	163
Commodity price risk	-	-	-	-
Total minimum capital requirements for market risk by SA	3,185	3,135	3,185	3,135



6.3.2 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) under Risk Management and Capital and Balance Sheet Management (CBSM) under Finance, 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 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 longterm 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.

Unit: Baht million						
	Consolidated		Bank only			
Currency	Dec 31,	Dec 31,	Dec 31,	Dec 31,		
	2022	2021	2022	2021		
THB	(413)	(357)	(397)	(529)		
USD	44	85	44	85		
Others	29	(97)	29	(97)		
Total impact of interest rate change	(340)	(369)	(324)	(541)		
% of Target Net interest income	-3.26%	-5.08%	-4.44%	-4.92%		

Table 18 Impact of interest rate change* on net earnings

* Under assumption of interest rate increase of 100 bps

6.3.3 Equity Investment in the Banking Book

The Bank has no policy to increase investment in equity securities. The current exposures of equity investment are from a result of Mergers & Acquisitions which is an insignificant amount.

Changes in accounting policies relating to financial instruments:

From 1 January 2020, 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 recognized in statement of comprehensive income as other operating income.



Details of Equity exposures in the banking book, both Bank level and Full Consolidated level for the position as at 31 December 2022 and 2021 are as follows:

Table 19 Equity exposures in the Banking Book

Consolidated Bank Only Dec 31, Equity exposures Dec 31, Dec 31, Dec 31, 2022 2021 2022 2021 1. Equity (both domestic and overseas) 1.1 Marketable equity securities 14 59 14 59 1.2 Other equities 37 49 2933 2,953 2 2. Gains (losses) of sale of equities in the reporting 2 (6)(6) period 3. Revaluation surplus (deficit) on investments in (190)(190)(201)(201)equity instruments designated at fair value through other comprehensive income (FVOCI) 4. Minimum capital requirements for equity exposures 9 250 256 4 classified by SA approach

6.4 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

Unit: Baht million



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 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 and Control Self-Assessment: RCSA

Each business unit is required to conduct risk control self-assessment and report the results of which regularly to Risk Management. 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-up. 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: LED

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. 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 objectively by relevant subject matter experts in a fair and timely manner.

Furthermore, CX will provide customer knowledge 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 and improvement initatives are prepared and proposed by CX to Thailand Customer Experience Committee, and other relevant committees.

7. Business Continuity Plan: BCP

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.



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.

6.5 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 low-cost deposits amidst a low interest rate environment, and the influence of liquidity coverage ratio (LCR) guidelines with focus on growing transactional current and saving 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 tolerance before seeking approval from the Board. Asset and Liability Management (ALM), which is responsible for monitoring of the liquidity risk profile, works closely with Treasury 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 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.

6.6 Environment, Social, and Governamce (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.



7. Composition of capital disclosure requirements under BCBS

Table 20 Disclosure information for main features of regulatory capital instruments

	Subject	Details	Details	Details
1	Issuer	CIMB Thai Bank PCL.	CIMB Thai Bank PCL.	CIMB Thai Bank PCL.
2	Unique identifier	ISIN code: MYBPN1800035	ISIN code: MYBPN1900082	ISIN code: MYBPN2100039
вот	's regulatory treatment	- -		
3	Instrument type (Common Equity Tier 1 / Additional	Tier 2 capital	Tier 2 capital	Tier 2 capital
	Tier 1 / Tier 2 capital)			
4	Qualified in accordance with Basel III requirements	Yes	Yes	Yes
5	If not qualified in accordance with Basel III	-	-	-
	requirements (please specify)			
6	Transitional phase out or fully countable	Fully countable but gradual	Fully countable but gradual	Fully countable but gradual
		reduction on capital calculation	reduction on capital calculation	reduction on capital calculation
		and amortised reduction 20% in	and amortised reduction 20% in	and amortised reduction 20% in
		the last five years before	the last five years before	the last five years before
		maturity	maturity	maturity



	Subject	Details	Details	Details
7	Eligible at Bank only (Solo) /Group (Full conso)l	Group & Bank only	Group & Bank only	Group & Bank only
	/Group & Bank only			
8	Amount recognized in regulatory capital (unit :	3,158 Million Baht	4,088 Million Baht	5,142 Million Baht
	Million Baht)			
9	Par value of instrument – (unit : Malaysia Ringgit	MYR100	MYR100	MYR100
	(MYR))			
10	Accounting classification	Liabilities - amortised cost	Liabilities - amortised cost	Liabilities - amortised cost
11	Original date of issuance	March 29, 2018	July 8, 2019	July 12, 2021
12	Perpetual or dated	Dated	Dated	Dated
13	Original maturity date	March 29, 2028	July 6, 2029	July 12, 2031
14	Issuer call subject to prior supervisory approval	Issuer call subject to prior	Issuer call subject to prior	Issuer call subject to prior
		supervisory approval	supervisory approval	supervisory approval



	Subject	Details	Details	Details	
15	Optional call date, contingent call dates and	subordinated debentures	subordinated debentures	subordinated debentures	
	redemption amount	pursuant to tier 2 subordinated	pursuant to tier 2 subordinated	pursuant to tier 2 subordinated	
		debenture programme to	debenture programme to	debenture programme to	
		overseas investors / The	overseas investors / The	overseas investors / The	
		debenture has a tenor of 10	debenture has a tenor of 10	debenture has a tenor of 10	
		years and the Bank may	years and the Bank may	years and the Bank may	
		exercise its right to early	exercise its right to early	exercise its right to early	
		redeem the debenture after 5	redeem the debenture after 5	redeem the debenture after 5	
		years subject to approval by the	years subject to approval by the	years subject to approval by the	
		Bank of Thailand / first date of	Bank of Thailand / first date the	Bank of Thailand / first date the	
		the redemption rights is on	redemption rights is on July 8,	redemption rights is on July 12,	
		March 29, 2023 / redeem	2024 / redeem amount of MYR	2026 / redeem amount of MYR	
		amount of MYR 390 million.	550 million.	660 million.	
16	Subsequent call dates, if applicable	-	-	-	
	Coupons / dividends				
17	Fixed or floating dividend/coupon	Fixed rate	Fixed rate	Fixed rate	
18	Coupon rate and any related index	5.20% per annum	4.15% per annum	3.90% per annum	



	Subject	Details	Details	Details
19	Existence of a dividend stopper	No dividend stopper	No dividend stopper	No dividend stopper
20	Fully discretionary, partially discretionary or	Mandatory	Mandatory	Mandatory
	mandatory			
21	Existence of step up or other incentive to redeem	No incentive to redeem	No incentive to redeem	No incentive to redeem
22	Noncumulative or cumulative	Non-cumulative	Non-cumulative	Non-cumulative
23	Convertible or non-convertible	Non-convertible	Non-convertible	Non-convertible
24	If convertible, conversion trigger	-	-	-
25	If convertible, fully or partially	-	-	-
26	If convertible, conversion rate	-	-	-
27	If convertible, specify instrument type convertible	-	-	-
	into			
28	If convertible, specify issuer of instrument it	-	-	-
	converts into			
29	Write-down feature	Yes	Yes	Yes



	Subject	Details	Details	Details
30	If write-down, write-down trigger(s)	Contractual write-down upon	Contractual write-down upon	Contractual write-down upon
		the occurrence of the following	the occurrence of the following	the occurrence of the following
		trigger events:	trigger events:	trigger events:
		Trigger events for CIMB Thai	Trigger events for CIMB Thai	Trigger events for CIMB Thai
		1) the Bank cannot continue its	1) the Bank cannot continue its	1) the Bank cannot continue its
		business in any manner such as	business in any manner such as	business in any manner such as
		having insufficient assets to	having insufficient assets to	having insufficient assets to
		make repayment to its	make repayment to its	make repayment to its
		depositors and creditors, its	depositors and creditors, its	depositors and creditors, its
		capital funds having dropped to	capital funds having dropped to	capital funds having dropped to
		the extent that its depositors	the extent that its depositors	the extent that its depositors
		and creditors will be adversely	and creditors will be adversely	and creditors will be adversely
		affected, or not being able to	affected, or not being able to	affected, or not being able to
		increase capital by themselves,	increase capital by themselves,	increase capital by themselves,
		etc, <u>and</u>	etc, <u>and</u>	etc, <u>and</u>
		2) The BOT and/or any other	2) The BOT and/or any other	2) The BOT and/or any other
		empowered government	empowered government	empowered government
		agency decide to grant financial	agency decide to grant financial	agency decide to grant financial



Subject	Details	Details	Details
	assistance to the Bank such as	assistance to the Bank such as	assistance to the Bank such as
	in the form of capital injection	in the form of capital injection	in the form of capital injection
	Trigger events of CIMB Bank	Trigger events of CIMB Bank	Trigger events of CIMB Bank
	<u>Berhad ("CIMB Bank"),</u>	<u>Berhad ("CIMB Bank"),</u>	<u>Berhad ("CIMB Bank"),</u>
	whichever is earlier:	whichever is earlier:	whichever is earlier:
	1) Bank Negara Malaysia	1) Bank Negara Malaysia	1) Bank Negara Malaysia
	("BNM") and the Malaysia	("BNM") and the Malaysia	("BNM") and the Malaysia
	Deposit Insurance Corporation	Deposit Insurance Corporation	Deposit Insurance Corporation
	("PIDM") have notified CIMB	("PIDM") have notified CIMB	("PIDM") have notified CIMB
	Bank in writing that they are of	Bank in writing that they are of	Bank in writing that they are of
	the view that the principal write	the view that the principal write	the view that the principal write
	off of the Subordinated Debt is	off of the Subordinated Debt is	off of the Subordinated Debt is
	an essential requirement to	an essential requirement to	an essential requirement to
	prevent CIMB Bank from	prevent CIMB Bank from	prevent CIMB Bank from
	becoming non-viable; <u>or</u>	becoming non-viable; <u>or</u>	becoming non-viable; <u>or</u>
	2) BNM and PIDM publicly	2) BNM and PIDM publicly	2) BNM and PIDM publicly
	announces that a decision has	announces that a decision has	announces that a decision has
	been made by BNM, PIDM or	been made by BNM, PIDM or	been made by BNM, PIDM or



	Subject	Details	Details	Details
		any other federal or state	any other federal or state	any other federal or state
		government in Malaysia, to	government in Malaysia, to	government in Malaysia, to
		provide a capital injection or	provide a capital injection or	provide a capital injection or
		equivalent support to CIMB	equivalent support to CIMB	equivalent support to CIMB
		Bank, without which CIMB Bank	Bank, without which CIMB Bank	Bank, without which CIMB Bank
		would cease to be viable	would cease to be viable	would cease to be viable
31	If write-down, full or partial	fully or partially	fully or partially	fully or partially
32	If write-down, permanent or temporary	Permanent	Permanent	Permanent
33	If temporary write-down, description of write-up	-	-	-
	mechanism			
34	Position in subordination hierarchy in liquidation	Immediately senior to (1) All	Immediately senior to (1) All	Immediately senior to (1) All
	(specify instrument type immediately senior to	classes of equity securities of	classes of equity securities of	classes of equity securities of
	instrument)	the Issuer, including holders of	the Issuer, including holders of	the Issuer, including holders of
		preference shares, if any; (2)	preference shares, if any; (2)	preference shares, if any; (2)
		Tier 1 Instruments; (3) such	Tier 1 Instruments; (3) such	Tier 1 Instruments; (3) such
		instruments which by their terms	instruments which by their terms	instruments which by their terms
		rank junior to the Subordinated	rank junior to the Subordinated	rank junior to the Subordinated



Subject		Details	Details Details	
		Debt, and will rank pari passu		Debt, and will rank pari passu
		without any preference among	without any preference among	without any preference among
	themselves and with all ot		themselves and with all other	themselves and with all other
		outstanding unsecured and	outstanding unsecured and	outstanding unsecured and
		subordinated debt issued by	subordinated debt issued by	subordinated debt issued by
		the Issuer that qualifies as Tier 2	the Issuer that qualifies as Tier 2	the Issuer that qualifies as Tier 2
		capital, present and future.	capital, present and future.	capital, present and future.



Table 21 Disclosure of	capital during a	transitional period	according to the	Basel III guidelines

				Unit: Mil	lion Baht
	Consol	idated	Bank	only	Net balance
Value of Capital, Inclusions, Adjustments and Deductions for the Period of	Dec 31, 2022	Jun 30, 2022	Dec 31, 2022	Jun 30, 2022	of items to be phased out from capital in the future ^{1/}
Tier 1 capital	42,830	39,099	39,514	36,382	
1. Common Equity Tier 1 capital (CET 1)	42,830	39,099	39,514	36,382	
1.1 Paid-up share capital (ordinary shares)	17,411	17,411	17,411	17,411	
1.2 Premium on share capital	10,146	10,146	10,146	10,146	
1.3 Statutory reserve	684	608	684	608	
1.4 Net profit after appropriation	15,911	13,832	11,908	10,418	
1.5 Other comprehensive income	771	45	813	88	
1.5.1 Revaluation surplus on assets	1,844	1,851	1,844	1,851	
1.5.2 Revaluation surplus (deficit) on change in	(410)	(1,362)	(410)	(1,362)	
value of investments					
1.5.3 Profit (loss) arising from translating the	(55)	(49)	(55)	(49)	
financial statement of a foreign operation					
1.5.4 Hedging reserve – cash flow hedge	74	118	74	118	
1.5.5 Financial liabilities at FVTPL reserve - own	(639)	(470)	(639)	(470)	
credit risk					
1.5.6 Other Comprehensive Income	(43)	(43)	-	-	
1.6 Any adjustments that are not allowed to have	565	352	565	352	
impacts on capital					
1.6.1 Cash flow hedge reserves	(74)	(118)	(74)	(118)	
1.6.2 Gains on financial liabilities designated at	639	470	639	470	
fair value relating to own credit risk					
1.7 Items to be deducted from CET 1	(2,658)	(3,295)	(2,013)	(2,641)	
1.7.1 Remeasurements of post-employment	-	(85)	-	(59)	
benefit obligations					
1.7.2 Intangible assets	(957)	(960)	(921)	(917)	
1.7.3 Deferred tax asset	(1,701)	(2,250)	(1,093)	(1,665)	
2. Additional Tier 1 capital	-	-	-	-	



	Consol	idated	Bank	c only	Net balance
Value of Capital, Inclusions, Adjustments and Deductions for the Period of	Dec 31, 2022	Jun 30, 2022	Dec 31, 2022	Jun 30, 2022	of items to be phased out from capital in
					the future ^{1/}
Tier 2 capital	14,911	14,730	14,979	14,798	
1. Qualifying Tier 2 capital instruments	12,388	12,388	12,388	12,388	
2. General provisions	2,523	2,342	2,591	2,410	
Total Capital	57,741	53,829	54,493	51,180	

^{1/} starting from 1 January 2018 onwards, no remaining net balance of items to be included in or deducted from capital under Basel III guideline

because all items are 100% included in or deducted



Table 22 Disclosure information for reconciliation of composition of capital (Full consolidation only)

Table 22.1 Balance sheet as in published financial statements with under the regulatory scope of consolidation *

Unit: Million Baht

			iiii0n dani
	Balance sheet as	Balance sheet	
Items related to the capital fund for the period	in published	under the	Reference
December 2021	financial	regulatory scope	T CONTRACTOR
	statements	of consolidation	
Assets			
1. Cash	920	920	
2. Interbank and money market items, net	20,715	20,715	
3. Financial assets measured at fair value through	22,363	22,363	
profit or loss			
4. Derivative assets	80,284	80,284	
5. Investment, net	105,076	105,076	
6. Loans and accrued interest receivables			
6.1 Loans to customers	245,657	245,657	
6.2 Less Deferred revenue	(10,399)	(10,399)	
6.3 Add Accrued interest receivable and undue	4,780	4,780	
interest receivable			
Total loans and accrued interest receivables	240,037	240,037	
6.4 Less Allowance for expected credit losses	(8,197)	(8,197)	
O Qualified as Capital	-	(2,523)	A 1/
O Non-qualified as Capital	-	(5,674)	
Loans and accrued interest receivables, net	231,840	231,840	
7. Customers' liability under acceptance	-	-	
8. Properties for sale, net	1,253	1,253	
9. Premises, equipment and right of use assets, net	3,603	3,603	
10. Right of use assets, net	187	187	
11. Intangible assets, net	957	957	В
12. Deferred tax assets	1,701	1,701	С
13. Credit support assets on derivatives	16,241	16,241	



Items related to the capital fund for the period December 2021	Balance sheet as in published financial statements	Balance sheet under the regulatory scope of consolidation	Reference
14. Accounts receivables from sell of financial assets	9,040	9,040	
measured at fair value through profit or loss and			
investments			
15. Other assets, net	1,605	1,605	
Total assets	495,785	495,785	
Liabilities			
16. Deposits	236,694	236,694	
17. Interbank and money market items, net	46,907	46,907	
18. Liability payable on demand	172	172	
19. Financial liabilities measured at fair value through	21,161	21,161	
profit or loss			
20. Derivative liabilities	76,847	76,847	
21. Debt issues and borrowings	20,820	20,820	
O Qualified as Capital	-	12,388	D ^{2/}
O Non-qualified as Capital	-	8,432	
22. Bank's liability under acceptance	-	-	
23. Lease liabilities	191	191	
24. Provisions	2,285	2,285	
25. Deferred tax liabilities	-	-	
26. Credit support liabilitirs on derivatives	29,708	29,708	
27. Accounts payable from purchase of financial	10,567	10,567	
assets measured at fair value through profit or loss			
and investments			
28. Other liabilities	4,583	4,583	
Total liabilities	449,935	449,935	
Equity			
29. Share capital			
29.1 Registered - ordinary shares	17,411	17,411	
29.2 Issued and paid-up share capital - ordinary	17,411	17,411	E
shares			



Items related to the capital fund for the period December 2021	Balance sheet as in published financial statements	Balance sheet under the regulatory scope of consolidation	Reference	
30. Premium on share capital	10,146	10,146	F	
31. Accumulated other comprehensive income	923	923		
31.1 Revaluation surplus on assets	1,909	1,909		
O Qualified as Capital	-	1,844	G ^{3/}	
O Non-qualified as Capital	-	65		
31.2 Revaluation surplus (deficit) on change in value of investments	(410)	(410)	Н	
31.3 Remeasurements of post-employment benefit obligations	45	45		
O Qualified as Capital	-	-	I	
O Non-qualified as Capital	-	45		
31.4 Profit (loss) arising from translation of the financial statement	(55)	(55)	J	
31.5 Gains (losses) on fair value of hedging instruments for cash flow hedges	74	74	K	
31.6 Gains on financial liabilities designated at fair value relating to own credit risk	(639)	(639)	L	
32. Accretion of equity interest in subsidiary	(43)	(43)	М	
33. Retained earnings				
33.1 Appropriated – Statutory reserve	684	684	N	
33.2 Unappropriated	16,728	16,728		
O Net profit after appropriation to capital	-	15,911	0	
O Non-qualified as Capital	-	817		
Total equity	45,850	45,850		
Total liabilities and equity	495,785	495,785		

* Balance sheet as in published financial statements and under the regulatory scope of consolidation has no difference

^{1/} Expected credit losses from performing and under-performing loan under TFRS 9 can be counted as Tier 2 but not exceeding 1.25% of credit riskweighted ssets

^{2//}Long-term subordinated debt instruments has qualified under Basel III can be fully countable as Tier 2 capital subject to prior BOT approval

^{3'} Surplus on assets revaluation can be counted as capital only for items that the BOT has approved



General provisions

Total capital fund

Table 22.2 Disclosure of the reconciliation of capital funds

Composition of Source of reference in regulatory capital financial statements Items related to the capital fund for the period December 2021 guidelines reported under the consolidated by the supervision financial group 42,830 Tier 1 capital 42,830 1. Common Equity Tier 1 capital 1.1 Paid-up share capital (ordinary shares) 17,411 Е F 1.2 Share premium 10,146 684 1.3 Statutory reserve Ν 1.4 Net profit after appropriation 15,911 Ο 1.5 Accumulated other comprehensive income 813 1.5.1 Revaluation surplus on land, building or condominium 1,844 G appraisal 1.5.2 Revaluation surplus (deficit) on change in value of (410)Н investments 1.5.3 Difference from the translation of financial statements (55)J 74 1.5.4 Cash flow hedge reserves Κ 1.5.5 Gains on financial liabilities designated at fair value (639)L relating to own credit risk 1.6 Other items of owner changes (43) Μ 1.7 Regulatory adjustments to Common Equity Tier 1 capital 565 K & L 1.8 Regulatory deductions to Common Equity Tier 1 capital (2,658)1.8.1 Remeasurements of post-employment benefit obligations _ I 1.8.2 Intangible assets (957)В 1.8.3 Deferred tax assets С (1,701)2. Additional Tier 1 capital Tier 2 capital 14,911 Qualifying Tier 2 capital instruments 12,388 D

А

2,523

57,741

Unit: Million Baht



Part 2: Liquidity coverage ratio disclosure standards

According to the Bank of Thailand releases of the BOT's Notification no. Sor.Nor.Sor. 9/2558 re: Liquidity Coverage Ratio: LCR which refers to Basel III: The Liquidity Coverage Ratio and liquidity risk monitoring tools: January 2013 by Basel Committee on Banking Supervision (BCBS). The LCR requirement aims for commercial banks to have adequate liquidity to support short-term severe liquidity stress scenarios by requiring commercial banks to maintain unencumbered High-Quality Liquid Assets (HQLA) to cover total net cash outflows over the next 30 calendar days under severe liquidity stress scenarios prescribed by the Bank of Thailand. The minimum requirement of LCR was set at 60% on 1 January 2016 and rise in equal annual steps to reach 100% on 1 January 2020, in additional to the compliance of the liquidity risk management guideline.

In 2020, the Bank of Thailand has an amendment LCR guideline according to BOT's Notification No. SorNorSor. 4/2563 Re: Liquidity Coverage Ratio: LCR (Second Edition) to comply with the credit counterparty types, assets types and financial obligations under the classification and provisioning criteria that have been improved.

According to the BCBS's LCR disclosure standards: January 2014 (revised version: March 2014), the LCR Disclosure is to improve the transparency of regulatory liquidity requirements, reinforce the sound principles, enhance market discipline besides internal control and supervision by the Bank of Thailand, and reduce uncertainty in the markets as the LCR is implemented.

Bank of Thailand ("BOT") announced the BOT's Notification No. Sor.Nor.Sor. 2/2561 re: Liquidity Coverage Ratio disclosure standards dated 25 January 2018 which requires disclose information at "Bank" level on a half-yearly and yearly basis. The first disclosure is based on data as of 30 June 2018 for the first half of 2018 results which need to be published on the Bank's website within 4 months from the end of each period.

CIMB Thai Bank Public Company Limited performs the LCR disclosure, which comprises of:

- (1) Liquidity Coverage Ratio (LCR)
- (2) Total high-quality liquid assets (Total HQLA)
- (3) Total net cash outflows over the next 30 calendar days (Total net cash outflows)



1. Liquidity Coverage Ratio: LCR

	Unit: Million Baht		
	4Q/2022 4Q/2021		
	(average) ^{1/}	(average) ^{1/}	
(1) Total High Quality Liquid Assets (Total HQLA)	100,124	80,238	
(2) Total Net Cash Outflow within 30 Days	71,798	51,934	
(Total net cash outflows)			
(3) LCR (%) ^{2/}	143	155	
BOT's LCR minimum requirement (%)	100	100	

2. LCR figures comparison ^{3/}

Unit: %

	2022	2021	
	(average) ^{1/}	(average) ^{1/}	
3 rd Quarter	146	149	
4 th Quarter	143	155	

^{1/} Calculation based on a simple average using month-end data for each quarter. For example, Q4 was calculated by taking a simple average of month-end data in October, November and December.

^{2/} Data of item 3 (LCR) might not be equal to item 1 (Total HQLA) divided by item 2 (Total net cash outflows).

^{3/} LCR data will show Q1-Q2 for first half period and Q3-Q4 for the second half period.

3. Guideline and detail information of Liquidity Coverage Ratio

The bank maintains LCR according to Bank of Thailand's standard to ensure that the bank has sufficient HQLA to survive a significant stress scenario lasting for 30 days. The bank set LCR at 60% on 1 January 2016 and rise in equal annual steps to reach 100% on 1 January 2020.

Total Net cash outflows over the next 30 calendar days

Average LCR of the 4th Quarter 2022 was 143% which was higher than the minimum requirement of Bank of Thailand at 100%. The compositions of LCR are:



1. High-quality liquid assets (HQLA) refer to the good quality assets which are high liquid, low risk, unencumbered and can be easily and immediately converted into cash at little or no significant loss of value under stress scenario. However, each of HQLA has hair cut rate to adjust and cap the limit of holding based on Bank of Thailand.

Average HQLA of the 4th quarter of 2022 was THB 100,124 million (92% was HQLA level 1 including cash and balance at BOT and Government Bond). The computation was to average the balances of HQLA during October to December 2022.

2. Net Cash Outflow (Net COF) means the total expected cash outflows minus total expected cash inflows in the specified stress scenario for the subsequent 30 calendar days. Total expected cash inflows are expected to flow in under the scenario up to an aggregated cap of 75% of total expected cash outflows.

Total net cash outflows		Total expected cash		Min {total expected cash
over the next 30	=	outflows	-	inflows; 75% of total
calendar days				expected cash outflows}

Average expected net cash outflows of the 4th quarter 2022 was THB 71,798 million which was to average the balances of net cash outflows for subsequent 30 calendar days during October to December 2022. Total expected cash outflows are mostly from deposit withdrawal and borrowing which calculated by the run-off rate as BOT's definitions while total expected cash inflows are majored from performing loan repayment and maturing in deposit placement and debt intrument which calculated by the inflow rates as BOT's definitions as well.

Moreover, the bank assesses and anlyses the liquidity gap and funding concentration on regularly basis. This is to ensure that is the bank has sufficient liquidity for business operation and also continuously develops the analytical measurements to align with the international standards and the business strategies as well.