

FUTURE → FORWARD

FORWARD23+

Annual Registration Statement /
Annual Report 2021 (Form 56-1 One Report)



Vision

To be a digital-led bank with ASEAN Reach

Purpose

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

Core Values

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



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FORWARD Together

To weather the stagnant economy and society amidst the COVID-19 pandemic, all parties in the social and economic arena need to join hands, supporting and collaborating with one another to get the overall picture of the situation and capture fresh opportunities in order to move forward together firmly and sustainably.

CIMB Thai has been steadfast in rendering our supports and assistances to all parties and sectors concerned. We have dedicated to the innovation and development of products and services that would truly fulfil our customers' needs and respond to the changing lifestyles and technologies of today.

We expect to see all parties and sectors get through and move on...together...towards their respective goals.

Discover the definition of the New Normal ...together

The prevailing crisis has drastically changed people's way of living. Those who are resilient and optimistic, learn to adapt, and take up new opportunities arising from the crisis would definitely find their way to a happy New Normal life.

CIMB Thai is well positioned to adapt alongside our customers with offering of products and services that suit their New Normal lifestyles to ensure that they stay content despite the changing environment and embrace new opportunities that would make life easier and better.



Simpler, quicker, and more trustworthy investment in high-quality bonds in both primary and secondary markets anytime, anywhere through CIMB THAI Digital Banking App



BizChannel@CIMB Mobile App helps manage business finances easily from anywhere in the world with just one click.



Wealth Management Platform of the Year
(2020–2021) award from Asian Banking & Finance
Retail Banking Awards



Best Local Currency Bond Deal and
Most Innovative Deal of the Year awards
from Alpha Southeast Asia Awards

Transcend barriers into a new dimension ...together

With the digital evolution which has transformed people's way of life, it is a challenge for CIMB Thai to work out solutions for enhanced effectiveness in our customers' simple, secure, convenient, and time-and-place flexible access to products and services along with growing customer satisfaction.

Besides the added convenience and flexibility, we aim to ensure that our financial products and services are accessible seamlessly to customers of all segments and all levels.



CIMB THAI Digital Banking App helps reduce limitation of time and place.

SPEED D+

Speed D+ Savings by CIMB Thai, a digital savings account offering high interest rate and serving social distancing practice



Digital Banking Initiative of the Year 2021
award from Asian Banking & Finance Retail
Banking Awards



Outstanding Transformation in
Digital CX during COVID-19 award
from Digital CX Awards 2021

Upskill and reskill during challenging times ...together

Amidst the business disruption by the lockdown around the world, #TeamCIMB of CIMB Thai have kept developing their skills and knowledge through upskilling and reskilling programmes to keep pace with the megatrends and stay fully ready to serve the needs of our customers so that they gain strength, transcend limitations, and take on new challenges confidently.



Digital Technology team, a resilient team to work independently and support all product developments in the digital era



Transaction Banking team, to work on connection of financial platforms between customers as well as partners



Best Company to Work for
in Asia (2019 and 2021) award
from HR Asia Awards



Gold Award Excellence in
Graduate Recruitment & Development
from HR Excellence Awards

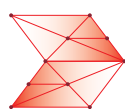
Business networks are relationships that grow ...together

To run businesses in the world of connectivity today, fresh opportunities are available for us to explore and capture to the extent required, and accessible by simply turning the palm of our hand or with just one click.

CIMB Thai has fully supported our customers' expansion of business potential to enable opportunities captured to materialise, by working alongside our customers in dealing with any upcoming challenges with confidence through our strong networks across ASEAN.



The main goal of CIMB Group is to become The Leading ASEAN Company.



A network which covers 10 countries across ASEAN



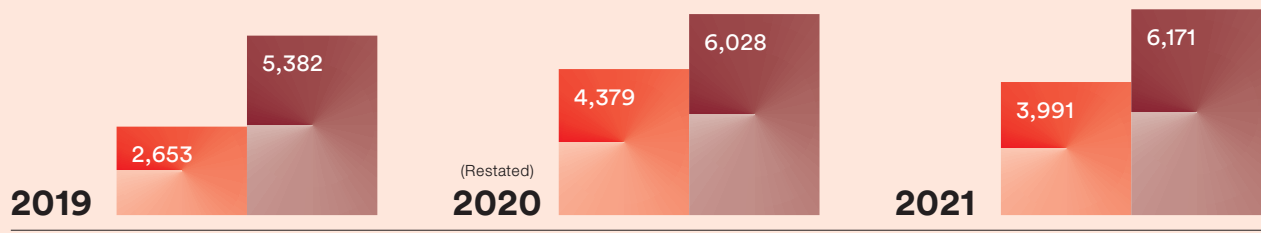
Best Local Currency Bond Deal and Most Innovative Deal of the Year
Best Equity IPO Deal of the Year in Southeast Asia awards
from Alpha Southeast Asia Awards

Financial Highlights

Bank Only  Consolidated

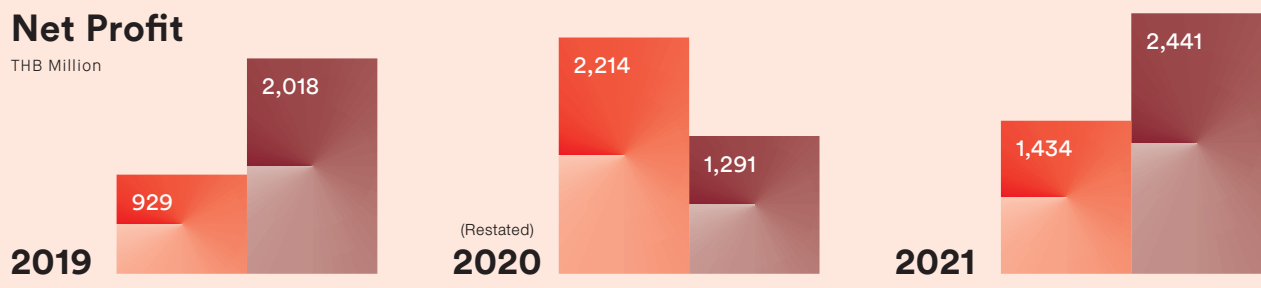
Pre-provision Operating Profit

THB Million



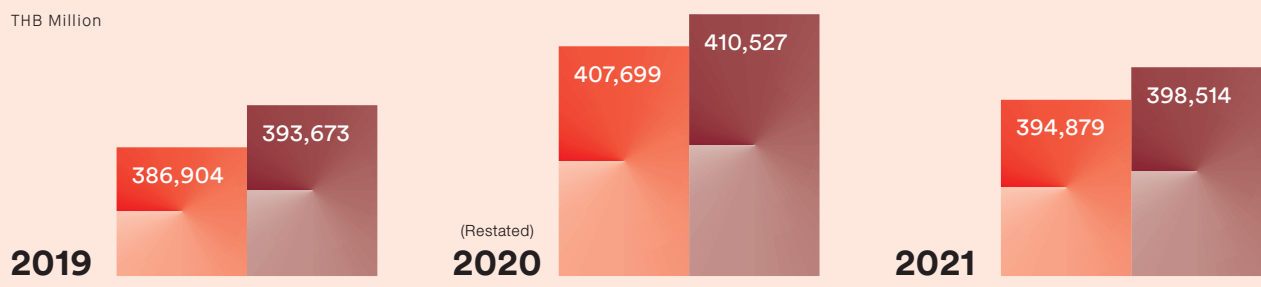
Net Profit

THB Million



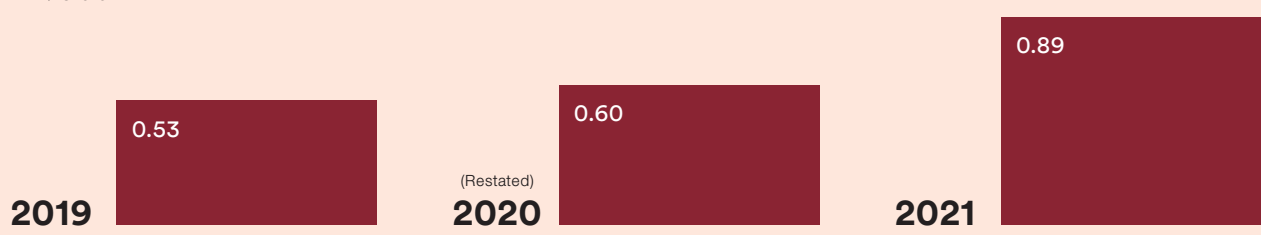
Assets

THB Million



Share Price

THB / Share



Net Profit YoY	89.1%
BIS Ratio	22.4%
Net Interest Margin (NIM)	3.1%
Loan Growth YoY*	-6.6%

* Loans excluding money market net deferred revenue

In THB Million	Bank Only			Consolidated		
	2019	(Restated) 2020	2021	2019	(Restated) 2020	2021
At Year End						
Total liabilities	350,079	368,468	354,821	353,241	368,983	355,111
Shareholders' equity	36,825	39,232	40,058	40,432	41,544	43,403
Net interest income	8,184	7,147	6,694	11,592	10,939	9,951
Non - interest income	1,470	3,735	3,285	3,167	3,988	4,396
Total income	9,654	10,881	9,979	14,760	14,927	14,347
Basic earning per share (THB)	0.03	0.06	0.04	0.06	0.04	0.07
Book value per share (THB)				1.09	1.19	1.21
Share price per share (THB)				0.53	0.60	0.89

	2019		(Restated) 2020		2021	
	Bank Only	Consolidated	Bank Only	Consolidated	Bank Only	Consolidated
Gross Loans* THB Million	233,387	242,011	220,802	226,950	205,198	211,894
Deposits THB Million	199,132	199,035	194,150	193,956	182,779	182,167
BIS Ratio	17.4%	18.0%	20.8%	21.4%	21.8%	22.4%
ROE	2.6%	5.3%	5.8%	3.1%	3.6%	5.8%
ROA	0.3%	0.5%	0.5%	0.3%	0.4%	0.6%
Gross NPL Ratio	4.6%	4.7%	4.5%	4.6%	3.6%	3.7%

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

Message from the Chairman of the Board of Directors

Dear Shareholders,

Braving through Tough Times Together

When 2021 first kicked in, many of us were looking forward to a new year of hope and recovery from the COVID-19 pandemic, especially with the rollout of vaccination programmes across the world. However, emergence of new virus variants during the year has disrupted the recovery momentum, causing new COVID-19 waves, targeted lockdowns and mobility restrictions to be re-introduced across the world. Nevertheless, there were signs of nascent recovery in Thailand, especially in the second half of 2021 as the country continued to ramp up its vaccination efforts and gradually reopening its borders to vaccinated tourists through its sandbox and “Test & Go” programmes. Exports have also been recovering throughout the year, driven by increased global demand for consumer goods, competitive Thai Baht (THB) and government trade promotion with partner countries.

Like many other countries around the globe, 2021 also saw several key trends continue to take shape in Thailand, namely the acceleration of digitalisation, including e-commerce and digital financial services, normalisation of remote or hybrid working models, the growing focus on sustainability and environment, social and governance (ESG) matters, as well as the rising interest in cryptocurrencies, non-fungible tokens (NFTs) and digital asset exchanges. These trends and developments have shown us that even in a state of flux and uncertainty, our society continues to adjust to the new normal, seek innovation as well as experiment and pursue new growth opportunities. Amidst this backdrop, businesses and individuals alike have been required to adapt faster, learn new capabilities and be resilient in order to remain competitive.

Despite all that has happened in this COVID-19 year, CIMB Thai together with all employees and customers, have braved this challenging period and made strong progress across several dimensions.

Financial Performance Highlights

2021 sparked many concerns amidst an uncertain economic climate, but in spite of these challenges, CIMB Thai recorded a significant stronger profit growth performance. We saw an 89.1% YoY increase in our net profit to a new high of THB 2,441 million attributed by a reduction in operating costs and a lower requirement for loan provisions. Total operating income stood at THB 14,347 million, a marginal decline of 3.9% from 2020 due to a lower loan base, accompanied by compressed net interest margins (NIMs).

CIMB Thai reported a net interest income (NII) of THB 9,951 million, a decline of 9.0% from the previous year as loan growth remained affected by the prolonged pandemic. However, this was offset by stronger net fee income growth, which expanded 26.9% YoY, boosted by our wealth management business. We continued to monitor our business portfolios carefully while ensuring the resiliency of our asset quality and adequacy of our provisions amidst the uncertain environment. The Bank's capital position remains strong, with BIS and Tier-1 capital ratios of 22.4% and 16.3% respectively; both well above the regulatory minimum and internal capital targets.

CIMB Thai recognises the growing importance of digital and the key shifts that are taking place not just in our customers, but also in the businesses around us. Thus, we have embedded digital-driving forces in key strategic themes as part of our Forward23+ strategy. As we aspire to become a "digital-led bank with ASEAN reach", our organisation continued to ensure improvements in our back-end system stability and explored optimisation of our internal processes through automation and robotics. Our CIMB THAI Digital Banking application has also been growing and seeing good traction since its launch two years ago, with more than 200,000 cumulative onboardings and 6 million transactions. CIMB Thai's digitalisation journey is progressing well, and the Bank will continue to put in efforts to ensure a sound digital transformation with customer journeys and customer experience (CX) being the forefront of our digital strategy.

Caring for Our People and Community

With the pandemic still causing worry to the organisation, we continued to invest in our people to ensure that their safety and mental wellbeing were safeguarded. In addition to encouraging our employees to obtain their vaccination via government channels like the Thai Ruam Jai and Mor Prom application, CIMB Thai also procured vaccinations for our employees given the limited supplies in the earlier parts of the country's vaccination programme. The organisation also introduced hybrid working options to contain the spread of the virus and prioritising the safety of our staff. Additionally, we set up three main split sites for our employees in Yaowarat, Rattanaibet and Suksawad to ensure the smooth continuation of our business operations and to deliver the best services for our customers in an undisrupted manner.

When the vaccination rate in Thailand began ramping up towards the later part of 2021, CIMB Thai remained cautious and vigilant. We invested in COVID-19 Antigen Test Kits (ATK) for critical roles needing to return to office and formed close collaboration with hospitals and our local healthcare communities to provide assistance should our employees need to conduct COVID-19 tests or require services should they test positive for the virus.

CIMB Thai also treated upskilling our employees as a high priority. Earlier in the year, the Bank introduced a Back-To-School programme for all employees which featured learning modules covering a range of various topics from leadership, digital/technology, personal well-being and more. The special feature of this programme also enabled our employees to learn from one another as the speakers and instructors selected for the programme were our very own employees. Special external speakers were also invited to teach and engage our staff on other interesting topics such as mental health, investing tips and programming, to name a few.

When it comes to supporting and giving back to our communities, the prolonged pandemic did not stop our employees from going the extra mile in providing assistance to those in need. In 2021, our employees recorded more than 12,000 volunteering hours in multiple programmes which included a blood donation activity, a virtual run which helped raised funds for Banphaeo Hospital, and a Read for the Blind Club. CIMB Thai also acted as one of the support for the Mor Prom call centre with more than 4,000 vaccination bookings and inquiries processed. Together with the Samphan Thawong District Office, we prepared "Octo Tu Pan Sook" or otherwise known as the Pantry of Sharing, a project where employees and customers donated items and food to relieve hardship of those in need around Yaowarat. I am especially proud of Team CIMB Thai and their continued efforts to contribute back to society in whatever way they can in these difficult times.

Refreshed Leadership and Organisation Structural Refinements

In February 2021, CIMB Thai welcomed our new President and CEO Khun Paul Wong Chee Kin into our leadership team. Khun Paul comes with over 25 years of experience in banking and finance and has worked in various countries across the region. Together he brings with him a wealth of banking experience which has proven pivotal in steering CIMB Thai's performance in this year.

The organisation also saw other key changes in July 2021, namely in the restructuring of our Technology and Operations division into two separate ones; Technology and Data, and Operations. Other notable changes include the setup of a Sustainability team under the Strategy and CEO's Office, to help drive and guide us in our Sustainability and ESG journey and aspirations.

Awards and Recognition

Despite the challenging market landscape and economic slowdown, CIMB Thai continued to win a number of awards in multiple categories. For the second year running, we were awarded the "Wealth Management Platform of the Year" by the Asian Banking and Finance – further re-emphasising our commitment to grow our wealth management franchise and meet our customers' key investing needs. We also took home a number of awards in our Treasury and Wholesale Banking businesses ranging from "Best Bond Dealer," "Best Bank for Investment Solutions," "Best Structured Investments and Financing Solutions (FX and Funds)," and "Best Equity IPO Deal of the Year in Southeast Asia" from Thai BMA, The Asset Asian Awards, and Alpha Southeast Asia Awards, respectively.

As we continue to drive our digital agenda forward, our contributions to our customers in the digital space have been rewarded with the "Digital Banking Initiative of the Year" by the Asian Banking and Finance, as well as from Digital CX Awards where CIMB Thai bagged the "Outstanding Use of Digital Channels for Improved CX," "Outstanding Transformation in Digital CX During COVID-19" and "Outstanding Digital CX in Banking App Platform" awards.

Under the people category, CIMB Thai was recognised as the "Best Company to Work for in Asia 2021 Thailand" and received the "Gold Award Excellence in Graduate Recruitment and Development" from the HR Asia Awards and HR Excellence Awards, respectively. These achievements reflect the hard work and dedication of all CIMB Thai teams in making this happen.

I would like to end this note with grateful thanks to my fellow Board of Directors for their guidance and support throughout the year. My utmost appreciation to the CIMB Thai Management Team and our people for their never-ending commitment, dedication and contribution throughout this difficult time, especially our frontliners for braving the pandemic to ensure our customers continue to be served well. To our partners, shareholders, customers and regulators, thank you for your continued trust and faith in CIMB Thai. We look forward to forging closer and deeper relationships with you in the Year of the Tiger.





A handwritten signature in black ink, appearing to read 'R. Cheim'.

Dato' Robert Cheim Dau Meng

Chairman of the Board of Directors

Message from the President and Chief Executive Officer

Dear Shareholders,

Path to the New Normal

As we reflect on 2021, where the COVID-19 pandemic still persisted and lingered, the terms “change” and “adapting to the new normal” come to mind not just for our business, but also for our people and the communities around us. The word “change” is often perceived negatively, but if there is one important key lesson that the prolonged pandemic taught the world is that “change is the only constant” and that the pace of change is becoming faster than ever before.

COVID-19 has reconfigured the world, including Thailand, in many ways which resulted in several transitional events in 2021. During the year, the delayed Tokyo Olympics was held with no physical spectators in Japan's Olympic Stadium, making the major sports event the first of its kind to experience so. Around the globe, inflation concerns sparked consumption fears, and supply chain issues together with global chip shortages led to disruptions in vehicles and electronics production. Amidst the accelerated growth of digitalisation, companies also faced increased competition to attract and retain digital talents, further re-emphasising the need for employers to upskill and refresh their existing workforces and capabilities.

At the same time, the pandemic continued to create pathways to new trends – normalisation of remote or hybrid work models, increased demand for digital and e-commerce services, rising focus on sustainability and environment, social and governance (ESG) matters, and the growing interest of new forms of investments in digital assets such as cryptocurrencies and non-fungible tokens (NFTs). In the second half of 2021, the “Metaverse” became a sensational topic and space tourism took a giant leap with Virgin Galactic and Blue Origin leading the race. As the pandemic continues to linger with new variants like Omicron, we are learning to live in a new normal with increasing pace of change all around us.

Closer to home, Thailand was hit with nationwide lockdowns in April 2021, disrupting economic activities and causing distress in consumer confidence. The strict lockdown continued until the third quarter of the year, but finally eased up as vaccination rates in the country ramped up. The Thai economy has started showing early signs of recovery with exports and consumer consumption levels resuming. The country also piloted multiple programmes such as the “Test & Go” and Phuket sandbox in efforts to boost international tourism which remains a key contributor to the Thai economy. Nevertheless, we are not completely out of the woods as uncertainties from the Omicron variant still linger, causing borders to be tightened once again and global markets to remain cautious. As we approach another turning point of the pandemic, CIMB Thai must remain vigilant and continue to adapt to uncertainties and changes to ensure that our business, customers, employees and other stakeholders are safeguarded and protected.

2021 Key Financial Performance Highlights

Despite the prolonged pandemic headwinds and challenges experienced in 2021, CIMB Thai reported a stronger YoY performance in our overall profitability fortified by our operational resilience and sound foundation. Our net profit stood at THB 2,441 million, an 89.1% increase from 2020's performance; mainly attributed by strong non interest income (NOII) growth coupled with reduced operating costs and provisions.

Operating income declined marginally by 3.9% to THB 14,347 million as our net interest income (NII) continued to be impacted by subdued loans and compressed net interest margins (NIMs) following the economic slowdown in the first three quarters of the year. However, net fee income saw promising YoY growth of 26.9% fueled by a strong Wealth performance particularly in mutual funds and structured products.

We continued to tighten our cost discipline amidst the uncertain economic environment. Operating costs decreased by 8.1% Y-o-Y which led to an improved cost to income ratio from 59.6% in 2020 to 57.0% this financial year. We hope to keep up with this momentum and strive for further efficiency in the years to come.

Total gross loans and deposits registered a decline of 6.6% and 7.1% respectively, attributed to the COVID-19 impact as well as following our funding strategy to optimise cost of funds. Our ROE in 2021 recorded a growth to 5.8% from 3.1% in 2020. Our Common Equity Tier 1 (CET1) and BIS ratios are also well above regulatory requirements.

Achieving these results was the culmination of hard work, determination and resilience of all CIMB Thai employees, and I would like to commend the Management team and our employees for their contribution to the organisation despite the difficult year.

2021 Business Performance Summary and Achievements

Our Consumer Banking business saw key improvements in Wealth franchise as revenue across all investment products exceeded 2020's performance. NOII from this portfolio grew by more than 30% YoY with assets under management (AUM) growth achieving more than 4.0% YoY. As a testament to this franchise's strength, CIMB Thai won the "Wealth Management Platform of the Year" award from the Asian Banking and Finance for the second straight year. On top of that, our Consumer Banking's net promoter score (NPS) was ranked Top 2 in the industry showing an improvement of +9 in 2021 versus the previous year.

Going digital also plays an integral part of the business's direction and strategy. Over the past two years since the launch of our CIMB THAI Digital Banking application, we have been improving and expanding the functionalities of the application, which has now over 200,000 customers cumulatively onboarded and conducting more than 6 million in-app transactions. Key digital features launched this year included a secondary bond feature on the application (an extension of the primary bond feature in 2020). Later in the year, we also launched two new high-yield digital savings products called Speed D and Speed D+. Our digital efforts via our application gained market recognition as CIMB Thai took home the "Digital Banking Initiative of the Year" award from the Asian Banking and Finance.

Our consumer lending business remained impacted by COVID-19 as loan growth stayed muted particularly in the first half of the year. However, despite these setbacks, we observed recoveries in our loan portfolios in the second half of the year primarily driven by improved sales productivity and approval processes. In December 2021, together with our two-wheeler subsidiary, WorldLease Co., Ltd., we launched a virtual dealer engagement event called “WorldLease Go Together” which aimed at reinvigorating and deepening our ties with our dealers nationwide. The event received positive feedback from our dealers and moving forward, we plan to continuously keep our dealers engaged through various events and channels for both our subsidiary businesses.

As for Wholesale Banking, the business saw numerous deals and collaborations take place in the year. One of our landmark transactions is the Ngern Tid Lor IPO deal in April 2021, which was the largest ever IPO recorded in Thailand for the finance and securities sector. We in CIMB Thai are proud to be a part of such a monumental deal together with our business partners. The franchise also clinched two awards by the Alpha Southeast Asia Awards – “Best Local Currency Bond Deal & Most Innovative Deal of the Year” and “Best Equity IPO Deal of the Year in Southeast Asia.”

In Treasury and Markets, we continued to solidify our top market positions in bond trading and structured product issuance. CIMB Thai managed to win accolades in multiple categories such as “Best Bond Dealer,” “Best Secondary Market Contributor,” “Best Bank for Investment Solutions,” and “Best Foreign Currency FX Bank” from Thai BMA, The Asset Asian Awards and Refinitiv respectively, which is a testament to our business’s growth and resilience.

Driving Long-term Strategic Growth through Forward23+

We have now entered the second year since the implementation of our Forward23+ programme and we continue to see good progress across all our key strategic themes – reshaping our portfolio, diversifying deposits, driving cost efficiency, digitalising for value, strengthening risk management discipline and transforming human capital. Our three growth engines, i.e. Consumer Banking, Wholesale Banking and Treasury and Markets have also shown steady growth in various areas especially in Wealth and CASA.

Looking ahead, CIMB Thai will continue to remain guided by our vision to become a digital-led bank with ASEAN reach. We will drive our business through a digital first business model by providing tailored financial solutions to our customers while transforming our back-end operations to be more agile and efficient. A recent addition to our Forward23+ strategy is a Sustainability pillar, as we believe that for a business and its communities to thrive, we need to develop sustainable business practices and embed ESG into our DNA. We will also seek to expand and deepen strategic partnerships to grow our reach and diversify our product ecosystems as well as offerings. For our Wholesale Banking clients, we will continue delivering value through our ASEAN presence, platforms and solutions while leveraging the network synergies with CIMB Group.

As the curtain closes on the year 2021, I would like to take this opportunity to express my thanks and gratitude to the Board of Directors, the management team and #teamCIMBThai for your warm welcome and guidance during my first year here in Thailand. A big thank-you to everyone for your support, dedication and tireless efforts to ensure that we achieved our targets and aspirations for the year. All of you have been instrumental to our organisation’s strong performance and achievements this year despite the challenging economic landscape.

Last but definitely not the least, I would also like to also express my deepest gratitude to our CIMB Thai stakeholders – customers, shareholders, business partners as well as regulators – for their continued trust and faith in our organisation and our people. Although there is still much uncertainty in the air as Omicron concerns still prevail, we promise to work together and deliver our best in 2022. We will strive to emerge from this pandemic stronger than before and continue to drive for sustainable impactful growth for our people and society.



A stylized, handwritten signature in black ink that reads "Paul Wong Chee Kin".

Paul Wong Chee Kin

President and Chief Executive Officer

Letter From Group Chief Executive Officer, CIMB Group

Dear Shareholders,

2021 will be remembered as another challenging year, one of mixed recovery amidst the periodic resurgence of COVID-19 variants. Global economies experienced various degrees of recovery and reduced lockdown and travel restrictions, with some countries gradually returning to their respective pre-COVID-19 state. Thailand, with its export-oriented economy and reliance on tourism, continued to bear the burden on the impact of the pandemic with the escalated outbreak during the third quarter slowing down economic recovery causing the usual top-performing Thai baht to weaken.

Despite the continued challenging backdrop, CIMB Thai managed to achieve solid performance in key areas for FY2021, where we recorded a consolidated net profit of THB 2,440.6 million, a sharp 89.1% year-on-year improvement. This was mainly driven by strong cost optimisation resulting in an 8.1% or THB 723.3 million reduction in operating expenses, coupled with a 25.7% drop in credit provisions. These two factors helped to offset the lower operating income caused by the decline in loan base. Consequently, we were able to improve our cost to income ratio from 59.6% in 2020 to 57.0% in 2021.

In 2021, CIMB Thai continued to thrive towards our vision of becoming a digital-led bank with an ASEAN reach. We introduced new exciting features like Speed D and Speed D+, a high-yield digital savings product, and acquired more than 200,000 registered digital users with more than 70% of total transactions now carried out digitally versus 50% in the previous year. We have also put in a significant amount of effort in enabling cross-border transactions for all segments of customers. Leveraging on our strong ASEAN network, we generated more than THB 3 billion in intra-ASEAN trade revenue and launched real-time QR payment linkage with Malaysia and Indonesia respectively. The year also saw CIMB Thai achieve new market recognitions, including ranking Top 2 amongst 18 banks in net promoter score (NPS) for Consumer Banking.

In addition to our commitment to deliver best-in-class customer experience for our customers, talent is one area the Group and CIMB Thai emphasises heavily on. We aim to be the best organisation for the best talents with the right values to thrive in. In relation to this agenda, CIMB Thai emerged top for Excellence in Graduate Recruitment and Development as well as recognised as one of the Best Companies to Work for in Asia.

From a Group perspective, 2021 saw the Group making considerable progress in our Forward23+ strategic plan that I shared with you last year. Under the delivering sustainable financial returns pillar, we continued reshaping our portfolio by focusing on profitable areas like the consumer market while fixing and exiting slower growth markets such as the commercial segment in Thailand. Strict cost optimisation remained a top priority where we successfully identified multiple cost take-out opportunities to be materialised in stages. While we kept our costs under control, the Group continued to prioritise strategic investments that offer strong opportunities for sustainable growth such as wealth management, Islamic banking, intra-ASEAN wholesale banking and especially on technology and digital platforms, reflecting the shift towards digital banking. Our technology spend has been on an increasing trend since 2018 and our efforts to digitalise for value have shown encouraging results with digital reliability metrics tracking well, exceeding the targets set across countries and hitting close to 100% availability.

CIMB Group also achieved the 79th percentile ranking within the global banking industry in the S&P Global Corporate Sustainability Assessment ("CSA") in 2021, achieving our target of the top quartile by 2024 under its Forward23+ strategic plan, three years ahead of the target. The S&P Global CSA is used to assess companies for inclusion into the Dow Jones Sustainability Index ("DJSI"). This achievement will need to be monitored and focused on as global companies start to roll out more sustainability policies in the future.

2022 will see the continuation of the Forward23+ strategic plan which has been refined accordingly, as COVID-19 moves into an endemic phase. Driving strong top line growth, in tandem with economic recovery, will be our top priority. CIMB Thai plays a significant role in paving the Group's path towards becoming a leading focused ASEAN bank. As the markets improve, we aim to accelerate the affluent segment, grow loans sustainably and leverage on our ASEAN network to expand the intra-ASEAN trade momentum. As part of our transformation into a digital-led bank of choice, multiple digitalisation and partnership-led initiatives have been lined up to create greater value for our customers. While we focus on driving the businesses, strict discipline on cost and productivity will be the top priority as well. With clear differentiated propositions and roadmap, CIMB Thai is well-equipped to enter the new year to deliver better products and services for our customers.



Thailand's economic recovery is expected to gain traction gradually from 2022 onwards with the improvement in COVID-19 vaccination rates and reopening of businesses. The hoped-for rebound on tourism revival slowly takes place as the country relaxes its travel guidelines and welcomes more travellers to its beautiful islands – this is seen as key to a nascent economic recovery. Thailand is expected return to its 2019 pre-pandemic levels by end of this year with a GDP growth of 4.0% despite uncertainties posed by COVID-19 variants. We are optimistic that CIMB Thai will be able to discover new opportunities and accelerate our growth.

Under Khun Paul Wong Chee Kin's leadership as CIMB Thai's President and CEO for the past year, together with the strong support of all the management team, CIMB Thai has successfully navigated the pandemic, remained resilient and gone beyond to deliver commendable achievements. I am confident that CIMB Thai's vision and ambitious targets are achievable under the stewardship of Khun Paul and our senior management team as well as commitment and support from all CIMB Thai talents.

On behalf of CIMB Group, I would like to express my sincerest gratitude to the Chairman, Board of Directors, Bank of Thailand, our valued customers, shareholders and all stakeholders for their continued support and confidence in CIMB Thai. Most importantly, thank you to #teamCIMB Thai for your hard work, dedication and perseverance throughout this rollercoaster year. With your continued passion and support, I am confident that the next phase of our Forward23+ transformation journey will be a successful one and CIMB Thai will be on track to be a digital-led bank with ASEAN reach.

Thank you.

A stylized, handwritten signature in black ink, consisting of fluid, overlapping loops and lines.

Dato' Abdul Rahman Ahmad

Group Chief Executive Officer

Board of Directors



**Dato' Robert
Cheim Dau Meng**

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



**Mr. Anon
Sirisaengtaksin**

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



**Mrs. Oranuch
Apisaksirikul**

Independent Director
Chairperson of Audit Committee



**Dr. Rom
Hiranpruk**

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



**Mr. Chanmanu
Sumawong**

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



**Mr. Niti
Jungnitnirundr**

Independent Director
Member of Audit Committee



**Mr. Natasak
Rodjanapiches**

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



**Mr. Hafriz Bin
Abdul Rahman**

Director
Member of Board Risk
and Compliance Committee



**Dato' Abdul
Rahman Ahmad**

Director



**Mr. Paul
Wong Chee Kin**

Director
President and
Chief Executive Officer

Senior Executive Officers



**Mr. Paul
Wong Chee Kin**

President and Chief Executive Officer
Acting Head of Wholesale Banking
Acting Head of Commercial Banking



**Mr. Sutee
Losoponkul**

Advisor to President and
Chief Executive Officer



**Mr. Arthit
Masathirakul**

Head of Risk Management



**Mr. Jason
Leong Kok Yew**

Head of Finance



**Mr. Tan
Keat Jin**

Head of Consumer Banking



**Ms. Siriporn
Sanunpairaue**

Head of Internal Audit



**Mrs. Kanokpai
Vongsatitporn**

Head of Human Resources



**Mr. Prapas
Thongsuk**

Head of Corporate
Communications



**Mr. Zethjak
Leeyakars**

Head of Compliance



**Mr. Pao
Chatakanonta**

Head of Treasury & Markets



**Mr. Lim
Yeong Thian**

Head of Strategy and
CEO's Office



**Mr. Paisan
Thumpothong**

Head of Transaction Banking
Head of Technology and Data



**Mrs. Somchit
Chuenchomchat**

Head of Operations



**Ms. Uthaiwan
Sukphanpim**

Head of Customer
Experience Management



**Ms. Pajaree
Thongvanit**

Head of Legal

Part 1

Business Operations and Performance

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

2. Risk Management

3. Steering Business towards Sustainability

4. Management Discussion and Analysis

5. General Information and Other Important Information

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

1.1 Policy and Business Overview

Business overview

The Bank is licensed by the Ministry of Finance and relevant authorities to engage in commercial banking, which constitutes the primary business of the Bank. We focus on offering quality and efficient products and services that can add value to the customers, particularly fee-based products and services, such as cash management, financial advisory and treasury, besides deposits and loans. Our customer base covers individual customers and business customers ranging from small and medium enterprises to large enterprises at home and across ASEAN

via universal banking network of CIMB Group. Product and service offering is carried out through both physical branch and business centre network and digital banking on mobile phone.

Our main business areas can be summarised as below:

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

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

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

Our strength lies in our well-established service network of domestic branches. As of 31 December 2021, we had 54 branches in total, of which 48 branches provide financial transaction services and 6 branches only loan services. We also offer products and services via digital channels, such as CIMB Thai Banking Application, thereby customers can conveniently do transactions like deposit transfer, payment for goods and services, buying or selling of bonds, and so forth.

1.1.1 Vision, Purpose and Core Value

Vision

To be a digital-led bank with ASEAN reach

Purpose

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

Core Values

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

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



1.1.2 Background and key developments

For the past few years, the Bank has carried out business improvements and developments in various areas. We carried out the 2-year Fast Forward transformation programme (2018-2020) initiated by CIMB Group to grow high quality segments, build Consumer digital bank, and continue active asset quality management. We have also focused on investing in talent management, empowering our people to do better, and pushing our shared ambitions to greater heights. The Fast Forward programme has played a significant role in improving our work processes, creating cross collaboration and realising business opportunities, thus enabling us to be more agile, responsive and outcome-oriented. We thus continued to institutionalise the improvements with the 4-year Forward23+ transformation programme. Under the programme, we have aimed to leverage on our market-leading position in niche segments, focusing on three key business pillars, namely Consumer Banking, Wholesale Banking and Treasury & Markets. This has strengthened and made us well prepared to cope with uncertain business circumstances and embrace the digital business world.

With our aspiration to become a Digital-led Bank with ASEAN Reach, we have consistently developed products and services in collaboration with CIMB Group and using state-of-the-art technology with a view to better responding to demand of customers amidst the rapidly changing social and economic environment of today with the pivotal role of the digital revolution.

The Bank was one of the six banks to be allowed to exit the electronic Know Your Customer (e-KYC) sandbox. We have taken major strides in continuing to shift the Thai consumer paradigm, rolling out initiatives including a fully-digital process to open a banking account, with the launch of mobile banking application, i.e. CIMB Thai Digital Banking Application in late 2018, followed by ongoing developments of the application features and functionalities. With our mobile application, besides opening digital saving account to receive deposit interest rate of up to 2% p.a., customers are able to make such transactions as deposit transfer, use of QR code to make bill payment, subscription to primary and secondary bonds, management of mutual fund portfolio, etc. The application has received good responses, with total users onboarded increasing by 55% year-on-year (YoY) to over 220,000 users as of September 2021, while total digital transactions doubled YoY, accordingly growing the proportion of digital transactions versus total consumer banking transactions from 50% to 70% within a year. Besides, our BizChannel@CIMB Mobile Application, which serves business customers in making their transactions conveniently and manage their business accounts with CIMB Group across ASEAN, has earned the Bank three awards at the Digital CX Awards 2021, comprising Winner: Outstanding Transformation in Digital CX during Covid-19 (Transaction Banking) Award, Winner: Outstanding Use of Digital Channels for Improved CX (Transaction Banking) Award, and Highly Acclaimed: Outstanding Digital CX in Banking App Platform Award.

With our strong positioning in digital banking and to better serve the Wealth segment, the Bank has been the first bank in CIMB Group to roll out the Regional Wealth Management System for financial investment planning for customers via sales tablet devices. Moreover, by leveraging expertise from CIMB Group, our data teams have generated several Machine-Learning (ML) based propensity models to improve our targeting campaigns for Wealth customers. We have also integrated with the Stock Exchange of Thailand's FundConnex open architecture mutual fund platform, to allow customers to manage and subscribe to mutual funds of other asset management companies as our partners besides Principal Asset Management Co., Ltd. With such initiatives and endeavors, we have garnered several awards, among which are Wealth Management Platform of the Year for two straight years and Digital Banking Initiative of the Year, etc.

In addition, the Bank has been among the first banks in Thailand to develop and offer comprehensive treasury products and services to assist customers in managing their risks and capturing the right investment opportunities across different asset classes. On the back of CIMB Group's expertise and collaboration, we have offered strong product capabilities in structured products and derivatives (equity/rates/credit), which were formerly new to Thai market, as well as debt securities trading, and foreign exchange transactions. The accolade we have earned for such product capabilities has been in the awards granted to us for the past years like Best Structured Products House: Highly Commended, Derivatives House of The Year, Best Bond Dealer, Most Active Bank in Corporate Bond Secondary Market, Best THB FX Data Contributor (THB Spot), and so on.

Another key development of the Bank has been witnessed in 2021. With CIMB Group's strong payment system network across ASEAN, the Bank has been appointed as a settlement bank for two cross-border QR payment linkages, i.e. Thailand - Malaysia and Thailand - Indonesia, which have been operational since June 2021 and October 2021 respectively. This has marked a milestone in ASEAN payment connectivity with promotion of regional financial integration allowing for higher efficiency, lower costs and improvement in international payment service experience.

Besides business operation targets, the Bank as part of the country's key driver of economic growth, has been well aware of the importance of sustainable banking with social and environmental concerns taken into account. We have thus all along implemented social and environmental

projects alongside our business operation, and embedded sustainability principles into our operating model and policies. We have also put in place Sustainability Policy and Sustainable Financing Policy, which seek to provide clarity and transparency around how sustainability risk should be managed, to ensure environmental and social issues and risks arising from our business relationships and financing are adequately addressed.

Thailand's Economic Outlook for 2022

Office of the National Economic and Social Development Council has reported that Thai economy in 2021 expanded by 1.6%. For 2022, Research Office of CIMB Thai Bank predicts a Thai economic growth of 3.8% considering the better than expected Q4 economic reports. Meanwhile, the supply chain disruption has appeared improving amidst the country's effective control of the spread of COVID-19 in conjunction with the opening for economic activities which is seen to provide more optimistic view on tourism outlook.

Thai economy in 2022 is predicted to recover better than in 2021 driven by the following three supporting factors:

The first supporting factor is exports. Thai exports could grow by 4.7%, following consistent recovery in electronics, automobiles and parts, rubber products, petrochemicals and processed foods in line with the gradual expansion of global economy and major trading partner economies on the back of their rapid vaccination that has prompted them to open their countries and proceed with economic stimulation. Meanwhile, no severe supply chain disruption has been seen in Thailand's manufacturing sector thanks to our efficient management of workers infected with COVID-19. The production capacity could be accelerated, thus contributing to both demand and supply sides of Thai exports in 2022.

The second supporting factor is tourism. We expect roughly 5.1 million foreign tourists arriving in Thailand in 2022. Tourism outlook has appeared promising after the government's easing of travel restrictions and quarantine requirements. International tourist arrivals in Thailand could come from the US, the UK, Germany and other European countries, the Middle East and ASEAN countries. Regarding China, we still do not expect Chinese tourist inflows to reach 28% of total tourists as recorded in 2019, pending China's international travel permission for their people. We thus forecast no sharp rebound in tourist inflows earlier than the second half of 2022.

The third supporting factor is purchasing power among middle to upper income group. With the eased restrictions on economic activities and opening for international tourism, consumers' spending would likely increase along with higher consumer confidence after the third dose vaccination of a larger number of Thai people. Greater consumption of consumer semi-durables and durables could be seen among middle to upper income consumers, who should be the key driver of Thai economy in the first half of 2022. Meanwhile, purchasing power of the lower middle income group could rebound afterwards, pending the increase in international tourist inflows in the second half of 2022 coupled with improvement of farm income from the prevailing high farm prices and abundance of water compared to 2021.

Despite the brighter prospects of Thai economy in 2022 fuelled by the above three factors, there remain three downside risks to be addressed here:

The first risk factor is new waves of COVID-19 pandemic. Another round of spike in the number of daily infections in Thailand and major trading partners could deter consumers' and investors'

confidence and lower economic activities, affecting local consumption, exports, and tourism. With the broader ranging vaccination, Thailand and several other countries may not opt for lockdown of their economies, but certain impacts on the supply chains may further disrupt the manufacturing production.

The second risk factor is trade war between the US and China. We predict the continuation of high tariff and trade barrier between the US and China in 2022. However, if the ongoing trade war is escalated to include other economic dimensions, such as currency and capital flows, global trade momentum could be deterred, hence a hindrance to exports from Thailand to China and other countries in ASEAN. Even though Thailand could expand exports to the US, they may not be able to offset the drop of exports to other markets, resulting in a decline in Thailand's overall exports.

The third risk factor is high inflation. Cost of living has increased rapidly, especially among energy, raw foods and raw materials for production. We predict the inflation rate to stay at around 1.9% and average Brent oil price at USD 67 per barrel. The inflation rate could go up further if there is a supply chain disruption in China's manufacturing production or a surge in raw material prices.

In view of outlook for FX rates, Thai baht is expected to weaken against the US dollar in 2022 due to capital movement. Rising US inflation could last until mid-2022, which could induce the Federal Reserve (Fed) to taper and end the Quantitative Easing (QE) programme by June 2022, and start to raise the interest rate at least four times in 2022. The rate hikes in the US would unlikely panic the global money and capital markets due to clear and effective communication guidelines. We predict the Thai baht to stay at THB 33.50 per US dollar by year-end 2022.

As for the policy rate, the Monetary Policy Committee is likely to keep the policy rate unchanged at 0.50% per annum toward the end of 2022 to support economic recovery. Soft loans or more liquidity could be injected to targeted SMEs or households that lack income with a view to enhancing their repayment flexibility.

In sum, for the overall Thai economy, 2022 is the year of the crouching tiger about to spring into action. However, we should beware of evil tigers or risk factors that may stumble the economy. The geopolitical conflicts and the measures that China will use to counter the US and organise the domestic economy may give rise to volatility in the money and capital markets. Nonetheless, on the investment facet, whether the US Federal Reserve (Fed) would slow down interest rate hikes or continue to enhance liquidity should be taken into account to ensure stability in the capital market. Investors should diversify their investments abroad to both the US and Europe viewing their continued healthy economic growth and broader ranging vaccinations. Other destinations also include countries less exposed to rising inflation rates like China, Japan and Vietnam which can well control domestic consumer product prices and whose central banks are highly tolerant of inflation, hence no rush to absorb liquidity and contributing to their capital markets. This should also be conducive to Thai capital market which is expected to turnaround and attract foreign investors again after the opening of the cities and with the higher currency stability.

1.2 Nature of the Business

1.2.1 Revenue Structure of the Bank and Subsidiaries

CIMB Thai Bank Public Company Limited

1. Total operating income

Unit: THB million

	For the years ended 31 December					
	2021	%	2020	%	2019	%
Interest income						
1. Interest on loans	7,917.1	79.3	9,561.9	87.9	11,288.5	116.9
2. Interest on interbank and money market items	17.4	0.2	70.3	0.6	87.4	0.9
3. Investments	1,408.1	14.1	1,485.1	13.6	2,070.2	21.4
4. Others	44.7	0.4	84.3	0.8	203.1	2.1
Total interest income	9,387.3	94.0	11,201.6	102.9	13,649.2	141.3
Interest expenses						
1. Deposits	1,298.8	13.0	2,360.4	21.7	2,851.4	29.5
2. Interest on interbank and money market items	206.1	2.1	336.8	3.1	719.1	7.4
3. Debt securities issued and borrowings	580.3	5.8	696.1	6.4	669.6	6.9
4. Contribution fee to The Deposit Protection Agency and FIDF	565.5	5.7	597.9	5.5	1,062.6	11.0
5. Others	42.4	0.4	63.6	0.6	162.8	1.7
Total interest expenses	2,693.1	27.0	4,054.8	37.3	5,465.5	56.5
Net interest income	6,694.2	67.0	7,146.8	65.6	8,183.7	84.8
Operating income	3,285.2	33.0	3,734.5	34.4	1,470.1	15.2
Total income	9,979.4	100.0	10,881.3	100.0	9,653.8	100.0

2. Non-interest income and expenses

Unit: THB million

	For the years ended 31 December					
	2021	%	2020	%	2019	%
Fee and service income	1,322.6	40.3	1,152.4	30.9	1,535.7	104.5
Fee and service expenses	401.2	12.2	359.7	9.6	370.3	25.2
Net fee and service income	921.4	28.0	792.7	21.2	1,165.4	79.3
Gains (losses) on financial instruments measured at fair value through profit or loss	1,150.7	35.0	940.1	25.2	(177.0)	(12.0)
Gains on investments, net	322.4	9.8	306.0	8.2	344.0	23.4
Other operating income	890.7	27.1	1,695.7	45.4	137.7	9.4
Non-interest income	3,285.2	100.0	3,734.5	100.0	1,470.1	100.0

CIMB Thai's Subsidiaries

Unit: THB million

	For the years ended 31 December					
	2021	%	2020	%	2019	%
1. CIMB Thai Auto Co., Ltd.						
Interest income	3,077.6	94.2	3,481.6	106.4	3,110.2	88.5
Interest expense	728.4	22.3	978.7	29.9	956.7	27.2
Net interest income	2,349.2	71.9	2,502.9	76.5	2,153.5	61.3
Operating income	917.8	28.1	770.5	23.5	1,360.7	38.7
Total income	3,267.0	100.0	3,273.4	100.0	3,514.2	100.0
2. WorldLease Co., Ltd.						
Interest income	932.4	79.4	1,372.5	89.3	1,342.5	83.3
Interest expense	24.9	2.1	90.7	5.9	109.4	6.8
Net interest income	907.5	77.3	1,281.8	83.4	1,233.1	76.5
Operating income	266.6	22.7	254.6	16.6	379.2	23.5
Total income	1,174.1	100.0	1,536.4	100.0	1,612.3	100.0
3. CT Coll Co., Ltd.						
Interest income	0.0	98.7	0.2	(473.7)	0.4	444.2
Interest expense	0.0	0.0	0.0	0.0	0.0	0.0
Net interest income	0.0	98.7	0.2	(473.7)	0.4	444.2
Operating income	0.0	1.3	(0.3)	573.7	(0.3)	(344.2)
Total income	0.0	100.0	(0.1)	100.0	0.1	100.0

1.2.2 Nature of Products and Services

Wholesale Banking – Corporate Banking and Investment Banking

The Bank's Wholesale Banking – Corporate Banking and Investment Banking is composed of three main function lines, i.e. Corporate Banking, Financial Institutions Thailand & CLMV, and Investment Banking. We provide a comprehensive range of financial services to large corporate clients with focus on teamwork and joint management and planning of key accounts to enhance our capacity and service quality with a view to efficiently serving our clients' needs and best generating income and benefits to the Bank.

In 2021, Thai economy continued to slow down amidst the intensifying COVID-19 pandemic and the more tightened control measures than in the previous year. Wholesale Banking has thus reviewed our portfolio cautiously and regularly. Impacts on the portfolio have been studied and assessed since the virus outbreak in 2020, with clients segmented based on severity of the impacts, and proper financial assistances have accordingly been provided to the affected clients so that they would be able to carry on their businesses.

Overall, in 2021, Wholesale Banking still generated total revenues close to those in the foregoing year underpinned by the strategy to maintain high-quality large corporate loans and to expand new potential clients alongside cooperation with relevant units in developing new products and services to better serve our clients' needs.

We did exceptionally well in asset quality management of both existing loan portfolio and newly approved loans by close and regular monitoring of clients through the early warning and watch-list process to prevent problem loans, in conjunction with efficient specialised teams in debt collection and resolutions. However, due mainly to the prevailing pandemic which had ravaged the overall economy, we focused more on controlling operating expenses, and effectively managed the expenses to be under the budget. This consequently helped push up our profit to grow higher than that in the previous year.

Most of our revenues have come from significant client groups who entrust us as their main bank, including those with ASEAN aspirations in line with our strategy and motto: Be More Relevant to Important Clients and Accelerate Our ASEAN Initiatives.

In addition, we have remarkably been successful in expanding the business to other ASEAN countries leveraging on CIMB Group's strengths in capital, personnel and partnering network in the region. We completed business deals with large corporate clients who have large investments both at home and abroad, particularly ASEAN countries, and for whom we have provided sound solutions and prompt services that have met their expectations. We have also worked closely with other CIMB Group member banks in consistently expanding the income base in their respective countries. In view of this, our performance has clearly been in line with our vision under the business plan: To Become the No. 1 ASEAN Bank for Thai Corporates.

Corporate Banking and Financial Institutions Thailand & CLMV

The Bank's Corporate Banking offers a comprehensive range of financial services, such as working capital loans for general business, term loans for investment in fixed assets, project financing, and trade finance, as well as other financial services like cash management and foreign exchange transactions for large corporate clients in a diverse range of business sectors, for example, commercial, manufacturing, property development, and transportation. Meanwhile, Financial Institutions Thailand & CLMV provides financial services to financial institutional customers, both banks and non-bank entities such as leasing, securities, asset management, and insurance

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

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

In view of the business plan from 2022 onwards, Corporate Banking and Financial Institutions Thailand & CLMV will focus on generating firm and consistent income with priority given to key account management and planning to achieve recurring income along with cross-selling opportunities. Our strategy is to reach out to selected major client groups as well as acquisition of new clients with strong potential to continuously improve our asset quality. Furthermore, we will keep expanding our business and service across ASEAN and foster business and relationships with foreign clients to promote foreign direct investment in Thailand with cooperation from other CIMB Group members.

Investment Banking

The Bank's Investment Banking comprises highly experienced, competent and specialised financial advisors offering the best financial solutions and advice and/or providing access to financial sources or fund raising capabilities for our clients. We have also worked closely with Corporate Banking in arranging certain corporate loans and project financing for the clients to best respond to their specific needs.

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

The collaboration and synergy among the Bank's Corporate Banking, Financial Institutions Thailand & CLMV, Investment Banking, and CIMB Group network in ASEAN will enhance the Bank's potential as an important bank and business partner to our clients in achieving their ASEAN investment goals.

In the face of economic and business disruption by the COVID-19 in 2021, we recorded a drop in the number of capital market deals. Nonetheless, our debt market deals continued to grow and generated income close to that in the previous year.

Key successful deals in 2021 comprised:

Debt Markets	Role	Issue Size (THB million)
True Corporation Public Company Limited	Joint Lead Underwriter	16,664
Provincial Electricity Authority	Sole Lead Underwriter	13,000
Electricity Generating Authority of Thailand	Sole Lead Underwriter	10,900
TPI Polene Public Company Limited	Joint Lead Underwriter	8,223
CP All Public Company Limited	Joint Lead Underwriter	7,934
Metropolitan Electricity Authority	Sole Lead Underwriter	7,800
Export-Import Bank of Thailand	Sole Lead Underwriter	6,000
Bangkok Mass Transit Authority	Sole Lead Underwriter	5,000
Toyota Leasing (Thailand) Company Limited	Joint Lead Underwriter	5,000
Central Pattana Public Company Limited	Joint Lead Underwriter	4,250
Banpu Public Company Limited	Joint Lead Underwriter	4,065
State Railway of Thailand	Sole Lead Underwriter	4,000
Charoen Pokphand Foods Public Company Limited	Joint Lead Underwriter	3,005
National Housing Authority	Sole Lead Underwriter	3,000
Muangthai Capital Public Company Limited	Joint Lead Underwriter	2,874
TPI Polene Power Public Company Limited	Joint Lead Underwriter	1,714
IRPC Public Company Limited	Joint Lead Underwriter	1,703
True Move H Universal Communication Company Limited	Joint Lead Underwriter	1,433
Sansiri Public Company Limited	Joint Lead Underwriter	1,324
Origin Property Public Company Limited	Joint Lead Underwriter	1,253
Krungthai Card Public Company Limited	Sole Lead Underwriter	1,000
SC Asset Corporation Public Company Limited	Joint Lead Underwriter	981
Ananda Development Public Company Limited	Joint Lead Underwriter	938
WHA Utilities and Power Public Company Limited	Joint Lead Underwriter	875
Jay Mart Public Company Limited	Joint Lead Underwriter	600
Srisawad Corporation Public Company Limited	Joint Lead Underwriter	525
Noble Development Public Company Limited	Joint Lead Underwriter	251
Sena Development Public Company Limited	Joint Lead Underwriter	248

Equity Markets	Role	Total Deal Size (THB million)
Ngern Tid Lor Public Company Limited (TIDLOR)	Initial Purchasers (CIMB Investment Bank Berhad)	38,089
WHA Premium Growth Freehold and Leasehold Real Estate Investment Trust (6th Capital Increase) (WHART)	Co-Underwriter	4,862
Britania Public Company Limited (BRI)	Co-Underwriter (CGS-CIMB Securities Thailand)	2,653

Commercial Banking

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

In 2021, amidst the ongoing COVID-19 pandemic, we shifted our focus from acquiring new loans to providing support to our existing customers. This included our implementation of various policies and measures introduced by the Thai Government and the Bank of Thailand, aiming to relieve our customers' financial burden and help them continue their business operations under the tough economic circumstances.

For 2022, as both the COVID-19 and economic outlook remain uncertain, we will continue with our focus on assisting our existing customers in conjunction with implementing the official and regulatory schemes in order to help our customers sustain their businesses and weather the prevailing situation.

Consumer Banking

Riding on the waves of a pandemic-stricken 2020, 2021 was a year of resilience and recovery for Consumer Banking of CIMB Thai. Alongside a strong year-on-year (YoY) growth in non-interest income (NOII) in 2021, our theme for the year focused heavily on Wealth enablement for our customers, while at the same time cautiously restarting our Lending engines under rigorous risk management measures and mitigations.

On the Wealth front, we successfully integrated with the Stock Exchange of Thailand's FundConnex Open Architecture Mutual Fund Platform, allowing customers to manage and subscribe to any mutual funds nationwide via our branches or via phone calls. Additional bonds enhancements were also rolled out for our CIMB Thai Digital Banking application in 2021, including indicative bond demand (IBD) management and secondary bonds booking capabilities. This allowed us to maintain our market leadership with more than 50% market share in retail bonds trading. As a result, primary bonds sold via digital channels outperformed those in the previous year by almost five-fold in volume (YTD September 2021), with nearly THB 4 billion in primary bonds sold via the CIMB Thai Digital Banking application.

As part of the New Normal, we launched video-conference-based advisory services to better serve our Wealth customers' needs remotely. However, for those who still prefer face-to-face interaction, we also unveiled brand-new Wealth Centres in Silom Complex, Central Ladprao and

Central Sriracha. Equipped with a wide range of innovative Wealth services to cater to the Preferred segment, the new branches include a smart Wealth Advisory System, a revamped store layout and personalised Wealth offerings, just to name a few.

With 2021 seeing the third resurgence of the pandemic alongside a new Delta variant of the virus, our loan book contracted 5% YoY, mainly due to the recalibration of our auto financing businesses. However, we have already set in place several remedial initiatives to revitalise our loan book performance for the upcoming years, including a new focus on providing Wealth financing via our newly-launched Wealth Credit Line (WCL) product. We expect to maintain a healthy net interest margin of 5.2% in 2022 with continued shifting of our focus towards providing sustainable financing, while exploring opportunities to grow via penetration of other NOI-generating products like bancassurance.

In line with the Bank of Thailand's announcements to provide financial assistance for borrowers affected by the COVID-19 pandemic since 2020, we have risen to the situation by providing a series of debt relief programmes, including payment holidays and debt restructuring. Our collections performance was well managed in 2021 along with positive trends from the debt relief programmes that we had launched. The percentage of our loan portfolio still in debt relief decreased from 21.7% in December 2020 to 10.4% in August 2021, and is expected to decline further to 5.9% by December 2021.

Since embarking on our digital journey in late 2018, we have focused on constantly expanding the digital frontier with regards to providing accessible financial services throughout Thailand. Being one of the first banks to exit the regulatory electronic Know Your Customer (e-KYC) Sandbox, we have taken major strides digitally, rolling out initiatives including a fully-digital process to open a banking account, as well as transitioning smoothly from a brick-and-mortar model into a seamless mobile-first banking experience, allowing us to fulfil customers' financial needs wherever they are, whenever they need it. As a result, total users onboarded on our CIMB Thai Digital Banking application increased by 55% YoY to over 220,000 users in September 2021, while total Digital transactions doubled YoY, accordingly growing the proportion of Digital transactions versus total Consumer Banking transactions from 50% to 70% within a year. These success indicators reflect the positive impact of the various features and functionalities that the team has rolled out throughout the year, which include full-fledged bonds capabilities, improved payment experience via features like enhanced transaction history and scheduled payments, as well as a new digital account opening flow for existing customers.

We won several awards in 2021, first of which was from Asian Banking & Finance Retail Banking Awards 2021, where we were crowned the Wealth Management Platform of the Year for the second consecutive year, as well as the Digital Banking Initiative of the Year. Both awards serve as a recognition for our prowess in both Wealth and Digital services, and we will continue striving to defend our position for the coming years.

Data and analytics play a critical role in enabling the successful delivery of our Digital Wealth products and services. Leveraging the multifaceted data from our various interactions with customers across the Bank, we have successfully developed several meaningful models to create more value for our customers, including a Next-Product-To-Buy (NPTB) model, which greatly enhances our ability to recommend the best products to fit our customers' needs, as well as a Hidden Preferred model, allowing us to identify affluent individuals via behavioural / transaction trends so that we can reach out with exclusive Preferred offers. From December 2021 onwards, our prediction models will be

augmented with an Intelligent Campaign Management System (iCAMS), which allows us to trigger actions and product recommendations in real-time, and hyper-personalise our engagement and offers for customers via various channels.

From 2022 onwards, we will continue honing our digital capabilities in line with our vision to be the Digital-led bank of choice for Thai customers, as well as aligning with our bank-wide theme of sustainability. We will continue pushing on three main digital product pillars, namely Digital Wealth, Digital Lending, and Digital Deposits. On the Digital Wealth side, we will launch a plethora of new Wealth features on-app, including expanding our FundConnex integration to our mobile banking application, as well as enabling Wealth robo-advisory and allowing customers to manage their finances via a consolidated financial portfolio. On Digital Lending, we will launch a completely revamped microsite powered by a completely-digital journey and instant approval. On Digital Deposits, we will continue our focus on fully-digital savings products tailored for new generation customers – Chill D, Speed D and Speed D+, where we expect to capture the market via a combination of seamless onboarding experience and best-in-market interest rates.

2022 will be a year of recalibration and revitalisation for Consumer Banking as we will embark on several initiatives, including a strong focus on solidifying our Wealth and Preferred customer proposition, while maximising risk-adjusted return on capital (RAROC) via our Lending businesses. Digital acquisition, new partnerships and customer centricity will be key for us to tap into new segments alongside constantly ensuring that we are able to provide the best value for our customers and stakeholders alike.

Transaction Banking

In 2021, Transaction Banking of CIMB Thai continued honing capabilities of the systems for our offering of both onshore and offshore transactional services, which are in line with our strategy to become a Digital-led Bank with ASEAN Reach.

In light of CIMB Group's strong payment system network across ASEAN, the Bank has been appointed as a settlement bank for two cross-border QR payment linkages, i.e. Thailand - Malaysia and Thailand - Indonesia, which have been operational since June 2021 and October 2021 respectively. This has marked a milestone in ASEAN payment connectivity with promotion of regional financial integration by increasing efficiency, reducing costs and improving international payment service experience.

Another success has lied in our BizChannel@CIMB Mobile Application, an online banking service that would enable business customers to make their transactions anytime and anywhere via mobile phone. This would allow business customers to make fewer branch visits, and in turn mitigate infection risk during the COVID-19 pandemic. Customers can also manage all their business accounts with CIMB Group across the region. As a result of convenient features and good customer experience from using this service, the Bank's BizChannel@CIMB Mobile Application has won three awards at the Digital CX Awards 2021, comprising Winner: Outstanding Transformation in Digital CX during Covid-19 (Transaction Banking) Award, Winner: Outstanding Use of Digital Channels for Improved CX (Transaction Banking) Award, and Highly Acclaimed: Outstanding Digital CX in Banking App Platform Award.

In addition, we have continuously expanded our deposit channels through cooperation with our business partners, whereby customers would also be able to deposit cash into their accounts with us via our alternative banking agent channel, i.e. Boonterm kiosks and Term Sabuy Plus kiosks. We have also reduced money remittance fees of SpeedSend service to help relieve burden of Thai and foreign customers who want to transfer money abroad during the prevailing pandemic.

For 2022, we will continue to collaborate with more business partners in transaction banking for onshore and offshore payments via our payment platform service which adopts API technology, enabling our system to conveniently make direct connection with other payment systems of our business partners. Additional banking agents will also be engaged to ensure greater convenience for our customers. Most importantly, the Bank will remain committed to leveraging CIMB Group's strengths in ASEAN network for cross-border payment linkage to further develop international payment services, which include international remittance and trade finance transactions across CIMB Group's ASEAN network (Intra ASEAN for Trade Finance) to enhance convenience and speed, shorten process, and reduce costs for our business customers.

Treasury & Markets

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

2021 was another successful year of T&M. We grew revenue and profit at the rates above the budget despite the ongoing global health crisis amidst COVID-19 pandemic and economic slowdown.

Our achievement was attributable to:

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

With such achievement, we have garnered altogether 11 awards as follows:

The Bank of Thailand

- 1) THOR Pioneer

The Thai Bond Market Association

- 2) Best Bond Dealer
- 3) Best Secondary Market Contributor
- 4) Most Attractive Bank in Corporate Bond Secondary Market
- 5) Sales Staffs of The Year

The Asset Triple A Award

- 6) Best Bank for Investment Solutions
- 7) Best Bank for Investment Solutions
 - Equity
 - Rates
 - FX
- 8) Best Structured Investment and Financing Solutions
 - FX (Principal Protected Shark Fin USDTHB Bullish Note)
 - Fund (ESG Themed Fund Linked Note)

Refinitiv

9) Best THB FX Data Contributor (THB Spot)

10) Best Foreign Currency FX Bank

Asia Risk Award

11) House of The Year, Thailand

Furthermore, CIMB Thai has been one of the key players in Thailand capital market in 2021 as follows:

- No. 1 in bond trading (time-to-maturity > 1 year) with 13.6% market share.
- No. 1 in secondary bond trading (for retail individual clients) with 44.9% market share. We also launched secondary bond market subscription service on our mobile banking application, enabling the clients to buy bonds through their mobile devices.
- No. 4 in structured note issuance with 17.3% market share.

Looking forward, our 2024 aspiration is to become Thailand's "Top Treasury House" for wholesale clients and "Best Investment House" for the clients. To achieve this aspiration, we have clearly defined strategic priorities to be implemented moving forward as follows:

- 1) Strengthen collaboration with business unit partners: Deepen our client engagement by working together with respective client coverage teams to identify clients' needs and providing solutions that match their requirements.
 - a. Wholesale Banking Risk hedging (currency, interest rate, commodity price) and investment solutions (bond and structured product) for corporate and institutional clients.
 - b. Consumer Banking Wealth management solutions for high-net-worth individuals (HNWI) and ultra-HNWI clients i.e. bond (onshore/offshore), structured product, custodian service, foreign currency deposit and foreign currency exchange.
- 2) Scale up digital platforms: Continue to develop digital distribution and execution platforms comprising (a) web application for the Bank's staffs and (b) mobile application for retail individual clients to offer them convenience and facilitate T&M's product cross selling, which would improve service efficiency and enhance customer experience.

1.2.3 Market Shares and Competitions

Unit: THB million

Banks	Assets		Deposits		Loans to customers and accrued interest receivables - net	
	Assets	Market share (%)	Deposits	Market share (%)	Loans to customers and accrued interest receivables - net	Market share (%)
Bangkok Bank	3,753,832	18.0%	2,665,646	17.5%	2,025,671	15.0%
Siam Commercial Bank	3,300,014	15.8%	2,469,201	16.2%	2,160,070	16.0%
Krung Thai Bank	3,462,922	16.6%	2,619,066	7.2%	2,401,462	17.8%
Kasikornbank	3,437,504	16.5%	2,590,807	17.0%	2,219,173	16.4%
Bank of Ayudhya	2,331,179	11.2%	1,760,331	11.6%	1,641,531	12.1%
TMBThanachart Bank	1,754,689	8.4%	1,343,728	8.8%	1,324,479	9.8%
United Overseas Bank (Thai)	725,455	3.5%	520,846	3.4%	476,263	3.5%
CIMB Thai Bank	394,879	1.9%	182,779	1.2%	202,709	1.5%
Kiatnakin Bank	418,905	2.0%	288,904	1.9%	300,967	2.2%
TISCO Bank	228,615	1.1%	167,925	1.1%	188,215	1.4%
Land and Houses Bank	251,531	1.2%	192,513	1.3%	170,144	1.3%
ICBC (Thai)	253,732	1.2%	158,931	1.0%	107,455	0.8%
Standard Chartered Bank (Thai)	168,051	0.8%	71,809	0.5%	39,948	0.3%
Sumitomo Mitsui Trust Bank (Thai)	98,514	0.5%	21,838	0.1%	62,384	0.5%
Bank of China (Thai)	70,952	0.3%	44,605	0.3%	47,856	0.4%
Thai Credit Retail Bank	115,580	0.6%	88,736	0.6%	95,513	0.7%
ANZ Bank (Thai)	45,521	0.2%	16,598	0.1%	22,058	0.2%
Mega International Commercial Bank	29,519	0.1%	19,194	0.1%	26,177	0.2%
Total	20,841,395	100.0%	15,223,458	100.0%	13,512,075	100.0%

Source: Data as of December 2021, Summary of Assets and Liabilities Statement (C.B. 11), Bank of Thailand

1.2.4 Procurement of Products and Services

Source of Funding

As at 31 December 2021, deposits managed by the Bank stood at THB 211.8 billion (including interbank and money market deposits), whilst borrowings (including interbank and money market borrowings) amounted to THB 70.7 billion. Of the total, 74.2% was used for gross loans including accrued interest, and the balance was applied towards interbank and money market items and investments. The Bank has closely monitored its liquidity gap in each period in line with the policy in place to acquire and utilise funds in an efficient and effective manner.

Comparing the Bank's loans and deposits, total gross loans with maturity of not more than one year stood at THB 78.3 billion and loans with maturity of more than one year amounted to THB 130.8 billion. Meanwhile, deposits with maturity of not more than one year stood at THB 209.9 billion and those with maturity of over one year amounted to THB 1.9 billion.

Capital Adequacy Ratio

As at 31 December 2021, CIMB Thai group's capital adequacy ratio (CAR), common equity tier 1 (CET1) capital and tier 1 capital were 22.4%, 16.4% and 16.4%, respectively, while those of the Bank were 21.8%, 15.7% and 15.7%, respectively. The Bank has maintained a robust capital with CAR, CET1 and tier 1 capital ratios well above the Bank of Thailand's minimum requirements.

Unit: THB billion

Capital funds	Minimum requirements	Full consolidated supervision			Separate		
		31 Dec 21	31 Dec 20	31 Dec 19	31 Dec 21	31 Dec 20	31 Dec 19
Tier 1 capital		39.8	39.6	34.6	37.9	38.0	32.6
CET1 capital		39.8	39.6	34.6	37.9	38.0	32.6
Tier 2 capital		14.6	14.7	13.0	14.7	14.8	13.3
Total capital funds		54.4	54.3	47.6	52.6	52.8	45.9
Tier 1 capital to risk-weight assets	8.5%	16.4%	15.6%	13.1%	15.7%	14.9%	12.4%
CET1 capital to risk-weight assets	7.0%	16.4%	15.6%	13.1%	15.7%	14.9%	12.4%
Tier 2 capital to risk-weight assets	-	6.0%	5.8%	4.9%	6.1%	5.8%	5.0%
Capital adequacy ratio	11.0%	22.4%	21.4%	18.0%	21.8%	20.7%	17.4%
Total risk-weight assets		243	254	265	241	255	264

1.2.5 Business Assets

(1) Premises and equipment

As at 31 December 2021, CIMB Thai group had land valued at THB 2,488 million, buildings THB 2,784 million, vehicle THB 140 million, equipment THB 1,858 million, assets under installation and construction THB 5 million and exchange differences THB (5) million. Net of accumulated depreciation of THB 3,543 million, the net book value of the premises and equipment was THB 3,727 million. Such land, buildings and condominiums accommodate the Bank's headquarters, business centres, branches and sub-branches, as well as subsidiaries' offices.

(2) Commitments under long-term leases

As at 31 December 2021 and 2020, the group had commitments under long-term leases as follows:

Lease periods	Consolidated		Separate	
	2021 THB million	2020 THB million	2021 THB million	2020 THB million
Not over than 3 years	96	146	73	104
3 - 5 years	-	1	-	1
Total	96	147	73	105

(3) Other commitments

As at 31 December 2021 and 2020, the group had other commitments in the form of agreements relating to computer system and software development with various companies. The group is obligated to make payment by currencies as follows:

Currency	Consolidated and Separate	
	2020 THB million	2019 THB million
Baht	21	113
MYR	-	2
Total	21	115

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

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

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

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

The Bank has instituted the policy on investment in subsidiaries and associated companies with adherence to the consolidated supervision guidelines of the Bank of Thailand, thereby the Bank shall not make investment in any company exceeding 10% of the total shares sold of such company,

unless an approval is given by the Bank of Thailand in any of the following cases:

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

The Bank of Thailand granted approval to the Bank to establish a financial business group on 10 March 2009. As of 31 December 2020, the Bank's financial business group consisted of:

1.1 Financial businesses

- (1) CIMB Thai Bank Public Company Limited
- (2) CIMB Thai Auto Company Limited
- (3) WorldLease Company Limited

1.2 Supporting businesses

- (1) CT COLL Company Limited

2. Equity investment of exceeding 10% of the total shares sold of a company outside the financial business group provided that such company falls within any of the following categories:

2.1 A company engaging in financial business and over which the Bank has no business controlling power, only in case where the Bank has duly had equity investment in such company under approval from the Bank of Thailand.

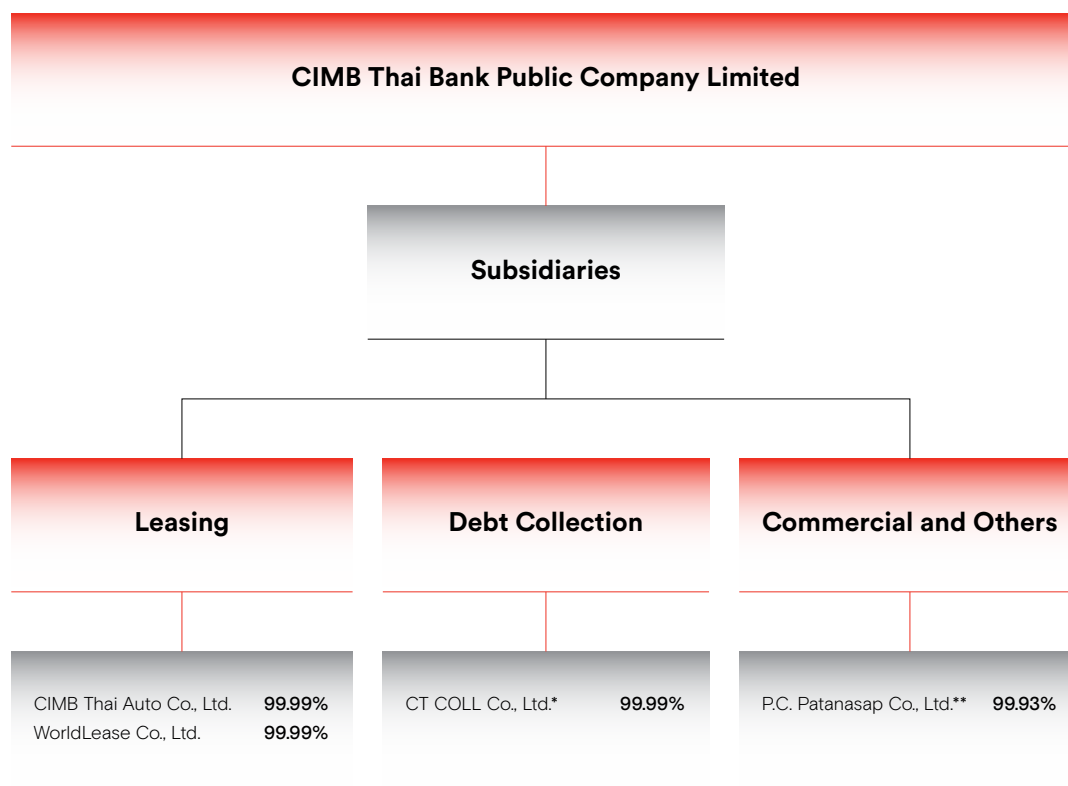
2.2 A company operating supporting business for the benefits of the Bank's business operation and the overall financial institution system, such as National Credit Bureau Co., Ltd., National ITMX Co., Ltd., S.W.I.F.T. Co., Ltd. and Thai Rating and Information Services Co., Ltd. (TRIS), etc.

2.3 A company the Bank has acquired as a result of troubled debt restructuring, debt settlement, debt enforcement, or foreclosure of collateral as permitted by the Bank of Thailand.

2.4 A company in which the Bank has duly had equity investment under approval from the Bank of Thailand, and which is now in liquidation process.

2.5 A company engaging in financial business or supporting business over which the Bank has no business controlling power, or a company engaging in business otherwise, provided that such investment is made through a company engaging in financial business and being a regulated entity, as approved by the Bank of Thailand and in accordance with the relevant regulatory rules and criteria for approval of such investment.

Corporate Structure of the Bank and Subsidiaries (as of 31 December 2021)



Notes * Under liquidation process

** The Company and Partnership Registrar, Bangkok, already removed the company name from the register database on 20 October 2021.

**Entities in which CIMB Thai Bank invests 10% or more of total issued shares
(As of 31 December 2021)**

Company Name / Address	Type of Business	Type of Share	Total Shares Sold	Number of Shares Held	%
1. CIMB Thai Auto Co., Ltd. 43 Thai CC Tower, 25 th and 32 nd Floor, South Sathon Road, Yannawa, Sathon, Bangkok Tel. +66-2684-6500	Leasing	Ordinary	800,000,000	799,999,994	99.99
2. CT COLL Co., Ltd. (under liquidation process) 128/229-234 Phayathai Plaza Building, 21 st Floor, Phayathai Road, Thung Phayathai, Ratchathevi, Bangkok Tel. +66-2626-7070	Debt collection service	Ordinary	385,000	384,993	99.99
3. WorldLease Co., Ltd. 43 Thai CC Tower, 34 th Floor, South Sathon Road, Yannawa, Sathon, Bangkok Tel. +66-2675-6300	Leasing	Ordinary	100,000,000	99,999,998	99.99
4. Srithepthai Plaschem Co., Ltd. (bankrupt) 1200 Bangna-Trad Road, Bangna, Bangkok Tel. +66-2398-0027	Plastic products	Ordinary	83,332	31,410	37.69
5. M-Home SPV 3 Co., Ltd. (liquidated) 1006/420 Masterview Executive Place Building, 1 st Floor, Charoennakorn Road, Banglumphu, Klongsan, Bangkok	SPV	Ordinary	10,000	1,282	12.82
6. Tawana Hotel Co., Ltd. 80 Surawongse Road, Siphraya, Bangrak, Bangkok Tel. +66-2236-0361	Hotel	Ordinary	33,909	3,390	10.00
7. Sanwa Interfood Co., Ltd. 2219-2223 New Petchburi Road, Bangkapi, Huaykhwang, Bangkok	Instant foods	Ordinary	10,000,000	1,000,000	10.00
8. Samchai Plc. 522 Ratchada Complex, Ratchadaphisek Road, Samsen Nok, Huaykhwang, Bangkok	Electrical appliance	Ordinary	40,000,000	4,000,000	10.00
9. P.C. Patanasub Co., Ltd. (The Company and Partnership Registrar, Bangkok, has already removed the company name from the register database on 20 October 2021) 1600 New Petchaburi Road, Makkasan, Ratchathevi, Bangkok	Commerce	Ordinary	10,000	9,993	99.93
10. Executive Management Services Manpower Ltd. (bankrupt) 295 Rama III Road, Bangkholaem, Bangkok Tel. +66-2689-2626	Office equipment and furniture rental	Ordinary	2,000	340	17.00
11. Global Leasing Co., Ltd. (under official receivership) 518/5 Maneeya Center, 8 th Floor, Ploenchit Road, Lumpini, Pathumwan, Bangkok Tel. +66-2652-0730	Leasing	Ordinary	2,000,000	200,000	10.00
12. TPF Leasing Co., Ltd. (bankrupt) 82 Sangthongthani Tower, 25 th Floor, North Sathon Road, Silom, Bangrak, Bangkok	Leasing	Ordinary	6,000,000	600,000	10.00
13. UTM Advisory & Capital Management Co., Ltd. (abandoned) 44 Langsuan Road, Lumpini, Pathumwan, Bangkok	Consultancy	Ordinary	100,000	10,000	10.00
14. SPL Development Co., Ltd. (abandoned) 149 Modern Home Tower, Nonsi Road, Chong Nonsi, Yannawa, Bangkok	Real estate development	Ordinary	500,000	499,999	99.99
15. Thai-Ultra Auto Part Co., Ltd. (bankrupt) 59 Moo 4, Highway Road, Nikompattana, Bankai, Rayong	Auto parts distribution	Ordinary	6,500,000	650,000	10.00
16. Advance Manufacturing Leasing Co., Ltd. (bankrupt) 246 Time Square Building, 11 th Floor, Sukhumvit 12-14 Road, Khongteoy, Bangkok	Leasing	Ordinary	20,000,000	2,000,000	10.00
17. Tun Ruamkarn Co., Ltd. (bankrupt) 133/2 Sukhumvit 21 Road, Klongtoey, Klongtoey, Bangkok	Finance	Ordinary	240,000	40,000	16.67
18. Modern Appraisal Co., Ltd. (abandoned) 3726/162-163, 3 rd Floor, Rama III Road, Bangkhlo, Bangkolaem, Bangkok	Real Estate Appraiser	Ordinary	20,000	2,000	10.00

Relationship with Major Shareholder

CIMB Bank Berhad, which is 99.99% owned by CIMB Group Sdn Bhd, a wholly owned subsidiary of CIMB Group Holdings Berhad, is the major shareholder of CIMB Thai Bank PCL. Headquartered in Kuala Lumpur, Malaysia, CIMB Group is Malaysia's second largest financial service provider and ASEAN's fifth largest by asset size as at the end-September 2021. As a universal banking group, it offers consumer banking, commercial banking, wholesale banking, Islamic banking, wealth management and digital payment products and services. The Group has presence in all 10 ASEAN nations (Malaysia, Indonesia, Thailand, Singapore, Cambodia, Brunei, Vietnam, Myanmar, Lao PDR and the Philippines). Beyond ASEAN, CIMB Group also has market networks in China & Hong Kong, the UK, India, Korea and the US.

Leveraging on the universal banking franchise of CIMB Group, with 629 branches and strong regional expertise in financial solutions across ASEAN, CIMB Thai has been able to concretely support entrepreneurs and reap business opportunities via cross-border business matching, supply chain networking and referrals.

Shareholder Structure

(1) List of major shareholders

a. Top ten shareholders of the Bank as of 22 April 2021

No.	Shareholder Name	Number of Shares Held	Percentage (%)
1	CIMB Bank Berhad	33,021,971,285	94.83
2	Bank Julius Baer & Co. Ltd, Singapore	760,756,147	2.18
3	Thai NVDR Co., Ltd.	132,444,836	0.38
4	Mr. Pisit Prukpaiboon	43,526,382	0.12
5	SCB SET Banking Sector Index	28,095,008	0.08
6	Mr. Pracha Chaisuwan	26,728,133	0.08
7	Mr. Somchart Namsricharoensuk	14,684,881	0.04
8	Mr. Prawit Phansaichue	13,977,591	0.04
9	Mrs. Jaroonluk Panichsheewa	11,761,750	0.03
10	K Banking Sector Index Fund	8,612,100	0.02
	Other shareholders	759,703,635	2.18
	Total	34,822,261,748	100.00
	Thai shareholders	9,145	shareholders
	Foreign shareholders	70	shareholders
	Total	9,251	shareholders
		33,810,854,994	97.10
		34,822,261,748	100.00

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

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

(2) Operating business as a holding company

- None -

(3) Major shareholder agreements regarding share issuance or management

- None -

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

Comparative information as of 31 December 2021 and as of 31 December 2020:

Detail	No. of Shares Held As of 31 Dec 21 (shares)	No. of Shares Held As of 31 Dec 20 (shares)	No. of Shares Increased (Decreased)
Mr. Anon Sirisaengtaksin Independent Director	17,551	17,551	-

1.4 Registered and Paid-up Capital

The Bank's issued and paid-up registered capital as of 31 December 2021 is as follows:

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

1.5 Other Securities Issuance

Issuance of debt securities of the Bank as of 31 December 2021 is shown below:

Securities Type	Interest Rate	Maturity	Collateral	Restrictions and Requirements	Value of Debt Securities In Issue as at 31 Dec 2021	Credit Ratings (Moody's / Fitch Ratings)	Bondholder Representative
1. Tier 2 subordinated debt ¹	5.20% per annum	29 March 2028	None	For early redemption for each tranche of the subordinated debt where call option is applicable, the issuer may redeem and cancel the subordinated debt in whole but not in the principal amount under the subordinated debt on the call date, subject to prior approval of the Bank of Thailand and submission to the Bank of Thailand the redemption and substitution plans at least 30 days prior to the call date (including all deferred interest and accrued interest payable but excluding accrued interest receivable). The optional redemption by the issuer of the subordinated debt of one tranche does not trigger the redemption of the subordinated debt of other tranches. This is provided that 1) the redemption and substitution plans include the issuance, either immediately or before the redemption, of other financial instruments of equivalent or superior quality in substitution for the subordinated debt to be redeemed, and 2) the issuance of substitute instruments will not affect the issuer's ability to perform its business operation.	MYR 390 million	Issue rating AA3 by RAM Rating Services Berhad	None

Securities Type					Value of Debt Securities In Issue as at 31 Dec 2021	Credit Ratings (Moody's / Fitch Ratings)	Bondholder Representative
	Interest Rate	Maturity	Collateral	Restrictions and Requirements			
2. Tier 2 subordinated debt ¹	4.15% per annum	6 July 2029	None	For early redemption for each tranche of the subordinated debt where call option is applicable, the issuer may redeem and cancel the subordinated debt in whole but not in the principal amount under the subordinated debt on the call date, subject to prior approval of the Bank of Thailand and submission to the Bank of Thailand the redemption and substitution plans at least 30 days prior to the call date (including all deferred interest and accrued interest payable but excluding accrued interest receivable). The optional redemption by the issuer of the subordinated debt of one tranche does not trigger the redemption of the subordinated debt of other tranches. This is provided that 1) the redemption and substitution plans include the issuance, either immediately or before the redemption, of other financial instruments of equivalent or superior quality in substitution for the subordinated debt to be redeemed, and 2) the issuance of substitute instruments will not affect the issuer's ability to perform its business operation.	MYR 550 million	Issue rating AA3 by RAM Rating Services Berhad	None
3. Tier 2 subordinated debt ¹	3.90% per annum	11 July 2031	None	For early redemption for each tranche of the subordinated debt where call option is applicable, the issuer may redeem and cancel the subordinated debt in whole but not in the principal amount under the subordinated debt on the call date, subject to prior approval of the Bank of Thailand and submission to the Bank of Thailand the redemption and substitution plans at least 30 days prior to the call date (including all deferred interest and accrued interest payable but excluding accrued interest receivable). The optional redemption by the issuer of the subordinated debt of one tranche does not trigger the redemption of the subordinated debt of other tranches. This is provided that 1) the redemption and substitution plans include the issuance, either immediately or before the redemption, of other financial instruments of equivalent or superior quality in substitution for the subordinated debt to be redeemed, and 2) the issuance of substitute instruments will not affect the issuer's ability to perform its business operation.	MYR 660 million	Issue rating AA3 by RAM Rating Services Berhad	None

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

1.6 Dividend Policy of CIMB Thai

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

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

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

Dividend Payments of the Bank for the Past 3 Years

	Year 2021	Year 2020	Year 2019
Earnings per share (THB)	0.06	0.03	-0.03
Dividend per share (THB)	0.005	0.005	-
Dividend payout ratio (%)	8	43	-

2. Risk Management

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

The Bank embraces risk management as an integral part of our business, operations, and decision-making processes. In ensuring that we achieve optimum returns whilst operating within a sound business environment, 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.

2.1 Risk Management and Control Framework

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

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

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

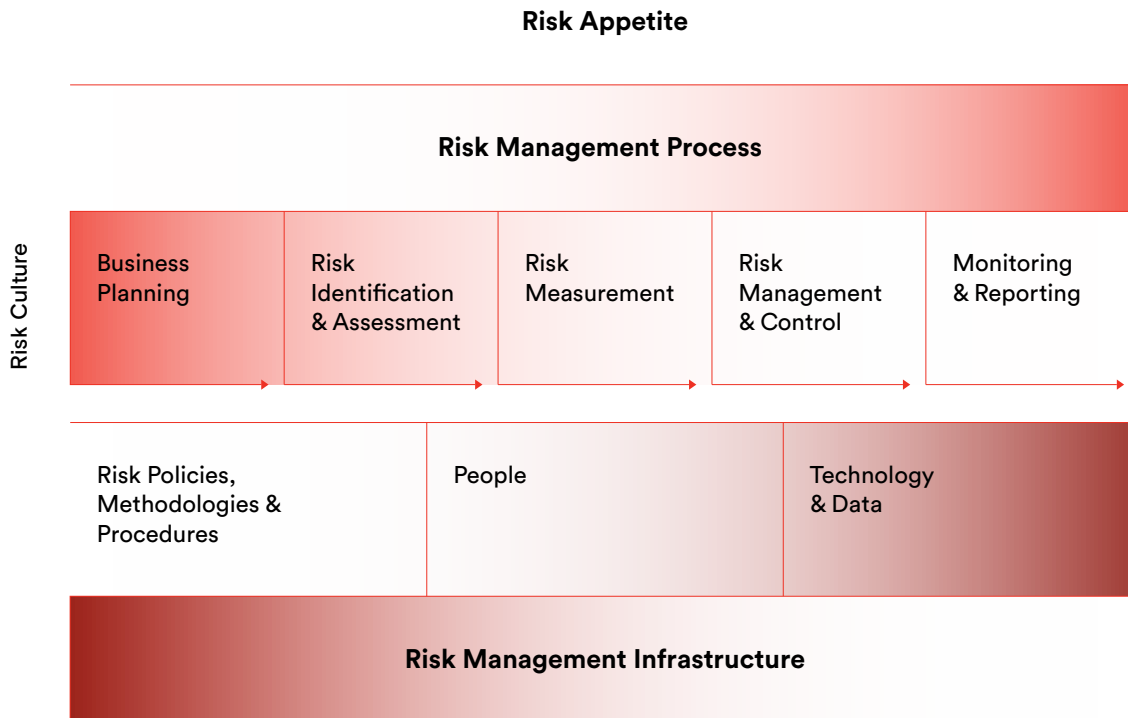
2.2 Enterprise-Wide Risk Management Framework

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

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

Key components of the EWRM framework are presented below:

Governance & Organization



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

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

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

2.3 Risk management process

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

2.4 Risk Management Infrastructure

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

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

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

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

In addition, the Board has appointed the Risk Management Committee (RMC), reporting to the BRCC, to oversee various risk areas and any related matters, such as credit risk, operational risk, reputation risk, capital risk (to comply with Basel regulatory requirements), 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 clients with signs of credit quality deterioration.

2.5 Risk Factors to Business Operations

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

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

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

Strategic Risk

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

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

Risk to Securities Holders' Investment

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

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

Credit Risk

Credit risk arises from 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.

Non-performing loan (NPL) is one of the key risks affecting profitability and capital adequacy of the Bank. As such, we closely and prudently monitor and manage NPL, thus allowing for maintaining of adequate provisions for bad debts. In addition, as a pre-emptive measure, problem accounts are proactively monitored and managed before they turn into NPL. For portfolio risk management, particular attention is given to credit concentration risks by imposing appropriate risk limits, i.e. country risk limits, internal lending limits and business sector limits with Black and RAG (Red, Amber & Green) indicators used to monitor concentration risk as well as to provide a better visual guidance to credit granting decision, i.e. Black – "Forbidden", Red – "Restricted", Amber – "Selective", and Green – "Grow". The Bank also performs stress tests on credit risk to evaluate the impact on the Bank in the event of unfavourable economic and financial conditions, in both plausible scenario and extreme scenario.

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

Market Risk

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

Market risks include the followings:

1. Interest rate risk

Interest rate risks of transactions in the trading book are under the supervision of the RMC under the framework prescribed by the Board. The calculation of fair value for trading transactions is performed on a daily basis in order to monitor the mark-to-market profits and losses. Daily risk status reports are also independently produced by Risk Management. The one basis point shift (PVO1) limit, Greek limit, Value-at-Risk (VaR) limit and stop loss trigger are set to control the risks associated with movements in interest rates which might affect the revenue and capital reserves of the Bank. Furthermore, stress test is periodically conducted, the results of which are thoroughly analysed.

2. Foreign exchange risk

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

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

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

4. Market risk from other market risk underlyings

The Bank offers structured products to be alternative investments for 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.

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.

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 long-term impact of sudden interest rate movement across the full maturity spectrum of the Bank's assets and liabilities. It defines and quantifies interest rate risk as the charge on the economic value of equity (e.g. present value of potential future earnings and capital) as asset portfolio and liability portfolio values would rise and fall in line with changes in interest rates. This measure helps the

Bank to quantify the risk and impact on capital with the focus on current banking book positions. The Bank's EVE sensitivity is computed using the re-pricing gap analysis method to analyse the interest rate movement of assets and liabilities in different time periods.

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

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

Operational Risk

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

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

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

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

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

1. Risk Control Self-Assessment

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

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

3. Key Risk Indicators (KRI)

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

4. Control Issue Management (CIM)

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

5. New Product Approval Process

The Bank has emphasised on developing new products or improving the operation process. For such purpose, it enforces a stricter approval process for any new products with the identification, assessment and control of all relevant risks, e.g. credit risk, market risk and operational risk. All products are subject to a suitable review process before they can be signed off by the working groups and relevant business units and further submission for approval, and subsequent market launch, as well as the annual review of the approved products.

6. Business Continuity Plan

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

7. Complaint Management Process

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

Since 2020 with the COVID-19 outbreak, the Bank has released debt relief programmes for loan customers financially impacted by the pandemic. CX has been involved in this process in terms of managing and facilitating customer communication and also managing customers' complaints relating to the programmes. This has aimed to assure that the customers' requests, their voices and concern issues would be considered and handled on a timely and sustainable basis.

8. Internal Audit and Compliance

The Bank has established Corporate Assurance and Compliance as independent units to assist the AC and the 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, which reports directly to the BRCC, is tasked with overseeing and monitoring the Bank's business operation to ensure compliance with all relevant laws and regulatory requirements.

Risk Related to Foreign Investment

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

2.6 Policies and Procedures related to Risk Management

Liquidity Risk Management Policy

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

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

The responsibility for liquidity risk management and control is delegated to Asset and Liability Management Committee (ALCO) which meets at least once a month to discuss the liquidity risk and funding profile/plan of the Bank. ALCO is responsible for the overall management and oversight of liquidity and review/recommendation of liquidity risk management policy before seeking approval from the Board of Directors. ALCO is also in charge of concurring on the liquidity risk tolerance before seeking approval from the Board of Directors. Asset and Liability Management (ALM), which is responsible for monitoring of the liquidity risk profile, works closely with Treasury 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 funds dealing on a necessity or contingency basis. We have prudently managed

the liquidity position to meet daily operation needs, in conjunction with regular measurement and forecasts of the respective cash flows arising from the maturity profiles of assets, liabilities, off-balance sheet commitments and derivatives over a variety of time horizons under business-as-usual and stress conditions. As regards companies in the Bank's financial business group, liquidity risk management will be centralised. To support their liquidity, we may consider and approve liquidity lines to them within the respective credit lines approved by the Board of Directors.

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

Credit Approval

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

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

Collateral Policy

In the Bank's lending policies, the primary basis of assessing the creditworthiness is the borrower's ability to repay loan obligations, most often from cash flows generated through normal business operations and other primary sources of repayment. Nevertheless, collateral also represents an important component of many credit transactions because it can be the secondary source of repayment and will help reduce loss in the event of default. Among the different types of collateral which we accept are deposits, government 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.

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 under-performing (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 incurrance of some losses on their part. We will restructure debts in accordance with the Bank of Thailand's regulations and the task will be carried out prudently and in a way that does not avoid the requirements regarding debt reclassification, additional provisioning and suspension of income recognition of accrued interest.

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

Policy for Intra-Group Transactions of the Financial Group

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

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

Policy on Asset Classification and Loan Loss Provision

The Bank has complied with the Bank of Thailand's regulations as prescribed in the Bank of Thailand Notification No. SorNorSor 23/2561 re: Regulations on Asset Classification and Provisioning of Financial Institutions dated 13 December 2018, whereby classification and provision is required for financial assets and exposure from loan 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.

3. Steering Business towards Sustainability

3.1 Sustainability Management Policy and Targets

At CIMB Group, sustainability is more than a strategy or a goal, it is also integrated into the way we work and the way we do business.

Sustainability is one of the core elements of CIMB Group's strategic roadmap to become a purpose-driven organisation and it is a fundamental part of the refreshed Forward23+ strategy which was launched in the second half of 2020 by CIMB Group.







Following CIMB Group's sustainability aspirations and framework, CIMB Thai (the Bank) also strives to advance customers and society towards a sustainable future for all. We have started and will continue to integrate economy, environment and society (EES) and environmental, social and governance (ESG) considerations into all aspects of our business, practices and the way we engage with stakeholders, which is aligned with the Sustainable Development Goals (SDGs) of the United Nations (UN).

Our strategy emulates CIMB Group's two-pronged approach. We commit to utilising resources, building capabilities and influencing networks, with the aim to mitigate negative environmental and social impacts and strive to achieve net positive impacts through our operations and business relationships.

UNEP FI Principles for Responsible Banking

In September 2021, CIMB Thai became a signatory of the Thai Bankers' Association (TBA)'s Statement of Commitment to 'Sustainable Thailand' which encapsulates the Principles for Responsible Banking (PRB) - sustainable banking guidelines driven by the United Nations Environment Program Finance Initiative (UNEP FI). The guidelines comprise six unique principles that all signatories have pledged to embed into their business practices which are aimed towards aligning with the SDGs and the Paris Climate Agreement.

Six Principles for Responsible Banking Framework

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

Source: <https://www.unepfi.org/wordpress/wp-content/uploads/2019/09/Principles-Horizontal.png>

As a responsible financial institution, the Bank will strive to ensure that capital is deployed towards sustainable activities and businesses. Through our Forward23+ strategy, we operate in a way in which we will assume accountability and responsibility towards ESG aspects, while incorporating human rights and good corporate governance into our actions. We aspire to play our part in the global sustainability movement by helping to build a sustainable future for the communities around us and for all our stakeholders.

Collective Commitment to Climate Action

In 2020, CIMB Group became a signatory to the Collective Commitment on Climate Action (CCCA) agreement, and committed to aligning its portfolios to reflect and finance the low-carbon, climate-resilient economy required to limit global warming to well below 2 degree Celsius, while striving for 1.5 degree Celsius in accordance with the Paris Agreement. CIMB Group committed to mobilising its products, services and relationships to help facilitate the economic transition necessary to achieve climate neutrality.

CIMB Group is the first ASEAN bank to sign the industry-led, UN-convened Net-Zero Banking Alliance (NZBA), a member of the Glasgow Financial Alliance for Net Zero (GFANZ). The Alliance brings together banks representing over 40% of global banking assets, who are committed to aligning their lending and investment portfolios with net-zero emissions by 2050, along a 1.5 degree Celsius pathway. The Alliance works to reinforce, accelerate and support the implementation of decarbonisation strategies, providing an internationally coherent framework and guidelines, supported by peer-learning between pioneering banks.

In line with CIMB Group's commitment, CIMB Thai also plays an active role to align our business operations towards achieving the same agenda and goals as those of CIMB Group.

Our Philosophy

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

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

Our philosophy on sustainability is to enable the following:



Proactively integrate economic, environmental and social considerations in our financing, investments, procurement, and in managing our people and operational impacts.



Engage actively and openly with our stakeholders regarding the management of sustainability risk, and to identify opportunities for sustainable growth.



Create net positive impact, adopting an inclusive approach to our business relations, and strive to positively influence their own sustainability performance and commitment.



Respect human rights and exercise a precautionary approach, taking due care and diligence to evaluate, adopt and advocate measures that will prevent and minimise environmental harm as well as promote social equality and equity.



Recognise and be guided by internationally-recognised principles from key organisations to promote responsible performance in a manner consistent with the size, scale and complexity of our business and risk profile.

Our Roadmap

Sustainability is one of the key strategic themes for CIMB Thai to become a purpose-driven organisation and it is an essential part of our Forward23+ transformation journey. As part of that, we have adopted CIMB Group’s sustainability roadmap as our aspiration to become a visible shaper of sustainability practices in the Thai community.

Our sustainability roadmap takes a programmatic approach to achieve our sustainability goals, grouped according to five strategic pillars. Since 2019, our intention has been materialised and moved forward with sustainable actions embedded into our business operations alongside working with our stakeholders on awareness-raising, advocacy, capability building and change management. In line with our latest Forward23+ plans, our roadmap has been extended up to 2024.

Five Strategic Pillars of CIMB Group’s Sustainability Roadmap



Key Highlights of CIMB Thai's Sustainability Journey

CIMB Thai's Sustainability Journey

2019	Aug 2019:	Signed the Memorandum of Understanding (MOU) on the Responsible Lending Guideline by the Thai Bankers' Association (TBA)
2020	Aug 2020:	Completed BOT's Sustainable Banking Guidelines on Responsible Banking Self-Assessment
	Dec 2020:	CIMB Thai Board of Directors approval of the CIMB Thai Sustainability Policy (SP) and Sustainable Financing Policy (SFP)
2021	Mar 2021:	Rollout of SFP in Wholesale Banking business
	Jul 2021:	Formal setup of CIMB Thai's Sustainability team under the Strategy and CEO's Office division
	Sep 2021:	Signed the TBA Sustainability Commitment on Responsible Banking Guideline
2022	Jan 2022:	Sustainability formally included as a core strategic theme as part of CIMB Thai's Forward23+ strategy

CIMB Thai's sustainability journey started in 2019, when the Bank adopted CIMB Group's guidelines and framework as a starting baseline. In 2019, the Bank signed the Memorandum of Understanding (MOU) on the Responsible Lending Guideline by the Thai Bankers' Association (TBA), signalling our commitment towards building a sustainable future and embedding sustainability practices into our business operations.

The Bank's Board and Management play a significant role in building and strengthening our organisational capability to become a sustainable organisation whilst following the principles of sustainable banking. In 2020, we launched the Sustainability Policy (SP) and Sustainable Financing Policy (SFP) which are a set of fundamental guidelines used to navigate our businesses and operations to be aligned to our sustainability goals.

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

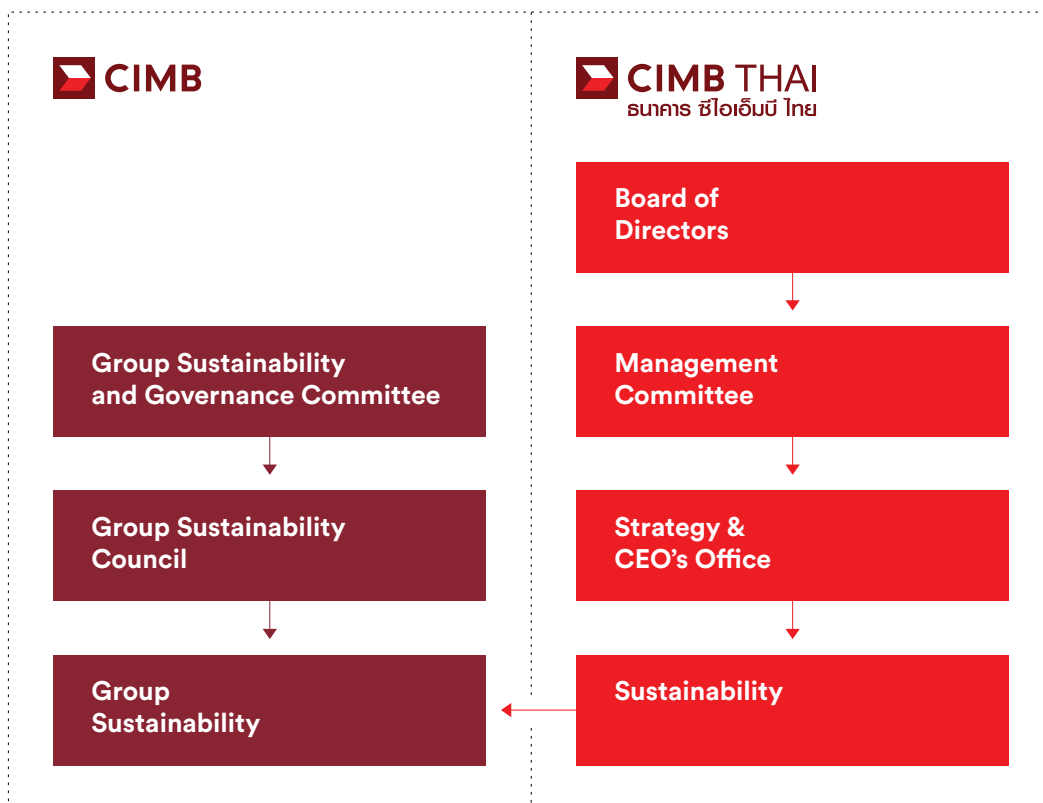
In September 2021, we signed TBA's Statement of Commitment to "Sustainable Thailand" along with other Thai banks across the country, which declared CIMB Thai's commitment towards conducting our business responsibly based on the principles of sustainable banking and investments aligned to the United Nations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

Looking ahead, the Bank will remain focused on driving and enhancing our sustainability agenda as part of our latest Forward23+ strategy. We intend to continue striving for the best to all our stakeholders and community through sustainability-driven principles while aligning ourselves to the highest standard of ESG guidelines and goals.

Sustainability Governance

CIMB Thai's Board and Management play a significant role in building and strengthening our organisational capability to become a sustainable organisation whilst following the principles of sustainable banking. With the formal establishment of Sustainability Unit under the Strategy and CEO's Office in July 2021, we vigorously drive, anchor and monitor key sustainability initiatives Bank-wide. We drive our sustainability aspirations based on CIMB Group's sustainability framework and work in collaboration with key representatives from Malaysia, Indonesia, Singapore and Cambodia to share best practices across the region.

Overview of CIMB Thai's Sustainability Governance Structure



CIMB Thai Sustainability Policy

The Bank's Sustainability Policy (SP) outlines our approach to sustainability including our EES risk management. The SP provides guidance on how sustainability risks should be managed and is guided by five key principles below:

- 1) Ensure that the management of our internal operations and employees is consistent with our policies and position on various sustainability risks.
- 2) Take appropriate measures to manage sustainability risks of our business activities and not engage in business activities that do not meet our policy requirements.
- 3) Adopt an inclusive approach to our business relations and strive to positively influence those counterparts' own sustainability performance and commitments.
- 4) Engage actively and openly with our stakeholders, including suppliers on proactive management of sustainability risks and identification of opportunities for sustainable growth.
- 5) Exercise due care and diligence to evaluate, adopt and advocate proactive measures to minimise and in the long-run prevent environmental harm, as well as promote social equity.

CIMB Thai Sustainable Financing Policy

As a responsible financial institution, it is within our remit to manage the risks and potential negative impacts arising from the activities that we finance. We assess how such risks have an impact on the environment, the society and the economy in general. Our emphasis is also on devising financing solutions that enhance sustainable development, and positively contribute to our economic, environmental and social impacts.

The Bank's Sustainable Financing Policy (SFP) serves as a guidance on the mitigation of environmental and social risks in our lending decisions. Sustainability due diligence is required for the Bank's financing facilities with non-individual borrowers from high sustainability risks sectors or those who have sustainability-related controversies.

Our Exclusion List

Beyond the sustainability due diligence process, CIMB Thai also has an exclusion list, which includes the first-level screening criteria, where we take a zero-tolerance approach. We do not conduct business with entities that are directly linked (with evidence) to one or more of the following:

- Illegal activities
- Bribery and corruption
- Illegal logging or uncontrolled fire
- Terrorism
- Smuggling
- Activities impacting UNESCO world heritage sites
- Political campaigns (directly via government officials, politicians, political candidates or political organisations)
- Arms and munitions
- Casino and gaming

3.2 Management of Impacts on Stakeholders in Business Value Chain

Our Business Value Chain

Starting Point



Capital:

Total shareholders funds
THB 42 billion



People:

3,297 staff



Vision:

To be a digital-led bank
with ASEAN Reach



Purpose:

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

Business Activities



Forward23+ Strategic Themes:

- Reshape Portfolio
- Diversifying Deposit
- Driving Cost Efficiency
- Digitise for Value
- Strengthen Risk Management Discipline
- Human Capital Transformation
- Sustainability



Key Business Drivers:

- **Consumer Banking**
 - Deposits & Payments
 - Consumer Financing
 - Wealth Management
 - Digital Banking
- **Wholesale Banking**
 - Corporate Banking
 - Financial Institutions
 - Investment Banking and Debt Capital Markets
- **Treasury & Markets**
 - Structured Products
 - Bonds
 - Foreign Exchange (FX)
 - Hedging
- **Transaction Banking**
 - Cash Management
 - Trade Finance



Sustainability Governance:

- Sustainability Policy
- Sustainable Financing Policy
- Sector Guidelines

Outcomes



Financial:

- Return on Equity (ROE): 5.7%
- Profit after Tax: THB 2,441 million
- Tax Contribution: THB 412 million



Customers:

- 2021 Consumer Banking Net Promoter Scores (NPS): 18 (improved from 9 in 2020)
- Appointed as an underwriter of THB 3 billion social bonds from the National Housing Authority to invest in the development of residential projects for low to middle income Thai citizens



Community:

- THB 1.28 million invested in communities, with 1,256 participants
- Donations: THB 780,200
- 12,127 volunteer hours towards community CSR programmes (Please see details in annual report's CSR Section)



Environment:

424 tCO₂e (7.4%) reduction (YoY) in Scope 1 and Scope 2 GHG Emission



Governance:

Corporate Governance
Score: 93%
AGM Arrangement
Score: 100%

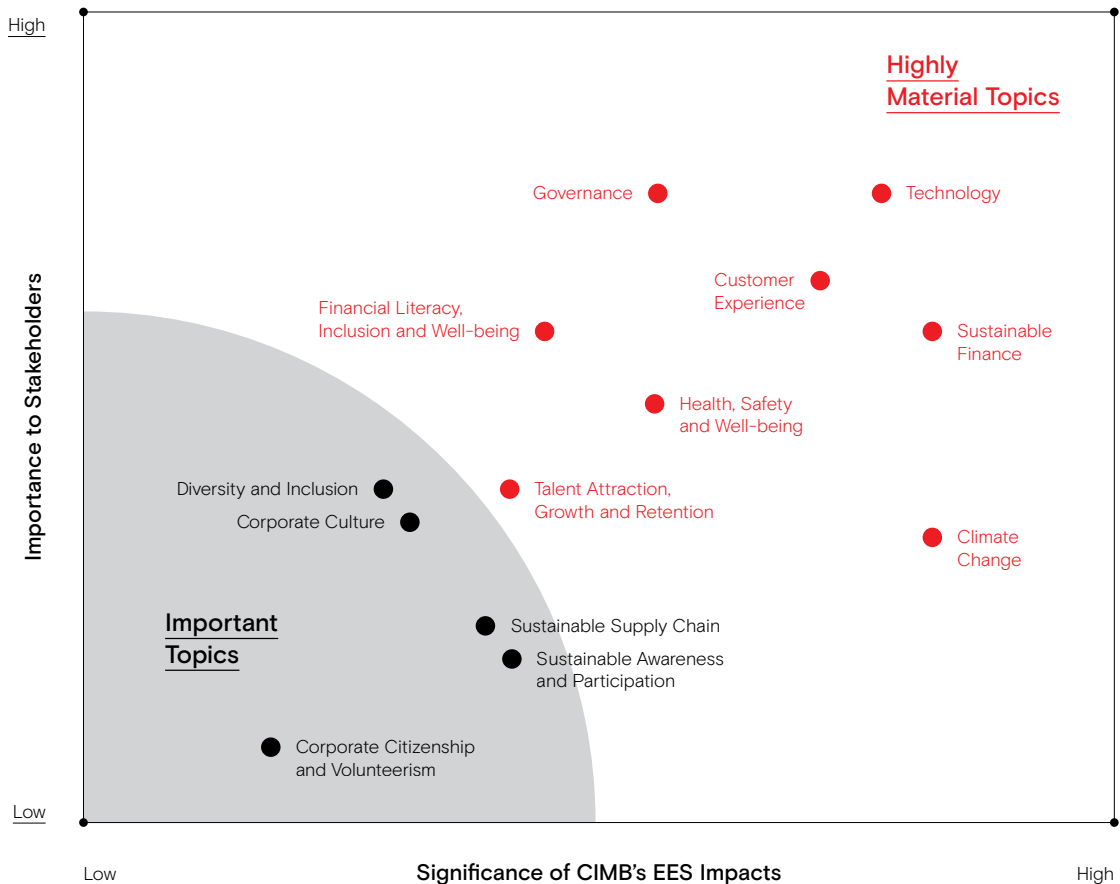
Analysis of Stakeholders in Business Value Chain

Our Material Matters

CIMB Group conducted a periodical materiality assessment exercise after the stakeholder engagement process, in accordance with the Global Reporting Initiative (GRI) standards, to identify the economic, social, and environmental issues that are most influential and impactful to the Group's business and its stakeholders. The stakeholder engagements were done through focus groups, surveys, and targeted interviews with the Group's stakeholders, including its customers, employees, institutional investors, and suppliers across Malaysia, Indonesia, Singapore, Thailand and Cambodia, resulting in 13 material topics for the Group.

As sustainability is a relatively new area for CIMB Thai, we have adopted CIMB Group's 2020 materiality assessment findings as a starting baseline to our sustainability operational guidelines and activities. We have ensured that the assessment findings and feedback are captured and encapsulated in our core policies and framework as part of strengthening our sustainability synergy with CIMB Group. Looking forward, to further add value and build sustainable growth for the organisation, we plan to localise a materiality assessment of our own from 2022 onwards to solidify our assessment approach.

CIMB Group's Important Topics



Highly Material Topics

1. Technology
2. Governance
3. Customer Experience
4. Sustainable Finance
5. Financial Literacy, Inclusion and Well-being
6. Health, Safety and Well-being
7. Climate Change
8. Talent Attraction, Growth and Retention

Important Topics

1. Diversity and Inclusion
2. Corporate Culture
3. Sustainable Supply Chain
4. Sustainability Awareness and Participation
5. Corporate Citizenship and Volunteerism

Source: Our Material Matters, CIMB Group Holding Berhad Annual Report 2020

Stakeholder Engagement and Expectations

Stakeholder Groups	How we engage	Expectations	How we create value
Customers	<ul style="list-style-type: none"> - Call centres - Social media / Online communication - Complaint and feedback mechanisms - Virtual seminars & conferences - Net promoter scores (NPS) - Customer relations / Marketing activities - Face to face meetings 	<ul style="list-style-type: none"> - Products and services that meet the needs of customers - Receipt of appropriate and timely information and investment advice - Receipt of fast, uninterrupted and safe services - Business undertaking in a fair, professional, and sustainable manner. 	<ul style="list-style-type: none"> - Deliver consistent and superior customer experience - Embrace the fair customer treatment principles - Green, social, sustainable impact products and services (GSSIPS) development - Sustainability due diligence screening as part of CIMB Thai's Sustainable Financing Policy (SFP)
Employees	<ul style="list-style-type: none"> - Townhalls and employee engagement events - Department meetings - Performance reviews - Internal communication channels - Employee engagement and organisational health surveys 	<ul style="list-style-type: none"> - Equal opportunities for employment, development and career progression - Appropriate and fair remuneration, benefits, and welfare in line with the economic and social climate - Skill and knowledge development opportunities - Fair and non-discriminatory treatment - Safe and healthy working environment 	<ul style="list-style-type: none"> - Talent attraction, growth, and retention programmes - Properly manage remuneration, benefits, and welfare at levels conducive to staff's wellbeing - Capability building activities, e.g. bank-wide training including sustainability-related courses - Building and strengthening the digital quotient of our employees - Maintain a safe and suitable workplace environment - Opportunities for staff to give back to society through multiple corporate social responsibility (CSR) programmes
Shareholders / Investors	<ul style="list-style-type: none"> - Annual general meeting - Extraordinary general meeting - Press release - Investor roadshow - Annual Registration Statement / Annual Report (Form 56-1 One Report) - Online/Email communication 	<ul style="list-style-type: none"> - Good corporate governance, with fair, transparent, and efficient business management in accordance with the code of conduct - Satisfactory investment returns and sustainable growth - Environmental, social and governance (ESG) considerations in business strategy and operations 	<ul style="list-style-type: none"> - Maintain sound management and maximise shareholders' value - Disclose accurate information to shareholders in a transparent and timely manner - Integrate ESG considerations into all aspects of our business and commit to sustainable banking and sustainable development, including climate change issues. - Comply with laws and regulations

Stakeholder Groups	How we engage	Expectations	How we create value
Regulators	<ul style="list-style-type: none"> - Meetings & seminars - Industry working groups - Audits required by regulators 	<ul style="list-style-type: none"> - Operations in compliance with relevant laws and regulation, adaptation to regulatory changes - Strong corporate governance & management transparency - Responsibility towards society and the environment - Financial Rehabilitation measures to help viable businesses affected by COVID-19 to recover and transformation post – COVID-19. 	<ul style="list-style-type: none"> - Actively support regulators' requirements and participate in sustainability-related events hosted by regulators - Annual update to regulators on sustainability roadmap and key plans for the year - Operate under the principles of corporate governance and business ethics - Provide assistances under COVID-19 debt relief programmes to more than 40,000 customers affected by COVID-19
Suppliers	<ul style="list-style-type: none"> - Procurement process - Performance evaluation - Seminars & conferences - Online/Email communication - Face to face meeting 	<ul style="list-style-type: none"> - Fair, transparent and equal treatment - Fair remuneration and payment terms - Partnerships for growth 	<ul style="list-style-type: none"> - Transparent and fair procurement - Launch of Sustainability Policy (SP) to screen business relations
Communities	<ul style="list-style-type: none"> - Non-governmental organisation (NGO) campaigns & engagements - Donations & sponsorships - Social media - Seminars & conferences 	<ul style="list-style-type: none"> - Promote and support wellbeing and quality of life in the communities and society - Operate with social and environmental responsibility and good corporate governance 	<ul style="list-style-type: none"> - Develop multiple CSR projects to help support the community especially during the COVID-19 pandemic, e.g. Pantry of Sharing, Run to Win, Read for the Blind, etc. - Collaborate with Thai Red Cross Society under the blood donation project, to encourage employees to donate their blood every 3 months as blood supply for those in need and experiencing a severe blood shortage.

3.3 Sustainability Management in Environmental Dimension

Following CIMB Thai's aspirations towards ESG aspects, we take critical accountability and responsibility to minimise our environmental footprints through our action and business operations bank-wide. According to the Principles for Responsible Banking (PRB) of UNEP FI, as a financial institution, we recognise that our business operations play a major role in the capital flow of business operations in the community. Therefore, we strive to follow the global direction of the 26th UN Climate Change Conference (COP26) and Paris Agreement to limit global warming to well below 2 degrees Celsius compared to pre-industrial levels and achieve carbon neutrality by 2050 as per the global commitment. In 2021, CIMB Thai and subsidiaries leveraged our resources and capabilities to create net positive impacts and at the same time mitigate negative impacts to support sustainable and environmental management as follows:

Energy & Electricity Consumption

- Closely monitored and managed the chiller cooling system by adjusting the temperature on daily basis to suit the weather and number of staff in the building. The adjustment is projected to save 200 BTU/ton from the original consumption of 800 BTU/ton to 600 BTU/ton (save energy consumption of 45,012kW/month)
- Towards the target to change 2,625 tubes to LED at CIMB Thai's headquarters building within 3 years (2021-2023), with a projected energy consumption saving of 27,720 KW/year, during January-December 2021, 942 LED tubes have been installed to replace old or broken light tubes. This exceeded the target to replace an average of 875 tubes per year.
- Reduced the electricity consumption of lights at the headquarters car park from 12 hours to 5 hours a day.
- Changed the operating time for the 6 lifts at the headquarters building in Langsuan, to be closed from 19:30 hrs-5:00 hrs to reduce electricity usage.
- Reduced the size of all 4 power supplies from 40 KVA to 20 KVA.
- Replaced copper transformer to Aluminium transformer. Aluminium has a better heat resistance than copper.

Paper Saving

- CIMB Thai has continuously reduced paper consumption year on year as we have digitalised the manual/paper approval processes with our system called "Fast Sign-Off" since 2019. It has been effectively used bank-wide with an estimated volume of pages of paper saved in the past 3 years as follows:

Paper Saving via Fast Sign-off	2019	2020	2021	Grand Total
No. of Pages	3,908	14,066	36,995	54,969

GHG Emission

- We achieved 7.4% reduction (YoY) in Scope 1 and Scope 2 GHG emissions.



Waste Management

As a part of CIMB Thai's sustainability journey, the environmental aspect is one of our key focus areas. We have thus developed numerous environmentally related projects to foster responsibility habits in younger generations. In 2021, the Bank set up the Waste Bank Project in schools to cultivate students' habit of segregating waste to be reused and recycled. We also educated the students by using online media for building the awareness of environmental impact on the communities in three schools below:

1. Wiroonthep School, Mae Ngon Sub-district, Fang District, Chiang Mai Province
2. Wat Photharam School, Thung Khamin Sub-district, Na Mom District, Songkhla Province
3. Yuvabadhana Foundation (Pan Kan Project)



Paper Shredding and Recycling

- CIMB Thai delivered 222.16 tons of paper in 2019, 122.15 tons of paper in 2020, and 59.73 tons of paper in 2021 to Iron Mountain for paper shredding and recycling process.

3.4 Sustainability Management in Social Dimension

Social and Community Development

According to CIMB's sustainability commitment, we strive to turn our profits to positive change for the society as well as the beneficiaries of Thai communities. Therefore, we aim to instil a sustainability mindset in our stakeholders and encourage them to support social and community development in the way that can create positive outcomes for them in the long run.

In 2021, we established CSR champions in the organisation and invited our employees and those of subsidiaries to participate in CSR voluntary activities that were arranged throughout the year. Despite the ongoing COVID-19 pandemic, we received full supports from our management teams and staff from all departments to ensure the success in all the activities and what mattered most was that we gave back to the society in times of need during the pandemic.

2021 CSR Activities: Total Number of Participants and Voluntary Hours

Activities	Participants	Hours
Run to Win Project	780	10,039.04
Read for the Blind Project	108	900
Blood Donation Project	226	452
Others (Mor Prom Call Centre, temple cleaning, etc.)	142	735.65
Total	1,256	12,126.69



1. Run to Win

This is a virtual running activity for the staff who are interested in contributing to charity through running. The Bank partnered with Dromos application for this project to collect runners' running records (i.e. distance and time). We challenged staff to join the activity not only for their health but also for donation to Banphaeo General Hospital in Samut Songkhram province for fighting COVID-19 as the Bank would donate THB 10 to the hospital for every 1 km of running distance. In 2021, the total donation to Banphaeo General Hospital was THB 780,200.



2. Blood Donation

In collaboration with the National Blood Center (Thai Red Cross Society), we have regularly organised a blood donation campaign and encouraged employees to donate their blood for a good cause every 3 months. This aims to supply blood for those in need and experiencing a severe blood shortage. In 2021, there were 226 staff members who participated in this campaign.



3. Community Isolation Centre

We collaborated with Bangphli Noi Sub-district Municipality, Bangphli Noi Sub-district, Bang Bo District, Samut Prakan Province, to build a community isolation centre for COVID-19 patients in mid-2021. The centre accommodates beds and necessary facilities for treatment of the patients with mild symptoms who were unable to be admitted to nearby hospitals due to limited capacity. As such, it has helped relieve the burden of hospitals and alleviate people's sufferings during this difficult period.



4. Read for the Blind

The Bank, in collaboration with Thailand Association of the Blind (TAB) Foundation, has set up the Read for the Blind Project to produce voice books for the National Library of the Blind (Daisy Thailand Project). The employees have been trained to ensure that each voice book is correctly produced and encouraged to join the campaign for enhancement of knowledge for the blind. We received encouraging responses as more than 100 staff members joined the campaign in 2021.



5. Pantry of Sharing

In partnership with Samphan Thawong District Office, Bangkok, we launched the “Tu Pan Sook” or Pantry of Sharing campaign. Staff and customers were invited to donate and put in the pantry-like booth daily necessity items, e.g. foods, drinks, snacks and so on for people in need in the Yaowarat area to relieve their hardship amidst the pandemic.

The Bank, subsidiaries and all employees wish to render moral supports to all Thai people in getting through this crisis together.



6. Mor Prom Call Centre

During the height of the pandemic, the Bank assisted in acting as a call centre for Mor Prom vaccination bookings and inquiries. More than 30 management and staff members participated in the call centre activity, answering more than 4,000 phone calls in the 1-month duration of the activity.



7. Educational Development

CIMB Thai is well aware of the importance of education and has all along paid attention to educational development. Therefore, we have implemented several educational projects by providing computer learning centres and libraries for selected schools in remote areas. With such facilities, children who do not have opportunity to access useful resources, such as internet, are able to obtain appropriate education through various resources. In addition, we have also supported several career-building projects, such as poultry house and demonstration plots for organic local plants in two schools in 2021, namely:

1. Wiroontheep School, Mae Ngon Sub-district, Fang District, Chiang Mai Province
2. Wat Photharam School, Thung Khamin Sub-district, Na Mom District, Songkhla Province

8. Support for People with Disabilities



Support for people with disabilities (PWDs) is an initiative by CIMB Thai to provide employment opportunities and enhance quality of life for the disabled.

Number of PWDs benefiting from the programme:

2020	2021
28	26

In 2021, 26 people were financially supported and two of them have been employed by the Bank in 2022. We target to increase our PWD initiatives further by extending the coverage to our subsidiaries as well.

4. Management Discussion and Analysis

4.1 Consolidated Operating Results

For the year ended 31 December 2021, CIMB Thai group recorded a consolidated net profit of THB 2,440.6 million, an increase of THB 1,150 million or 89.1% year-on-year (YoY) compared to 2020. The improvement was mainly attributed to better cost controls, resulting in an 8.1% decline in operating expenses and a 25.7% decrease in expected credit losses, despite a 3.9% drop in operating income.

Net interest margin (NIM) over earning assets stood at 3.1% in 2021, compared to 3.2% in 2020, as a result of lower interest income on loans and hire purchase business.

As at 31 December 2021, total gross loans (inclusive of loans guaranteed by other banks and loans to financial institutions) amounted to THB 211.9 billion, a decrease of 6.6% from 31 December 2020. Deposits (inclusive of bills of exchange, debentures and selected structured deposit products) were THB 233.1 billion, a decrease of 7.1% from THB 250.9 billion as at the end of December 2020. The modified loan to deposit ratio moved up to 90.9% from 90.5% as at 31 December 2020.

(a) Summary of CIMB Thai group's income

On a YoY basis, operating income declined by THB 579.7 million, or 3.9% to THB 14,347.4 million from a drop in net interest income of THB 988.5 million or 9.0% due to the lower interest income on loans and hire purchase business stemming from lower credit expansion. This was partially offset by an increase of THB 337.6 million or 26.9% in net fee and service income, driven by higher fee income from insurance and mutual fund brokerage. Other operating income increased by THB 71.2 million or 2.6% from an increase in gains on financial instruments measured at fair value through profit or loss.

(b) Cost of funds and operating expenses

CIMB Thai group's interest expenses in 2021 amounted to THB 2.7 billion, a YoY drop of THB 1.4 billion or 33.8%, largely from decline in interest expenses on deposits.

For the year ended 31 December 2021, operating expenses decreased by THB 723.3 million or 8.1%, mainly due to better optimisation of cost management. This consequently improved the cost to income ratio to 57.0% in 2021 compared to 59.6% in 2020.

(c) Net profit

For the year ended 31 December 2021, CIMB Thai group recorded a consolidated net profit of THB 2,440.6 million, an increase of THB 1,150 million or 89.1% year-on-year compared to 2020. The improvement was mainly attributed to better cost controls, resulting in an 8.1% decline in operating expenses and a 25.7% decrease in expected credit losses, despite a 3.9% drop in operating income.

(d) Return on equity

In 2021, CIMB Thai group's return on equity was 5.8% compared with 3.1% in 2020, mainly due to an increase in net profit, while the Bank's return on equity was 3.6% compared with 5.8% in 2020 largely as a result of a decrease in net profit.

4.2 Consolidated Financial Standing

Assets

As at 31 December 2021, CIMB Thai group's total assets amounted to THB 398.5 billion, a THB 12.0 billion or 2.9% down from a year earlier, as detailed below:

Interbank and money market items (assets) were THB 9.5 billion, a THB 3.1 billion or 48.7% increase, mainly attributable to the Bank's liquidity management.

Derivative assets moved down by THB 11.1 billion or 19.4% to THB 46.4 billion, coming mainly from interest rate contracts.

Financial assets measured at fair value through profit or loss were THB 31.3 billion, a THB 3.9 billion or 11.2% decrease, mainly due to lower financial assets for trading.

Net investment moved up by THB 12.8 billion or 20.8% to THB 74.3 billion, mainly from higher investments in debt instruments measured at fair value through other comprehensive income and investments in debt instruments measured at amortised cost.

Net loans and accrued interest receivables were THB 207.8 billion, going down by 6.3%, mainly due to economic slowdown amidst the COVID-19 pandemic, which hindered loan expansion industry wide.

Asset quality

(a) Loans and loan concentration

As at 31 December 2021, CIMB Thai group's total loans net of deferred revenue accounted for THB 212 billion, declining by THB 15 billion or 6.6% from THB 227 billion as at 31 December 2020. Loans principally comprised housing loans, hire purchase receivables and those in manufacturing and commerce sectors, making up 68% of total loans. Housing loans represented the largest proportion, i.e. THB 78 billion or 36.9% of total loans, which was in line with the Bank's business strategy, followed by hire purchase receivables amounting to THB 34 billion or 15.8%, and those in manufacturing and commerce sectors THB 32 billion or 15.3% of total loans. Sector with loan growth was housing, recording a YoY growth of 1.7%.

Loans classified by type of business	31 December 2021		31 December 2020		Change	
	THB million	%	THB million	%	THB million	%
Agriculture and mining	5,593	2.6	7,446	3.3	(1,853)	(24.9)
Manufacturing and commerce	32,323	15.3	33,962	15.0	(1,639)	(4.8)
Real estate and construction	14,536	6.9	16,252	7.2	(1,716)	(10.6)
Public utilities and services	27,609	13.0	29,118	12.8	(1,509)	(5.2)
Personal loans	6,402	3.0	8,263	3.6	(1,861)	(22.5)
Housing loans	78,124	36.9	76,789	33.8	1,335	1.7
Hire purchase receivables	33,535	15.8	39,063	17.2	(5,528)	(14.2)
Others	13,772	6.5	16,057	7.1	(2,285)	(14.2)
Total loans net of deferred revenue	211,894	100	226,950	100	(15,056)	(6.6)

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

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

	Consolidated	
	2021	2020
	Loans and accrued interest receivable	
	THB million	THB million
Financial assets with insignificant increase in credit risk	188,770	200,367
Financial assets with significant increase in credit risk	19,000	19,213
Credit-impaired financial assets	8,361	11,159
Purchased or originated credit-impaired financial assets	58	58
Total	216,189	230,797

	Consolidated	
	2021	2020
	Allowance for expected credit losses	
	THB million	THB million
Financial assets with insignificant increase in credit risk	(1,488)	(1,891)
Financial assets with significant increase in credit risk	(1,890)	(1,482)
Credit-impaired financial assets	(3,389)	(3,491)
Purchased or originated credit-impaired financial assets	(24)	(24)
	(6,791)	(6,888)
Surplus allowance	(1,549)	(2,065)
Total	(8,340)	(8,953)

CIMB Thai group's loan loss coverage ratio as at 31 December 2021 stood at 117.5% compared with 93.3% at the end of December 2020. Total allowance for expected credit losses was THB 8.3 billion, THB 1.5 billion exceeding the Bank of Thailand's reserve requirement.

(c) Non-performing loans (NPLs)

The gross NPLs stood at THB 7.9 billion, with a lower gross NPL ratio of 3.7% compared to 4.6% as at 31 December 2020. The lower NPL ratio was mainly attributable to the sale of certain NPLs in 2021, more efficient risk management and improvement of asset quality management and loan collection processes.

(d) Income recognition

Interest and discount on loans

Interest income shall be recognised at the effective interest rate. Recognition of interest income on loans with principal or interest payment over three months past due or stage 3 loan accounts shall follow definition of the TFRS 9 thereby such income is recognised at the effective interest rate of the carrying amount after impairment.

Liabilities

As at 31 December 2021, CIMB Thai group's total liabilities amounted to THB 355.1 billion, going down by THB 13.9 billion or 3.8% YoY as follows:

Deposits were THB 182.2 billion, declining by THB 11.8 billion or 6.1% YoY, mainly from decrease in fixed deposits.

Interbank and money market items (liabilities) were THB 55.4 billion, going up by THB 8.3 billion or 17.6% YoY, as a result of the Bank's liquidity management.

Financial liabilities designated at fair value dropped by THB 11.2 billion or 38.7% to THB 17.7 billion, coming mainly from structured debentures.

Derivative liabilities went down by THB 14.5 billion or 25.4% to THB 42.7 billion, mainly due to interest rate contracts.

Debt issued and borrowings amounted to THB 29.5 billion, up by THB 10 billion or 51.5%, largely caused by an increase in short term debentures.

Equity

As at 31 December 2021, CIMB Thai group's equity was recorded at THB 43.4 billion, representing a growth of THB 1.9 billion or 4.5% from a year earlier, principally due to the net profit growth in 2021.

Off balance sheets: Commitments

As at 31 December 2021, the Bank and its subsidiaries had combined commitments of THB 4,191.4 billion, up by THB 448.5 billion (12%) from THB 3,742.9 billion YoY, mostly from derivatives as indicated in the table below:

Unit: THB million

	31 December 2021	31 December 2020	Variance %
Off balance sheets: commitments			
Avals to bills	8	17	(52.9)
Bills on domestic letters of credit	0	31	(100.0)
Liability under unmatured import bills	653	157	315.9
Letters of credit	1,126	765	47.2
Other commitments:	4,189,599	3,741,906	12.0
Derivatives	4,158,631	3,702,022	12.3
Undrawn bank overdrafts	13,043	14,719	(11.4)
Undrawn credit lines	8,944	14,378	(37.8)
Bonds	0	271	(100.0)
Others	8,981	10,516	(14.6)
Total	4,191,386	3,742,876	12.0

Liquidity

Cash and cash equivalent items, as indicated in the cash flow statement of CIMB Thai group as at 31 December 2021, amounted to THB 818.4 million, a net decrease of THB 100.2 million YoY. Details of the changes are as follows:

Net cash flows provided by operating activities in 2021 were THB 15.2 billion. Losses from operations before changes in operating assets and liabilities were THB 2.2 billion, including THB 2.9 billion in pre-tax net profit for the year, and adjustments of non-cash items to net profit, stemming largely from expected credit losses, interest expenses and unrealised losses on revaluation of financial assets measured at fair value through profit or loss, partially offset with interest income. Operating assets for the year went down by THB 9.4 billion mainly from decrease in loans. In addition, operating liabilities moved up by THB 150.9 million, resulting principally from higher interbank and money market items and credit support liabilities on derivatives, partially offset with lower deposits.

Net cash flows used in investing activities were THB 12.7 billion, mostly coming from net cash paid for investments in debt instruments measured at fair value through other comprehensive income.

Net cash flows used in financing activities were THB 2.7 billion, mainly comprising net cash paid for redemption of financial liabilities measured at fair value through profit or loss and borrowings.

Relationship between sources and applications of funds

Two major sources of funds for the Bank were deposits and borrowings, while the applications of funds covered the extension of loans. As at 31 December 2021, the Bank had deposits, borrowings and loans classified by maturity as follows:

Maturities	Loans*		Deposits*		Borrowings*	
	THB billion	%	THB billion	%	THB billion	%
Payable on demand	9.1	4.3	123.1	58.2	0.2	0.2
Up to one year	69.2	33.1	86.8	40.9	37.4	53.0
Over one year	130.8	62.6	1.9	0.9	33.1	46.8
Total	209.1	100.0	211.8	100.0	70.7	100.0

*Including interbank and money market items.

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

Unit: THB billion

Deposit categories	2021		2020* (Restated)		2019* (Restated)	
	Amount	%	Amount	%	Amount	%
Current deposits	7.8	3.7	6.6	3.0	3.7	1.8
Savings deposits	115.3	54.4	107.7	49.4	68.3	32.7
Fixed deposits	88.7	41.9	103.7	47.6	137	65.5
Total	211.8	100.0	218.0	100.0	209.0	100.0

*Including interbank and money market items.

Credit Rating

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

Fitch Ratings

National long-term rating	AA-(tha)
National short-term rating	F1+(tha)
Outlook	Stable

November 2021

Moody's Investors Service

Outlook	Stable
Bank deposits	Baa2/P-2
Baseline credit assessment	ba2
Adjusted baseline credit assessment	baa2
Counterparty risk assessment	Baa1(cr)/P-2(cr)
Issuer rating	Baa2
ST issuer rating	P-2

January 2021

RAM Ratings

Financial institution ratings	AA2/Stable/P1
Tier-2 subordinated debt	AA3/Stable

May 2021

Financial Ratios**Capital funds and capital adequacy ratio**

As at 31 December 2021, CIMB Thai group's assets were higher than liabilities, with shareholders' equity amounting to THB 43.4 billion. The total consolidated capital funds amounted to THB 54.4 billion with capital adequacy ratio (BIS ratio) of 22.4%, exceeding the Bank of Thailand's regulatory requirement. Meanwhile, the Bank's capital funds amounted to THB 52.6 billion with BIS ratio of 21.8%.

Liquidity and loan to deposit ratio

The Bank has maintained the average cash reserve ratio at 1% of the total deposits and borrowings in accordance with the Bank of Thailand's regulations. As at 31 December 2021, the Bank's cash in hand, cash at the cash centre and cash at the Bank of Thailand totalled THB 1.7 billion. Its modified LDR was 87.8%, compared with 88.0% a year earlier, which was in line with its business plan.

5. General Information and Other Important Information

5.1 General Information

Company Name	:	CIMB Thai Bank Public Company Limited
Registration Number	:	0107537002338 (formerly BorMorJor. 480)
Business Type	:	Commercial Banking
Head Office	:	Langsuan Building, 44 Langsuan Road, Lumpini, Patumwan, Bangkok 10330, Thailand
Telephone Number	:	+66-2638-8000 and +66-2626-7000
Facsimile Number	:	+66-2633-9026
CIMB Thai Care Center	:	Telephone number
E-mail address	:	cimbthai.carecenter@cimbthai.com
Investor Relations	:	Telephone number
E-mail address	:	ir@cimbthai.com

References

Registrar	:	Thailand Securities Depository Co., Ltd.
Address	:	93 Rachadapisek Road, Dindaeng, Dindaeng, Bangkok 10400, Thailand
Telephone Number	:	+66-2009-9000
Facsimile Number	:	+66-2009-9991
SET Contact Center	:	+66-2009-9999
Website	:	http://www.set.or.th/tsd
E-mail Address	:	SETContactCenter@set.or.th
Auditor	:	PricewaterhouseCoopers ABAS Ltd.
Address	:	15 th Floor, Bangkok City Tower, 179/74-80 South Sathorn Road, Thung Maha Mek, Sathon, Bangkok 10120, Thailand
Telephone Number	:	+66-2344-1000, +66-2286-9999
Facsimile Number	:	+66-2286-5050
By	:	<ul style="list-style-type: none"> - Mr. Boonlert Kamolchanokkul, Certified Public Accountant (Thailand) No. 5339 - Ms. Sinsiri Thangsombat, Certified Public Accountant (Thailand) No. 7352 - Mr. Paiboon Tunkul, Certified Public Accountant (Thailand) No. 4298

5.2 Other Important Information

5.2.1 Exploring ASEAN Opportunities in 2022 and Beyond

ASEAN recognises the constant changes in economic environment and circumstances, both internally and externally, and the continuous and dynamic process of regional economic integration. In order for ASEAN to be able to cope with various factors that affect the economy, ASEAN has thus supported open trade and investment both within and outside the region. For the year 2022, highlights of ASEAN movements would be as follows:

RCEP declares success ... Opportunities for Thailand and ASEAN

In 2021, after eight years of negotiation efforts (2012–2020), the member states came up with signatures and ratifications of the RCEP Agreement from their respective parliaments, resulting in the RCEP's success. The RCEP Agreement has been set to take effect from 1 January 2022 onwards.

The RCEP is the Regional Comprehensive Economic Partnership, which forms the world's largest free trade area (FTA) and Thailand's 14th FTA. It is composed of 15 member states, i.e. 10 ASEAN countries, Japan, South Korea, China, Australia and New Zealand. The RCEP has a combined population of 2.3 billion (30.2% of the world's population), a combined GDP of USD 28.5 trillion (33.6% of global GDP) and a total trade value of USD 10.7 trillion (30.3% of global trade value).

As for the benefits that Thailand will receive from the RCEP Agreement, the member states will abolish import duties on 39,366 items of Thai goods, with the tariffs on 29,891 items of which immediately cut to 0%. Meanwhile, China, Japan and South Korea will additionally reduce and abolish customs duties on exports from Thailand, such as fresh and processed fruits, fishery products, fruit juices, rubber and rubber products, automobile and components, plastics, chemicals, electrical components, computers and components, etc.

Besides benefits the member countries will get from the larger market, which could broaden opportunities for supply chain expansion in the region, the RCEP also facilitates their trade, and it is an opportunity for Thailand to expand the service sectors into the fellow member countries, such as construction, retail, health, movie films and entertainment, etc.

FTA boosts competitiveness ... Thailand's plans for ongoing negotiations

The role of economic integration like the FTA with the goal of tariffs reduction among member states to the least or zero, and collaboration to eliminate non-tariff barriers that have long existed. The FTA can be formed or executed between two countries (bilateral) or among a group of countries (multilateral).

For 2022, Thailand has planned to continue negotiating the FTA with five countries and groups of countries, including Thailand–European Union, Thai–European Free Trade Association, Thailand–United Kingdom, Thai–Eurasian Economic Union and ASEAN–Canada, aiming to expand Thai trade and investment opportunities. Even with the addition of the RCEP Agreement, there are still trade partners in 18 countries like before.

For the benefits to Thai trade, if Thailand can successfully open the FTA negotiations, it would increase the proportion of Thailand's trade with countries under the FTAs. Currently, Thailand has FTAs with 18 countries, representing only 63.6% of the total trade value compared to those of other countries in ASEAN, i.e. Singapore 94.5%, Indonesia 76.0%, Malaysia 71.5% and Vietnam 69.9%. Therefore, if the FTAs can successfully be negotiated and concluded with countries and

groups of countries totalling five targets above, Thailand would be able to add another 12.1% to the trade share under the FTAs, making up Thailand's trade proportion under the FTAs to 75.7% of the total trade value.

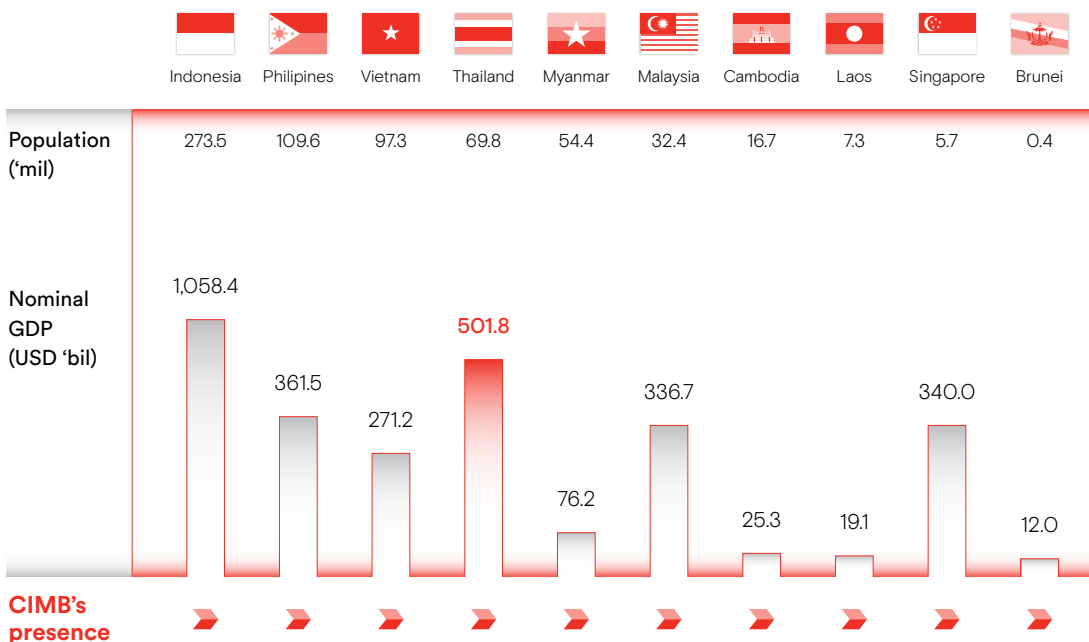
APEC: A forum to promote economic cooperation ... Thailand as the APEC host to drive it forward

The Asia-Pacific Economic Cooperation (APEC) is a forum to promote international economic cooperation in the region where Thailand is a co-founder. It is composed of 21 leading economic zones with a combined GDP of more than USD 53 trillion or THB 1,700 trillion and a total trade value of almost half of global trade. The operation of APEC is based on consensus principles, equality and mutual benefits of member countries.

Thailand has been designated as the host of APEC in 2022. It is a crucial opportunity for Thailand to play the role and drive the country's recovery from the COVID-19 pandemic into the future, and demonstrate Thailand's readiness to welcome foreigners, ranging from leaders, high-ranking businessmen and leading media personalities to other stakeholders who will travel to Thailand throughout the year.

Thailand will benefit from having strong economic alliances joining in pushing forward new ideas for national development towards an inclusive and sustainable growth, particularly the promotion of digital technology and innovation, SMEs' access to funding sources, and sustainable tourism. Therefore, hosting of APEC 2022 is an honour for Thailand and reflects the member states' confidence in Thailand.

CIMB Group's Operation in ASEAN Countries



Source: GDP report from World Bank as of December 2020

Thailand is expected to drive APEC to turnaround the crisis into an opportunity towards the transition to a sustainable and balanced post-COVID-19 era with collaboration through the 2022 APEC theme: “Open. Connect. Balance.” covering three key areas, i.e. 1) promoting inclusive and sustainable growth, 2) facilitating trade and investment, and 3) revitalising connectivity by promoting the concept of Bio, Circular, and Green Economy, known as the BCG Economy Model as a platform to connect and rejuvenate the economy post-COVID-19.

Looking forward

CIMB Group believes that ASEAN will continue to be an open, resilient and dynamic region where cooperation is also required from regions elsewhere. CIMB Group with region-wide networks will remain steadfast in supports for corporate and SME customers with aspirations to expand businesses or investments across the region, leveraging on CIMB Group’s strength, expertise and product diversity. At the same time, CIMB Thai, as a member of CIMB Group, has all along actively supported and explored fresh opportunities for Thai companies in their outward investments in or production expansion to ASEAN countries with a view to maintaining or building competitive advantage.

5.2.2 Legal Disputes

As of 31 December 2021, there is no legal dispute against the Bank which may materially and adversely affect the Bank’s assets in the amount exceeding 5% of its shareholders’ equity.

5.2.3 Details of Fine Payment of the Bank and Companies in Our Financial Business Group as of 31 December 2021

Details of Fines Imposed by Regulators

Regulators	Year 2021				Three Most Frequent Non-compliance Cases in Past Five Years	
	Total	First Three Highest	Fine	Relevant	Section	Relevant Laws
	Amount (THB)	Amount (THB)	Section	Laws		
1. Bank of Thailand	-	-	-	-	Sections 66 and 71	Financial Institution Act B.E. 2551 (2008) as amended
2. Office of the Securities and Exchange Commission	-	-	-	-	Section 113	Securities and Exchange Act B.E. 2535 (1992) as amended
3. Office of Insurance Commission	-	-	-	-	-	-
Conclusion	In 2021, the Bank recorded no fine payment case.				For past five years, the Bank recorded a total of two cases of fine payment.	

Part 2

Corporate Governance

6. Corporate Governance Policy

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

8. Report on Important Operational Results of Corporate Governance

9. Internal Control and Related Party Transactions

6. Corporate Governance Policy

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

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

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

6.1 Overview of Corporate Governance Policy and Guidelines

6.1.1 Policy and guidelines regarding the Board of Directors

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

Regarding the determination of directors' remuneration, the Nomination, Remuneration and Corporate Governance Committee takes into account roles, duties, and responsibilities of members of the Board of Directors and the Board Committees, together with other factors such as economic condition. In 2020, the Board of Directors proposed the Annual General Meeting of Shareholders No. 26 to consider and approve an adjustment of directors' remuneration rates to be in consistency with increasing directors' functional duties of which the scope has been expanded in line with regulatory authorities' rules and regulations, and the enforcement date of such new rates to be from 1 January 2021 onwards. Nevertheless, due to the worldwide spread of COVID-19 which has resulted in uncertain economic situation, the Board of Directors deemed it proper to approve the postponement of effective date of the new directors' remuneration rates from originally 1 January 2021 to 1 July 2021. The Annual General Meeting of Shareholders No. 27 already ratified this Board of Directors' approval. In this connection, the remuneration paid to directors and executives is commensurate with peers' in the Thai banking industry, to retain directors and talents who possess knowledge, capabilities, and experiences beneficial to sustainable business operation in accordance with the Bank's purpose.

The Bank places importance on independence between the Board of Directors and management. Thus, the clear segregation of duties between the Chairman and the President and Chief Executive Officer are defined. Moreover, the composition of the Board of Directors of which more than half shall be independent directors is clearly specified in the Bank's Corporate Governance Policy.

The Bank makes available training courses and seminars, ranging from in-house courses, external courses, to courses organised by CIMB Group Holdings Berhad (an indirect shareholder of the Bank), to enhance directors' knowledge and capabilities (Please refer to details under the topic 8.1.1). Furthermore, directors are required to complete the Certificate of Qualifications and Prohibited Characteristics twice a year, along with an annual assessment of the performance of the Bank's Board of Directors and each individual director, that will benefit an improvement of the directors' duty performance (Please refer to details under the topic 8.1.1).

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

6.1.2 Policies and guidelines regarding shareholders and stakeholders

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

6.2 Business Ethics

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

6.3 Significant Changes and Development in Corporate Governance Policies, Guidelines, and Protocol in 2021

6.3.1 Significant changes and development

In 2021, the Bank conducted a review on corporate governance policies, guidelines, and protocol with an objective to enhance governance efficiency and standard to be in consistency with principles of the Corporate Governance Code for Listed Company 2017 (CG Code) issued by the Office of the Securities and Exchange Commission (SEC). The Bank's key undertakings were as follows:

- The Board of Directors' Meeting No. 5/2021 held on 24 May 2021 resolved to approve the adoption of Board Diversity Framework, which sets out the principles on diversity on the Boards in various dimensions, i.e. gender, age, independence, cultural background, as well as skills and experience.
- The Board of Directors' Meeting No. 6/2021 held on 25 June 2021 resolved to approve the Policies and Procedures on Giving and Acceptance of Gifts and Entertainment ("No Gift Policy") and Anti-Corruption. The revision made to the Policy and Procedure on Anti-Corruption is mainly to align with the Self-Evaluation Checklists developed by the Thai Institute of Directors (IOD) as part of the process for the Bank's recertification of the membership of Thailand's Private Sector Collective Action Coalition against Corruption (CAC).
- The Board of Directors' Meeting No. 8/2021 held on 27 August 2021 resolved to approve the revision of the Bank's Governance Structure for its Committees (exclusive of the Board-level Committees), e.g. Risk Management Committee, Credit Committee, Banking Conduct Committee. The objectives were to enhance efficiency of structure and reporting lines, reduce non-active/unnecessary Committees, and ensure an alignment of each Committee's Terms of Reference which should incorporate required/necessary contents.
- The Board of Directors' Meeting No. 12/2021 held on 15 December 2021 resolved to approve the review of the Policies on Reporting of Interest of Directors and Executives and Corporate Governance.

6.3.2 Adoption of the principles of the Corporate Governance Code for Listed Company 2017 (CG Code) in Business Operations

The Board of Directors understands the roles, duties, benefits, and principles of the Corporate Governance Code for Listed Company 2017 (CG Code) issued by the Office of the Securities and Exchange Commission (SEC), which provide sustainable values to the Bank's business. Therefore, in 2021, the Board of Directors resolved to approve the review of Corporate Governance Policy to be in line with the CG Code, in order for the Bank to adopt this Policy to its business context and keep abreast of rapid changes in corporate governance development. Salient points of this revision included revising the principle on term of office of independent directors for a maximum term of 9 years without exception (deleting allowance of cooling period), as well as adding the topics on Sustainability Policy, Workplace Environment Policy, and energy and environmental management (Please refer to details of the Bank's Code of Ethics and Conduct in Attachment 5).

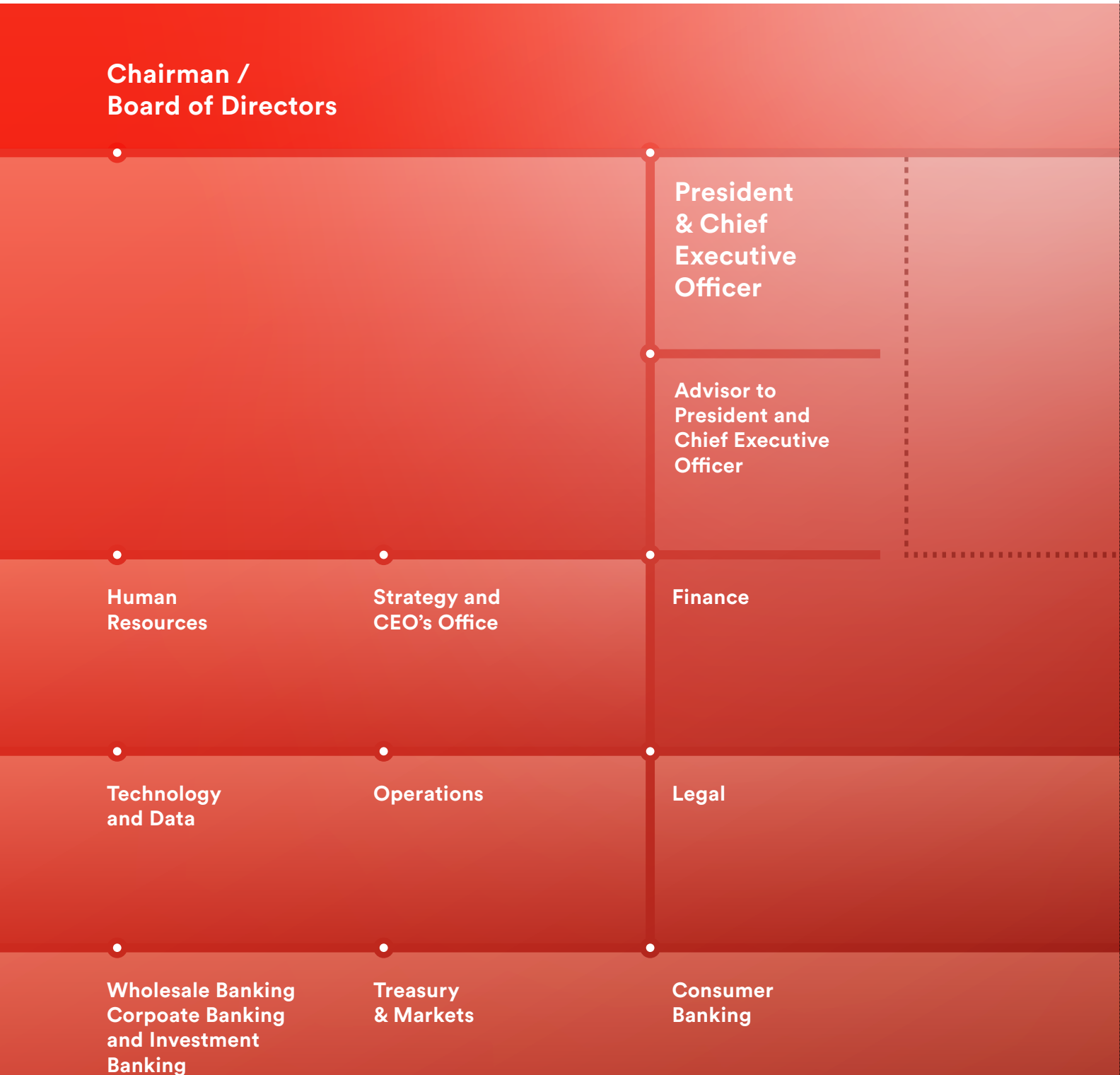
6.3.3 Compliance with Other Good Corporate Governance Principles

In 2021, the Bank achieved a CG score of “Excellent” or 5-star level, with an overall average score of 93%, from an assessment of the Corporate Governance Report of Thai Listed Companies 2020 (CGR) carried out by the Thai Institute of Directors Association (IOD) with a support from the Stock Exchange of Thailand (SET). The Bank attained scores as high as 90% for every assessment criteria, consisting of rights of shareholders, equitable treatment of shareholders, role of stakeholders, disclosure and transparency, and Board responsibilities.

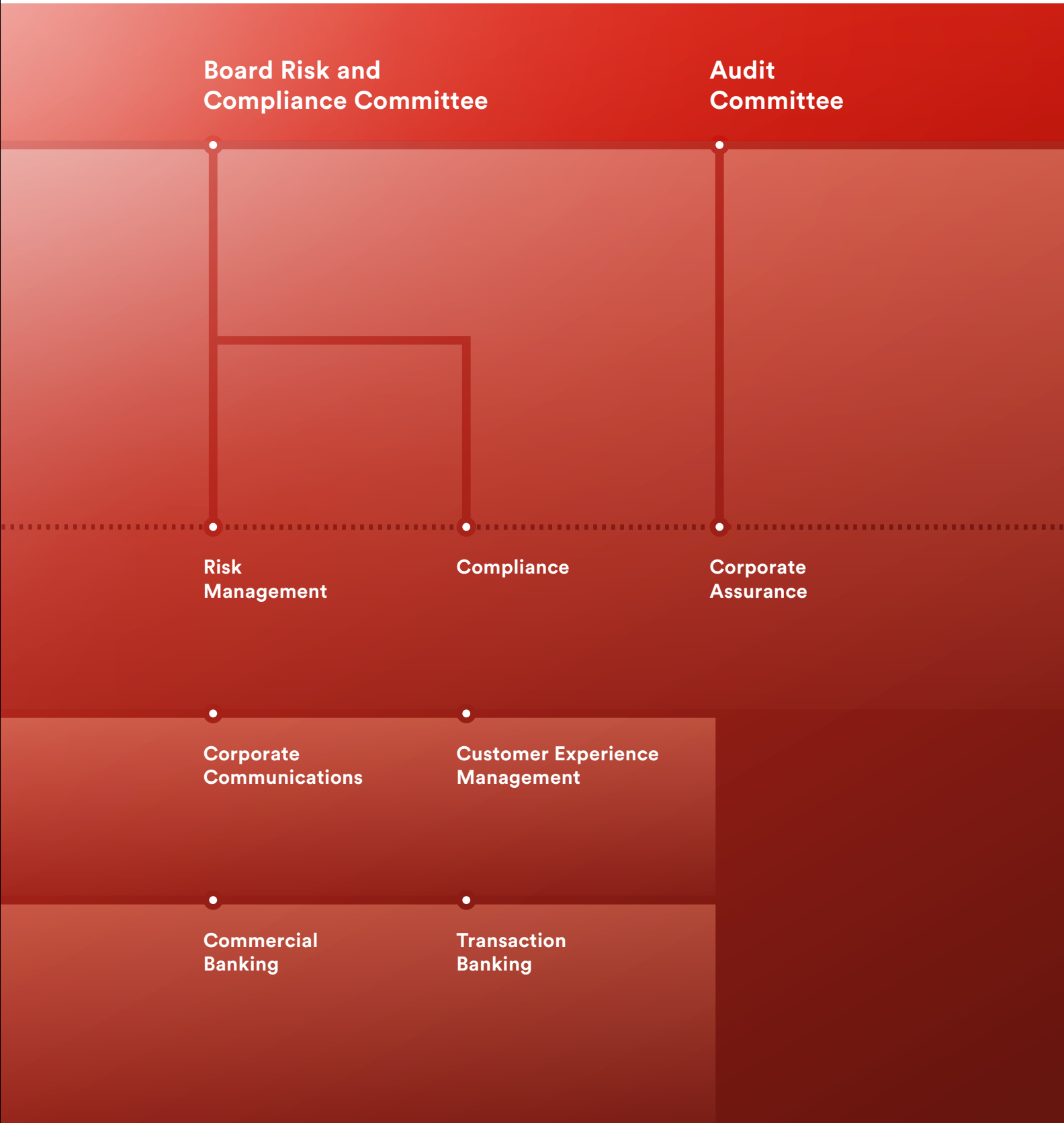
In addition, the Bank achieved a full score of 100%, classified in the top tier group, for quality in convening the Annual General Meeting for the Year 2021 according to the 2021 Annual General Meeting Checklist Project (AGM Checklist) carried out by the Thai Investors Association. This well reflects strong commitment of the Bank, as a listed company, to protect shareholders rights, as well as enhance good corporate governance and efficiency of convening the shareholders’ meeting covering procedures of pre-meeting date, on the meeting date, and post-meeting date.

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

7.1 Organisation Chart of CIMB Thai Bank Public Company Limited



Effective from 1 August 2021



7.2 Details of the Board of Directors

7.2.1 Composition of the Board of Directors

The Board of Directors is composed of 11 members who are professionals with knowledge, capabilities, and expertises in finance, banking, business administration, marketing, legal, auditing, and accounting as well as who previously held the position in Government agencies. This has enabled the Board of Directors to possess the competencies in accordance with the Board Skill Matrix of the Bank and director nomination fits the Bank's business direction in fostering sustainable growth. The election of Board members follows the resolution of the shareholders' meetings and as set out in the Bank's Articles of Association which stipulates that the number of directors on the Board shall not be fewer than five and not more than 12. The structure and composition of the Board of Directors and the setup of Board Committees are as prescribed by the Bank of Thailand (BOT)'s Notification regarding corporate governance of financial institutions and the Capital Market Supervisory Board's Notification regarding application and permission for initial public offering, and further amendments thereof. The Board composition is as follows:

3 executive directors

2 non-executive directors (accounting for 18.18% of the entire Board)

6 independent directors (accounting for 54.54% of the entire Board)

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

Note: Encik Omar Siddiq Bin Amin Noer Rashid has resigned from his director position, with effect from 11 January 2022, thus making the total number of 10 members in the Bank's Board of Directors. The Nomination, Remuneration and Corporate Governance Committee is in process of recruiting qualified persons to be a director to fill this vacancy (information as of 27 January 2022).

The Board of Directors appoints one of its directors to be the Chairman. The Chairman shall be non-executive director as well as the Chairman and the President and CEO shall not be the same person. To ensure an appropriate check and balance system, the Board of Directors determines that there shall be independent directors more than half of its total members. A separation between authorities and duties of the Board of Directors and management, i.e. authorities and duties on policy formulation vs. routine business administration and oversight, is clearly defined, which helps ensure that no single individual has unfettered decision-making power and enables the Chairman to be independent in giving objective views on the business administration by the management.

1. Non-executive director

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

2. Executive director

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

3. Director who is delegated authorised signatory

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

7.2.2 Details of the Board of Directors

As of 31 December 2021, the Board of Directors was composed of the following 11 directors:

Name	Position	Director Type
1. Dato' Robert Cheim Dau Meng	Chairman Member and Alternate Chairman of Nomination, Remuneration and Corporate Governance Committee	Non-executive Director
2. Mr. Anon Sirisaengtaksin	Director Chairman of Nomination, Remuneration and Corporate Governance Committee Member of Board Risk and Compliance Committee	Independent Director
3. Mrs. Oranuch Apisaksirikul	Director Chairperson of Audit Committee	Independent Director
4. Mr. Chanmanu Sumawong	Director Member of Audit Committee Member of Nomination, Remuneration and Corporate Governance Committee	Independent Director
5. Dr. Rom Hiranpruk	Director Member of Audit Committee Chairman of Board Risk and Compliance Committee	Independent Director
6. Mr. Niti Jungnitnirundr	Director Member of Audit Committee	Independent Director
7. Mr. Natasak Rodjanapiches	Director Member and Alternate Chairman of Board Risk and Compliance Committee	Independent Director
8. Dato' Abdul Rahman Ahmad	Director	Executive Director
9. Encik Omar Siddiq Bin Amin Noer Rashid ²	Director Member of Board Risk and Compliance Committee	Executive Director
10. Mr. Hafriz Bin Abdul Rahman	Director Member of Board Risk and Compliance Committee	Non-executive Director
11. Mr. Paul Wong Chee Kin ¹	Director President and Chief Executive Officer	Executive Director

Notes

1/ The Board of Directors at its meeting no. 1/2021, held on 22 January 2021, resolved to appoint Mr. Paul Wong Chee Kin to be President and Chief Executive Officer, in replacement of Mr. Sutee Losoponkul, Acting President and Chief Executive Officer, with effect from 1 February 2021, and resolved to appoint Mr. Paul Wong Chee Kin to be an executive director (with signing authority), in replacement of Mr. Sutee Losoponkul, executive director (with signing authority), with effect from 8 February 2021.

2/ Encik Omar Siddiq Bin Amin Noer Rashid has resigned from his director position, with effect from 11 January 2022.

Directors Nominated by Major Shareholder (As of 31 December 2021)

CIMB Bank Berhad (CIMB Bank) has appointed four representatives to sit on the Board of Directors of the Bank, namely 1. Encik Omar Siddiq Bin Amin Noer Rashid, 2. Mr. Hafriz Bin Abdul Rahman, 3. Dato' Abdul Rahman Ahmad, and 4. Mr. Paul Wong Chee Kin.

Authorised Signatories (As of 31 December 2021)

The directors who are authorised signatories of the Bank are Encik Omar Siddiq Bin Amin Noer Rashid, Dato' Abdul Rahman Ahmad, and Mr. Paul Wong Chee Kin, any two of whom are to jointly sign with the Bank's seal affixed.

Powers of the Board of Directors

1. Appoint and remove regular and temporary employees, determine bonus payment, gratuity and severance pay to regular or temporary employees or any person doing business for the Bank, and declare dividend payment to shareholders.
2. Establish Board Committees as deemed necessary and appropriate to assist the Board in overseeing the Bank's business affairs, and determine remuneration for Committee members as appropriate.
3. Appoint any person as an advisor to the Board to give advice and opinion on the Bank's business affairs, and determine remuneration as appropriate.
4. Delegate authority to any one or more director(s) or other person(s) to perform any duty on behalf of the Board.
5. At the Board meeting, each director shall have one vote. Director with beneficial interests in any matter shall not be entitled to vote on that matter. In the event of a vote tie, the Chairman of the meeting shall have the casting vote.

Leadership and Vision

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

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

7.2.3 Duties and Responsibilities of the Board of Directors

Basic responsibility of the Board of Directors is to exercise judgment on the business operations in a manner that is reasonably believed to be in the best interests of the Bank and in compliance with the applicable laws and regulatory rules, the Bank's Articles of Association, and resolutions of the shareholders' meetings, as detailed below:

1. Ensure that all directors and executives perform duty of care and duty of loyalty, and as prescribed by law in accordance with the objectives and Articles of Association of the Bank, as well as the resolutions of the shareholders' meeting.
2. Ensure that the Bank has put in place its policies and procedures as well as approval processes for important operations (e.g. investment, transactions with material impact on business, connected transactions, acquisition/disposal of assets, dividend payment, etc.) as prescribed by law.
3. Determine the Bank's business operation policies, strategies and objectives, consider and approve its business policies and framework, and control and monitor the management's discharge of functions in accordance with the policies set forth and in an efficient and effective manner in order to enhance financial value to the Bank, customers, stakeholders, and the society as a whole, with sustainability in business operation taken into account.
4. Nominate individuals qualified for the shareholders' consideration and election as directors, and support the shareholders' exercise of rights to appoint directors with channels available for them to nominate candidates to stand for election as directors.
5. Select and nominate qualified individuals from diverse professional expertise and experience for appointment as top executives. Moreover, for continuity in business operation, the Board should ensure a succession plan is in place for preparedness of successors to top executives including the President and Chief Executive Officer.
6. Approve business budgets based on joint consideration with the management.
7. Delegate authority to executives to carry out tasks in accordance with the targets. In case of significant issues with drastic impacts and those not in normal course of business of the Bank, such as investment in other businesses, making sizable transactions, etc., or the issues with conflict of interests of the executives, the Board shall handle in order to relieve managerial risks, or make recommendation to the shareholders' meeting if shareholders' approval is required pursuant to the regulatory criteria.
8. Determine the issues to be brought by the management to the attention of the Board.
9. Establish measures for the management to take in order to meet the targets and plans set out, and ensure that the management communicates the policies, targets and plans to employees at all levels across the organisation.
10. Supervise and monitor the management's business administration to ensure the Bank's operations comply with the laws and provisions in the relevant agreements.
11. Supervise to ensure that the Bank and its subsidiaries in the financial business group have in place risk factors determination, risk assessment, risk management measures, risk monitoring and examination, and review of risk management system on a regular basis, including the building of risk culture within the organisation as well as having an effective remuneration structure, with good risk oversight framework.
Duties of Board of Directors relating to the risk governance framework are as follows:
12. Formulate or approve the overall risk management policies and strategies, transaction making or new product launch policy, and risk appetite that is in line with risk profile and business model of the Bank and its subsidiaries in financial business group.
13. Oversee to ensure that the Bank and its subsidiaries have in place risk-taking policies and processes, including internal pricing process (if any), that are in accordance with the overall risk management policies and strategies and risk appetite.
14. Assign and oversee that senior executives set the risk limit in accordance with the risk appetite, and communicate with related persons to ensure their acknowledgment and understanding on a regular basis.
15. Assign and oversee that senior executives formulate detailed policies, processes, and systems for managing overall risks and each type of risk, as well as frameworks or procedures for identifying, assessing, monitoring, controlling and reporting risks.

16. Approve an organisational structure that facilitates the monitoring, oversight, control and examination to ensure that the Bank's operations comply with policies, strategies, processes and procedures on risk management.
17. Oversee to ensure that there is the building of risk culture.
18. Review and verify the adequacy and effectiveness of the policies and strategies on overall risk management and risk appetite at least once a year or promptly upon any significant change.
19. Monitor the overall risk exposure and the exposure of each type of risk.
20. Oversee to ensure that the Bank and the subsidiaries in its financial business group hold stable and sufficient capital and liquidity to support both current and future business operations.
21. Ensure that the Bank has in place and maintains adequate, appropriate and effective internal control and audit system for the benefits of the Bank, along with determining clear practice guidelines to prevent and eliminate conflict of interests, formulating policy and procedure to control and prevent abuse of the Bank's inside information for own benefits, and assessing as well as reviewing adequacy of internal control system at every year-end.
22. Oversee that the Bank discloses important good governance information at the shareholders' meeting and to the public to promote and demonstrate that the Bank is committed to good governance.
23. Coordinate and maintain good balance among diverse groups of stakeholders and the Bank through fair treatment of all parties.
24. Be accountable for the Bank's financial statements and disclosure thereof, and ensure monitoring by the Board of the management's operations and that of the Bank in overall by the shareholders.
25. Ensure that there is operational reporting system to track whether the actual operations are on track compared with the targets and identify problems and obstacles so that the Board can monitor and improve or modify the action plans and strategies as deemed appropriate.
26. Prepare report of the responsibility of the Board of Directors in the Form 56-1 One Report alongside the auditor's report, covering important points as per Code of Conduct for the Board to ensure that the Bank's financial report is accurate, complete, and reliable.
27. Oversee to ensure that senior executives of the Bank and the subsidiaries in its financial business group implement the specified targets, policies and strategies across the organisations, as well as set out processes and operating systems, and make the relevant arrangements so that the Bank and its subsidiaries reach the targets according to the policies and strategies as specified or approved by its Board of Directors.
28. Oversee to ensure that the Bank and the subsidiaries in its financial business group prepare the complete minutes of the Board of Directors' meeting, where the comments on important agenda/issues of each individual director must be recorded.
29. Oversee to ensure that senior executives have skills needed for performing functions of the Bank and the subsidiaries in its financial business group, including the appointment of qualified persons with managing power, and that there is a succession plan for senior executives to ensure that the Bank and the subsidiaries in its financial business group can operate their business on an ongoing basis.
30. Set guidelines for evaluation of executives' performance to support annual consideration and adjustment of salaries and bonuses taking into account duties and responsibilities and associated risks, as well as enhancement of shareholder value in the long run.
31. Consider structure and criteria of bonus and compensation payments to employees, contract employees or any person doing business for the Bank, whether full-time or part-time, as proposed by the management.

32. Appoint any person as advisor to the Board or request any professional opinion from external advisor to assist and advise on the Bank's operations at the Bank's own expense, and determine remuneration and bonuses as deemed appropriate.
33. Appoint a number of Board members to sit on other committees or Board Committees to take charge of any one or several activities, determine remuneration and bonuses for them as deemed appropriate, and render support to them with delegation of authority so that they can fully function and engage consultants/advisors with specialized expertise to give additional opinions at the Bank's own expense, as well as make available full-time employees to follow up, seek information and coordinate in support of the operations of the committees/Board Committees.
34. Oversee to ensure that there is the appropriate balance of power among the Board members by placing importance on the component or number of independent directors and the efficient duty performance by the Board members for the balance of power.
35. Ensure the Bank's complete, adequate, reliable and timely disclosure of information.
36. Revise the segregation of duties among Board of Directors, President and Chief Executive Officer, and management on a regular basis to be consistent with the organisation's direction.
37. Take into consideration the business operation impact on the society and the environment besides financial profits.
38. Put in place policies as written operation guidelines for directors, executives and employees, i.e. Corporate Governance Policy and Code of Ethics and Conduct, which define roles and responsibilities of the Board of Directors so that they can use as reference, ensure that there is enough communication for directors', executives' and employees' understanding, with enough mechanism that enables their compliance with such policies, and monitors compliance results as well as reviews the policies and actual operation on a regular basis.
39. Supervise and monitor objectives, targets and strategy of each business function to be in line with the main objectives and targets of the business in order to drive the Bank as a sustainable growth organisation, with adoption of new innovations and technologies to enhance the Bank's competitiveness and respond to the needs of stakeholders in a safe and appropriate manner and with social and environmental responsibility.
40. Ensure that there is data security system, and put in place policies and procedures regarding confidentiality, integrity and availability of information, and management of market sensitive information.
41. Ensure that management has efficiently and effectively managed and allocated resources, taking into consideration impacts and development of resources to enable the Bank to achieve its main objectives and targets in the long run.
42. Establish an IT governance and management framework at organisational level that is aligned with the business needs and priorities, and ensure use of IT to maximise business opportunities, develop operational performance, and strengthen risk management in support of the main business objectives and targets to achieve sustainable growth.
43. Oversee to ensure that the Bank and the subsidiaries in its financial business group have fair market conduct according to the Bank of Thailand's Notification Re: Market Conduct Guidelines.
44. Oversee to ensure that the Bank and the subsidiaries in its financial business group have the efficient Whistleblowing Policy and Procedure.
45. Oversee to ensure that there is an annual assessment of the performance of the Bank's Board of Directors and each individual director in the forms of (i) self-evaluation and (ii) cross-evaluation or third-party evaluation and there is an assessment of the performance of the top executives of the Bank, and that the directors must continuously obtain the skill training needed for their duties.

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

Sufficiency

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

Prudence

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

Integrity

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

Roles and Duties of Chairman

1. Supervise, monitor and oversee processes related the Board of the Directors including those of Board Committees to achieve the objectives set forth.
2. Chair the Board of Directors' meetings and cast a deciding vote in case of a tie vote at the Board of Directors' meetings.
3. Chair the shareholders' meetings and control the meetings to proceed with the businesses on the agenda.
4. Promote and ensure Board members' adherence to good corporate governance principles and Code of Conduct of the Bank.
5. Ensure all Board members participate in promoting organisation culture which fosters Code of Ethics and good corporate governance.
6. Draw up agenda for Board meetings by discussing with President and Chief Executive Officer and ensure important matters are put on the agenda.
7. Allocate sufficient time for the management to propose matters and for directors to discuss thoroughly on the matters, and encourage directors to exercise due discretion and give independent opinions.
8. Strengthen good relationship between executive directors and non-executive directors, and between the Board of Directors and the management.

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

1. Ensure that the Bank's business operation is in line with the Bank's strategies, policies, Articles of Association, and targets as assigned by the Board of Directors.
2. Manage the Bank's operation in accordance with the action plan or budget approved by the Board of Directors.
3. Ensure that employees and contract employees at all levels perform their duties in accordance with the policies approved by the Board of Directors.

4. Contact, build relationship, and coordinate with other banks and organisations, both domestically and internationally.
5. Represent the Bank or perform as the Bank's authorised person in dealing with external agencies or supervisory bodies, or perform any legally binding acts as assigned by the Board of Directors and within the scope of the Bank's objectives and Articles of Association.

7.3 Details of Board Committees

7.3.1 Board Committees comprise

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

7.3.2 List of Board Committees and their Authorities, Duties and Responsibilities (As of 31 December 2021)

1. Audit Committee

The Audit Committee (AC) is composed of:

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

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

Powers, Duties and Responsibilities*

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

9. Report all activities of the Audit Committee in the Bank's Form 56-1 One Report, which contains required information as stipulated in the SET's regulations and must be signed by the Audit Committee Chairperson.
10. Approve Corporate Assurance Terms of Reference and concur Corporate Assurance Policy prior to submission for the Board of Directors' approval.
11. Perform any other assignments delegated to it by the Board of Directors in line with the Audit Committee Terms of Reference.

Note: * Also applied to companies in the financial business group

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

2. Nomination, Remuneration and Corporate Governance Committee

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

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

Powers, Duties and Responsibilities

1. Nomination:
 - To formulate policies, criteria, and methods of nominating candidates as the Bank's directors or persons with management power (EVP – U2 upwards) for further proposal to the Board for consideration and approval, and to submit such policies, criteria and methods to the BOT upon its request.
 - To select and nominate names of qualified candidates for the following positions to the Board of Directors for approval:
 - a) Member of the Board of Directors,
 - b) Member of the Board of Directors appointed to sit at any Board Committee, and
 - c) EVP – U2 upwards
 - To ensure that the size and composition of the Board of Directors is appropriate for the organisation and the dynamic business environment. Board members shall possess appropriate expertise and experiences in various areas.
 - To disclose the nomination policy and process in the Bank's Form 56-1 One Report .
 - To consider the appointment and remuneration of directors in the Bank's affiliates and recommend to the Board of the affiliates for approval.

Remark

The Nomination, Remuneration and Corporate Governance Committee is guided by the following quantitative and qualitative criteria when assessing the suitability of directors for nomination:

- 1) appropriate size and balance between Independent Directors, Non-independent Directors, Non-executive Directors and Executive Directors;
- 2) skills, background and experiences;
- 3) diversity, including but not limited to gender, nationality, cultural background and geographical provenance;
- 4) commitment to sustainability; and
- 5) any other criteria that the Nomination, Remuneration and Corporate Governance Committee may deem fit.

2. Remuneration:
 - To develop the policies on remuneration and other benefits payment, as well as remunerations and other benefits for directors and persons with management power (EVP – U2 upwards) under clear and transparent criteria for proposal to the Board of Directors for consideration and approval, and to submit such policies to the BOT upon its request. (Policies on remunerations, benefits and welfares shall cover every aspect of remunerations, including director fees, salaries, allowances, bonuses, as well as relevant options and benefits.)
 - To ensure that the directors and persons with management power (EVP – U2 upwards)'s remunerations are commensurate with their duties and responsibilities. Board members who take extra assignments should receive remunerations commensurate with their designated duties and responsibilities.
 - To determine performance assessment criteria for the Board members and persons with management power (EVP – U2 upwards) for use in annual remuneration review, taking into account their responsibilities and relevant risks, as well as increase of shareholders' equity in the long run.
 - To disclose the policy on remuneration determination and remunerations in various forms, and to prepare a report on remuneration determination that at least covers the objectives, activities and opinions of the Nomination, Remuneration and Corporate Governance Committee in the Bank's Form 56-1 One Report .
 - To review the remuneration and compensation schemes for employees to be in line with the industry practices and remuneration framework of the CIMB Group.
 - To recommend the annual salary adjustment and bonus framework for CIMB Thai Group to the Board of Directors for approval.
 - To approve any employee benefit and welfare in the amount up to THB 50 million.
3. Corporate Governance:
 - To review the Corporate Governance Policy and Codes of Conduct for directors and employees of the Bank to ensure consistency with the corporate governance criteria of relevant regulatory authorities, and to submit to the Board of Directors for approval.
 - To approve corporate governance guidelines for relevant units to align with and present to the Board of Directors for acknowledgement on a yearly basis to enhance good corporate governance of the Bank.
 - To oversee the conduct of the annual review and assessment of the Board's effectiveness.
4. The Board may assign any additional assignment to the Nomination, Remuneration and Corporate Governance Committee for consideration and approval.

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

3. Board Risk and Compliance Committee

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

1. Dr. Rom Hiranpruk	Independent Director	Chairman
2. Mr. Natasak Rodjanapiches	Independent Director	Member and Alternate Chairman
3. Encik Omar Siddiq Bin Amin Noer Rashid*	Director	Member
4. Mr. Anon Sirisaengtaksin	Independent Director	Member
5. Mr. Hafriz Bin Abdul Rahman	Director	Member
6. Mr. Arthit Masathirakul	Head of Risk Management	Secretary for Risk Management function
7. Mr. Zethjak Leeyakars	Head of Compliance	Secretary for Compliance function

Note: * Encik Omar Siddiq Bin Amin Noer Rashid has resigned from his director position, with effect from 11 January 2022.

Powers, Duties and Responsibilities*

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

Risk Frameworks/Policies/Limits and MATs of the Bank

- (1) To approve new risk frameworks/policies or any changes therein which cause material increase in risk, and the delegated committee by the Board of Directors is permitted by regulators to approve as such.
- (2) To approve all risk limits and MATs, and the delegated committee by the Board of Directors is permitted by regulators to approve as such.

Risk Frameworks/Policies/Limits and MAT of Companies in the Financial Business Group

- (1) To concur new risk frameworks/policies required for companies in the financial business group or any changes therein which cause material increase in risk, prior to submission to the respective Board of Directors of companies in the financial business group for approval.
- (2) To concur on all risk limits and MATs prior to submission to the respective Board of Directors of companies in the financial business group for approval.

- 1.3 To oversee the entire risk and capital management functions of the Bank and its financial business group including but not limited to the followings:
- (1) To monitor an efficiency and compliance of the implementation with capital management frameworks, policies and strategies, and other related frameworks, policies and strategies.
 - (2) To review and approve risk posture as well as stress testing scenarios and assumptions.
- 1.4 To concur or approve proposals recommended by risk committees including but not limited to the followings:
- (1) New Third Party(ies) for Products Sold by the Bank and its Financial Business Group
To approve the new third party(ies) of the Bank (excluding CIMB-Principal Asset Management Company Limited and companies in the financial business group of the Bank) before selling products, or to concur the new third party(ies) of companies in the financial business group prior to submission to the respective Board of Directors of companies in the financial business group for approval.
 - (2) TFRS9/IFRS9 Financial Reporting Standards
To approve TFRS9/IFRS9 expected credit loss models, validation results and related frameworks/policies/methodologies.
- 1.5 To provide strategic guidance and review resolutions made by the various risk committees.
- 1.6 To ensure that infrastructure, resources, systems including risk measurement tools and other elements for risk management of the Bank and its financial business group are in place, in order to maintain a satisfactory level of risk management and ensure that the discipline on risk management and risk awareness culture are pervasive throughout the organisation.
- 1.7 To appoint external consultants, upon necessity, to review and advise the Board Risk and Compliance Committee on risk management matters.
- 1.8 To approve and ensure the followings are in line with regulatory requirements:
- (1) Risk-related disclosures; and
 - (2) Controls over process of risk-related disclosures.
2. Oversight on Compliance
- 2.1 To provide advice to the Board of Directors and management in respect of the management of compliance risk.
- 2.2 To review and assess compliance and Anti-Money Laundering and Counter Financing Terrorism (AML/CFT) risk issues, along with ensuring that such issues are resolved effectively and expeditiously.
- 2.3 To review the findings of major investigations, routine audit findings, internal controls and compliance issues identified by internal and external auditors and regulators, along with ensuring that appropriate and prompt remedial actions are taken by management.
- 2.4 To consider and approve the followings:
- (1) Compliance and AML/CFT frameworks/policies/procedures/manual/Code of Conduct, etc., including the review of as such
 - (2) Annual compliance report for reporting to any relevant regulators
 - (3) Compliance Terms of Reference
 - (4) Compliance strategy plan
- 2.5 To evaluate the efficiency of the Bank's overall management of compliance and AML/CFT risk, and to accord high attention to strengthening compliance roles, resources and infrastructure.
- 2.6 To review compliance and AML/CFT strategies.
- 2.7 To determine AML/CFT risk appetite which includes sanctions risks by defining terms and the acceptable risks level. The said AML/CFT risk appetite should be developed by considering the risks associated with customers, products, channels, geographies, as well as business types.

3. To appraise Head of Risk Management and Head of Compliance who report directly to the Board Risk and Compliance Committee.
4. To approve Credit Review Policy, credit review plan and the quarterly credit review progress report.

Note: * Also applied to companies in the financial business group (where deemed appropriate)

Please refer to details of the Board Risk and Compliance Committee Terms of Reference in Attachment 7.

Management Committee

The Management Committee is composed of:

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

Permanent Invitees

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

By Invitation

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

Powers, Duties and Responsibilities*

1. Advise the President and Chief Executive Officer.
2. Monitor and evaluate performance of each business division of the Bank.
3. Review financial and other management reports of the Bank.
4. Devise strategy, business and capital management plans and budgets for the Bank.
5. Identify cross-divisional and cross-border synergies.
6. Deliberate key regulatory issues.
7. Approve delegated authorities on internal operations of non-risk related business unit.

8. Approve, revise, and conduct reviews of the Bank's internal policies related to administration/operation/others, which are not required by regulatory bodies to obtain the Board of Directors' approval.
9. Approve the revision of Delegation of Authority and Policies which will be related to the Bank's reorganisation.
10. Review, give opinions, consider and approve the proposed legal provision in case the Bank and executives are sued for damages as recommended by Legal.
11. Approve fee sharing scheme for investment product selling and/or referring customers through Consumer Banking only in case of the third party products which are not related parties transaction or do not have material change from the existing ones already approved by Risk Management Committee.
12. In regard to the third party products:
 - a) Third Party Product(s) of CIMB Thai
To approve new products or changes resulting in material increase in risk to the existing third party products.
 - b) Third Party Product(s) of CIMB Thai's Financial Business Group
To concur new products or changes resulting in material increase in risk to the existing third party product prior to submission to the respective Board of Directors of companies in the financial business group for approval.
13. Formulate and drive CIMB Thai Sustainability vision and strategies bank-wide, in alignment with the overall CIMB Group Sustainability strategy.
14. Review overall Business Continuity Management (BCM) policy, ensure sound BCM practices, oversee BCM activities, ensure workable BCM plans/procedures, and take such other actions, which are in relation to the BCM of the Bank (please refer to details of BCM activities in Attachment 7), as well as advising and/or giving directions to the Crisis Management Committee (CMC) in taking necessary/required actions as deemed appropriate during the crisis situations .
15. Arrange for a policy relating to anti-corruption, including reviewing, examining, improving and proposing the policy for the Board's approval, as well as arrange for a renewal of the Bank's membership of the Thailand's Private Sector Collective Action against Corruption (CAC) within the determined timelines, monitor to ensure appropriate communications to the Bank's employees at all levels for their acknowledgement and compliance with the Bank's anti-corruption policy, and take any and all necessary actions to ensure the best practice in regard to the anti-corruption.
16. Review and endorse revisions made to the Country Delegated Authority (Country DA) prior to proposal to the Board for consideration and approval.
17. Other matters as directed by the Board / President and CEO.

Note: * Also applied to companies in the financial business group

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

7.4 Details of Executives

7.4.1 Names and Positions of Executives

As of 31 December 2021, the Bank's senior executives are composed of:

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

As of 31 December 2021, the Bank had 12 senior executives from Senior Executive Vice President upwards and executives in Accounting and Finance in accordance with the definition of the term “executives” prescribed by the Office of the SEC as follows:

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

7.4.2 Policy of Remuneration to Executives

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

Composition of remuneration

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

Remuneration for executives

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

7.4.3 Remuneration for Senior Executives

(1) Monetary Remuneration

The Board is responsible for determining the procedures for evaluating the performance of senior executives based on the responsibilities, challenges and risks faced by each of them, and how their personal contributions help deliver sustainable shareholder value. The Board is also responsible for determining the appropriate remuneration packages and payment criteria for employees and contract employees or any other persons having done business for the Bank, as recommended by management. In 2021, the aggregate remuneration for 12 Senior Executive Vice Presidents and above including the executives of Finance and Accounting (in accordance with the SEC's definition of the term "executives") was THB 123.35 million. In addition, the aggregate remuneration for 41 Executive Vice Presidents and above (in accordance with the BOT's definition of the term "executives") was THB 356.42 million.

(2) Other Remunerations

In 2021, the Bank's contribution towards the provident fund for 10 Senior Executive Vice Presidents and above including the executives of Finance and Accounting (in accordance with the SEC's definition of the term "executives") was THB 4.13 million. Meanwhile, its contribution towards the provident fund for 38 Executive Vice Presidents and above (in accordance with the BOT's definition of the term "executives") was THB 12.21 million.

7.5 Details of Employees

As of 31 December 2021, the Bank has a total employee of 2,358 persons, of whom 491 persons work at the Bank's branches and 1,867 persons at the head office, as detailed below:

	No. of employees (persons)
1. President and Chief Executive Officer, Acting Head of Wholesale Banking, and Acting Head of Commercial Banking	1
2. Wholesale Banking	
2.1 Corporate Banking and Investment Banking	101
2.2 Treasury & Markets	72
3. Consumer Banking	1,107
4. Commercial Banking	48
5. Transaction Banking	34
6. Risk Management	96
7. Finance	131
8. Technology and Data	268
9. Operations	288
10. Legal	14
11. Strategy and CEO's Office	30
12. Human Resources	47
13. Corporate Communications	21
14. Corporate Assurance	33
15. Compliance	39
16. Customer Experience Management	28
Total	2,358

Employee Development Policy and Human Resource Management Plan

The Bank is committed to consistently developing people capability at all levels, both executives and operational employees, with focus on intensive career development and succession planning to enhance knowledge, skills and competencies of employees. The training roadmap is designed and developed through identifying required skill set for each job role to support career advancement. The Bank has initiated the “Digital & Data Academy” aimed at equipping employees with new skills which are essential for coping with the currently rapid changes in business operations and in line with the Bank’s future business strategies. The Bank has also carried on its leadership development programs alongside continued development of integrated learning approaches through various programs, covering mentoring and coaching, peer-to-peer learning and learning on mobile (e-learning modules) etc., to promote learning anytime anywhere.

Employee Benefits and Welfares

The Bank has provided employee welfares such as provident fund, social security fund, life insurance, medical treatment, annual health check-up, staff clinic, housing loan, car/motorcycle loan, staff education loan and general purpose loan, that are competitive against other leading banks to attract and retain talented and competent employees. The total fixed salary paid to Bank’s employees for the fiscal year was THB 2,364.29 million. To be an employer of choice, the Bank will continue to improve the welfares offered to employees to attract and retain high-quality employees.

Learning and Development

In 2021, the Bank organised a total of 502 training courses for the employees, consisting of 334 in-house and 168 external programmes with a total of 2,351 employee attendance (Data as of 31 December 2021), equivalent to 99.7% of the total workforces, or an average 6 days per person per year. Total learning investment in 2021 was THB 3.15 million (Data as of 31 December 2021). The Bank has initiated the Back-to-School as learning platform to develop our employees by inviting our senior leaders and external speakers to share knowledge in variety of topics via Internal Facebook Live. Moreover, the Bank has engaged external professional to develop our employees with key future skillset such as Agile Foundation Training and Coaching Program, as well as participation in the Digital and Data Conquest that organised by CIMB Group. The Bank also continued to support employees in specific roles with various professional certification programmes such as Professional Investment Planner, Life and Non-Life Insurance License, including RM Development Program to upskill our salesforces to become professional financial advisor.

Employee Health and Safety Information

	2021 %	2020 %
Proportion of average leave days of employee classified by type		
Sick leave	9.91	12.65
Leave arising from work-related injury and sickness	0.0	0.0
Others	90.09	87.35
No. of average sick leave days (days/person)	1.91	2.38
Work-related accident death (persons)	0	0

Remuneration for Employee

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

Annual merit increase

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

Bonus payment

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

7.6 Other Important Details**7.6.1 Company Secretary, Person Assigned to Take the Highest Responsibility in Accounting and Finance, Internal Audit Head and Compliance Head****Company Secretary**

The Bank has appointed Mrs. Patima Jumpasut as Company Secretary and Secretary to the Board of Directors to provide legal advice and ensure Board activities comply with applicable laws and regulations and in line with good corporate governance principles, as follows:

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

- Undertake other tasks as announced/prescribed by the Capital Market Supervisory Board.
- Undergo ongoing knowledge and skills training and development in the areas of performance of duties of company secretary, as well as self-development in the areas of relevant laws and regulations.

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

Person Assigned to Take the Highest Responsibility in Accounting and Finance, Internal Audit Head and Compliance Head

The Bank assigned

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

Please refer to details of qualifications of Person Assigned to Take the Highest Responsibility in Accounting and Finance in Attachment 1, and details of qualifications of Internal Audit Head and Compliance Head in Attachment 3.

7.6.2 Head of Investor Relations

The Bank assigned Mr. Chirasak Chantarachoti, Head of Capital & Balance Sheet Management, to take charge of Head of Investor Relations.

Investors or general public can reach the Investor Relation Team via Tel. 02-626-7820, Email: ir@cimbthai.com, or Website: http://www.cimbthai.com/CIMB/investor_relations/.

7.6.3 Appointment of external auditor and consideration of audit fees

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

Remuneration for external auditor

For the year ended 31 December 2021, fees paid to the external auditor were as follows:

(1) Audit fee

CIMB Thai group paid the auditor audit fee of THB 14.9 million. Other incidental expenses included transport and photocopying expenses.

(2) Non-audit fee

There was non-audit service fee of THB 602,900 paid to the auditor in the fiscal year 2021.

8. Report on Important Operational Results of Corporate Governance

8.1 Summary of Board of Directors' Performance in the Past Year

8.1.1 Nomination, Development and Performance Assessment of the Board of Directors

Independent Director

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

- a) Hold shares not exceeding 0.5% of the total number of shares with voting rights of the Bank, or its parent company, subsidiary company, associated company, major shareholder or controlling person of the Bank, including shares held by related persons of such independent director;
- b) Neither be nor have been an executive director, employee, contract employee, advisor who receives a salary, or controlling person of the Bank, or its parent company, subsidiary company, associated company, same-level subsidiary company, major shareholder or controlling person of the Bank, unless the foregoing status has ended not less than two years prior to the date of filing the application with the Office of the Securities and Exchange Commission (Office of the SEC). Such prohibited characteristic shall not include the case where the independent director used to be a government official or advisor of a government agency which is a major shareholder or controlling person of the Bank;
- c) Not be a person related by blood or legal registration as father, mother, spouse, sibling, and child, including spouse of a child, of executive, major shareholder, controlling person, or a person nominated as an executive or controlling person of the Bank or a subsidiary company of the Bank;
- d) Neither have nor have had a business relationship with the Bank, or its parent company, subsidiary company, associated company, major shareholder or controlling person of the Bank, in the manner which may interfere with his/her independent judgment, and neither be nor have been a significant shareholder or controlling person of any person having a business relationship with the Bank, or its parent company, subsidiary company, associated company, major shareholder or controlling person of the Bank, unless the foregoing relationship has ended not less than two years prior to the date of filing the application with the Office of the SEC;

The term "business relationship" shall include any normal business transaction for business operation, rent or lease of immovable property, transaction relating to assets or services, or granting or receipt of financial assistance through receiving or extending loans, guarantees, providing assets as collateral, and any other similar actions, which result in the Bank or the counterparty being subject to indebtedness to the other party in the amount of 3% or more of the net tangible assets of the Bank or THB 20 million or more, whichever is lower. The amount of such indebtedness shall be calculated by the valuation method applicable to related party transactions pursuant to the Capital Market Supervisory Board's Notification regarding criteria on related party transactions mutatis mutandis. The consideration of such indebtedness shall include indebtedness incurred during the period of one year prior to the date on which the business relationship with the related person commences;

- e) Neither be nor have been an auditor of the Bank, its parent company, subsidiary company, associated company, major shareholder or controlling person of the Bank, and not be a significant shareholder, controlling person, or partner of an audit firm which employs the auditor of the Bank, its parent company, subsidiary company, associated company, major shareholder or controlling person of the Bank, unless the foregoing relationship has ended not less than two years prior to the date of filing the application with the Office of the SEC;
- f) Neither be nor have been a provider of any professional services including those as legal advisor or financial advisor who receives service fee exceeding THB 2 million per year from the Bank, or its parent company, subsidiary company, associated company, major shareholder or controlling person of the Bank, and not be a significant shareholder, controlling person or partner of the provider of professional services, unless the foregoing relationship has ended not less than two years prior to the date of filing the application with the Office of the SEC;
- g) Not be a director appointed as representative of directors of the Bank, major shareholder or shareholder who is related to the major shareholder of the Bank;
- h) Not undertake any business in the same nature as and in material competition with the business of the Bank or its subsidiary company, or not be a significant partner in a partnership, or not be a director involved in management, employee, contract employee, advisor who receives regular salary or holds shares exceeding 1% of the total number of shares with voting rights of another company which undertakes business in the same nature as and in material competition with the business of the Bank or its subsidiary company;
- i) Have no other characteristics which disables expression of independent opinions on the Bank's business operations.

Upon appointment as an independent director with qualifications as stated from (a) to (i) in the first paragraph, the independent director may be assigned by the Board to take part in the business decisions of the Bank, or its parent company, subsidiary company, associated company, same-level subsidiary company, major shareholder or controlling person of the Bank, on a collective decision basis;

- j) Have no business, participation in the business of, or benefit in relation to the Bank, or have any other features that cause inability to independently opine, decide, or vote on matters regarding business operation of the Bank;
- k) Neither be nor have been a non-independent director, manager, person with management power, advisor or employee of the Bank and any company in the Bank's financial business group, unless the foregoing position or status has ended not less than two years prior to the date of filing the application with the Bank of Thailand (BOT);
- l) Be eligible to hold the independent director position for not more than nine consecutive years, in which case such period shall include the period during which he/she holds the independent director position of the companies in the financial business group of the Bank.

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

Selection, Appointment and Removal of Directors

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

1. According to the shareholders' resolution, the Board of Directors shall comprise no fewer than five and no more than 12 members, with at least half the Board members having domicile in Thailand.
2. In casting votes to elect the Bank's directors, the meeting of shareholders shall consider electing the directors in accordance with the criteria and procedure stipulated in Article 16 of the Bank's Articles of Association:
 - 1) Each shareholder shall have the number of votes equal to the number of shares held. One share is entitled to one vote;
 - 2) Votes shall be cast for either an individual or several directors in the number required to be elected at the respective meeting and as deemed appropriate by the meeting. In the election of either an individual or several directors, each elected person shall receive votes from each shareholder in the full amount of shares held by that shareholder. The shareholder shall not allot his/her votes to any person in any number;
 - 3) The candidates shall be ranked in order descending from the highest number of votes received to the lowest, and shall be appointed as directors in that order in the number required in the election. Where the votes cast for candidates in the descending order are tied, and would otherwise cause the number of directors to exceed the number required to be elected at the respective meeting, the remaining appointments shall be made by drawing lots in the procedure to be determined by the Chairman of the meeting.
3. At every annual general meeting, one-third of the directors shall retire. In any subsequent years, the directors who have been in office the longest shall retire. The retiring directors may be reelected.
4. Whenever any person vacates his/her seat as a Board member for any reason other than expiry of term of office, the remaining members shall at the next Board meeting appoint a qualified person without prohibited characteristics to be the replacing director except in the event that the vacant position has fewer than two months left in the term. The motion shall require the majority consent of at least three-fourths of the remaining members of the Board.

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

Term of Director

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

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

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

Directorship in Other Companies

The Bank is fully aware of the importance of an efficient duty performance of directors and executives. We, therefore, institute the policy governing the number of Board positions in other companies allowed for directors, managers, persons with managing power, and advisors of the Bank, which is in compliance with good corporate governance guidelines prescribed by regulators, such as the BOT, the Stock Exchange of Thailand (SET). Details are as follows:

1. Directors, managers, persons with managing power, and advisors of the Bank may assume either chairmanship or executive directorship or both in other companies of no more than three business sectors, excluding directorship in financial institutions.
2. Directors, managers, persons with managing power, and advisors of the Bank may hold directorship in no more than five listed companies, both at home and overseas (with directorship at the Bank counted as one out of five), excluding listed companies the Bank has acquired from debt restructuring.

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

Director and Executive Development

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

In 2021, the Bank's directors attended directorship-related training courses and seminars for performance enhancement as follows:

Director Name	Training Course/Seminar
1. Dato' Robert Cheim Dau Meng	<ul style="list-style-type: none"> - PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd. - JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia - Risk Posture Session by CIMB Group Holdings Bhd - The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd - Sustainability Board Training 2021 by CIMB Group Holdings Bhd - IT Security Awareness Session by CIMB Thai Bank PCL
2. Mr. Anon Sirisaengtaksin	<ul style="list-style-type: none"> - JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia - Risk Posture Session by CIMB Group Holdings Bhd - Cyber Resilience by Bank of Thailand - The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd - Sustainability Board Training 2021 by CIMB Group Holdings Bhd - IT Security Awareness Session by CIMB Thai Bank PCL
3. Mrs. Oranuch Apisaksirikul	<ul style="list-style-type: none"> - PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd. - JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia - Risk Posture Session by CIMB Group Holdings Bhd - Cyber Resilience by Bank of Thailand - The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd - Sustainability Board Training 2021 by CIMB Group Holdings Bhd - IT Security Awareness Session by CIMB Thai Bank PCL
4. Mr. Chanmanu Sumawong	<ul style="list-style-type: none"> - PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd. - JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia - Cyber Armor: Data-Driven Cybersecurity and Intelligence by Office of Securities and Exchange Commission - Risk Posture Session by CIMB Group Holdings Bhd - The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd - Sustainability Board Training 2021 by CIMB Group Holdings Bhd - IT Security Awareness Session by CIMB Thai

Director Name	Training Course/Seminar
5. Dr. Rom Hiranpruk	<ul style="list-style-type: none"> - PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd. - JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia - Cyber Armor: Capital Market Board Awareness: Capital Market Threat Landscape by Office of Securities and Exchange Commission - Cyber Armor: Data-Driven Cybersecurity and Intelligence by Office of Securities and Exchange Commission - Risk Posture Session by CIMB Group Holdings Bhd - The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd - Sustainability Board Training 2021 by CIMB Group Holdings Bhd - IT Security Awareness Session by CIMB Thai Bank PCL
6. Mr. Niti Jungnitnirundr	<ul style="list-style-type: none"> - PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd. - JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia - Cyber Armor: Data-Driven Cybersecurity and Intelligence by Office of Securities and Exchange Commission - Risk Posture Session by CIMB Group Holdings Bhd - Cyber Resilience by Bank of Thailand - The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd - Sustainability Board Training 2021 by CIMB Group Holdings Bhd - IT Security Awareness Session by CIMB Thai Bank PCL
7. Mr. Natasak Rodjanapiches	<ul style="list-style-type: none"> - PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd. - JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia - Risk Posture Session by CIMB Group Holdings Bhd - The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd - Sustainability Board Training 2021 by CIMB Group Holdings Bhd - IT Security Awareness Session by CIMB Thai Bank PCL
8. Dato' Abdul Rahman Ahmad	<ul style="list-style-type: none"> - JCB Flagship Conference #Finance for Change by Bank Nigara Malaysia and Securities Commission Malaysia - Risk Posture Session by CIMB Group Holdings Bhd - The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd - Sustainability Board Training 2021 by CIMB Group Holdings Bhd - IT Security Awareness Session by CIMB Thai Bank PCL

Director Name	Training Course/Seminar
9. Encik Omar Siddiq Bin Amin Noer Rashid*	<ul style="list-style-type: none"> - PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd. - JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia - Risk Posture Session by CIMB Group Holdings Bhd - The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd - Sustainability Board Training 2021 by CIMB Group Holdings Bhd - IT Security Awareness Session by CIMB Thai Bank PCL
10. Mr. Hafriz Bin Abdul Rahman	<ul style="list-style-type: none"> - PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd. - Sustainability Board Training 2021 by CIMB Group Holdings Bhd - Financial Institutions Directors' Education (FIDE) Programme – Banking by Asia School of Business - Corporate Governance Revisited: The Co-existence of Ethics & Law Sets You Free by Malaysian Alliance of Corporate Directors - The Quiet Transformation on Corporate Governance by Institute of Corporate Directors Malaysia - How To Be An Effective Nominee Director In A Disruptive World by Institute of Corporate Directors Malaysia - Stakeholder Voice in the Boardroom by Institute of Corporate Directors Malaysia - Rethinking Governance: The New Norm of Corporate Governance by Institute of Corporate Directors Malaysia - Human Rights Risk Management and Implications for Financial Institutions by Institute of Corporate Directors Malaysia - Advanced Strategy 101: Dealing with Strategy in Changing Times by Institute of Corporate Directors Malaysia - IT Security Awareness Session 2021 by CIMB Thai Bank PCL
11. Mr. Paul Wong Chee Kin	<ul style="list-style-type: none"> - PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd. - JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia - Risk Posture Session by CIMB Group Holdings Bhd - The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd - Sustainability Board Training 2021 by CIMB Group Holdings Bhd - IT Security Awareness Session by CIMB Thai Bank PCL

Note *Encik Omar Siddiq Bin Amin Noer Rashid has resigned from his director position, with effect from 11 January 2022.

In 2021, one new director was appointed by Board meeting is Mr. Paul Wong Chee Kin. The new director underwent an in-house introduction programme that gave him an overview of the Bank, the Bank's annual business and operational plans, and summary of duties and responsibilities for compliance with the good corporate governance practices and applicable laws and regulations each director needs to know.

Succession Plan

The Bank is fully aware of the necessity to operate its business efficiently and continuously. Thus, Human Resources has worked with each business unit to formulate a succession plan to ensure that the Bank has identified executives or talents as successors and provided an appropriate learning and development plan to upskill each individual to be ready to replace key positions in the future. The succession plan was presented by Human Resources to the Nomination, Remuneration and Corporate Governance Committee and the Board of Directors respectively with the progress updates periodically.

Evaluation of the Board's/Board Committees' Performance

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

The evaluation result of the Board's performance in 2021 was as follows: 1) self-evaluation of the Board as a whole, with the average score of 3.63 from all categories, 2) self-evaluation of the Board on an individual basis, with the average score of 3.60 from all categories, 3) cross-evaluation of the Board on an individual basis, with the average score of 3.80 from all categories.

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

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

8.1.2 Board of Directors' Meetings and Remuneration to Directors

Board Meetings

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

The invitation letter for each Board meeting will clearly specify agenda items submitted for information and consideration. In addition to the scheduled Board meetings, special Board meetings may also be held as and when they are required. The Board Secretary is responsible for providing all directors with the invitation letters including the agenda at least seven days before the meeting, sending supporting documents and relevant information for each meeting to the directors and the management in advance so that they can study the matters in the agenda before the meeting, and ensuring that time will be allocated efficiently for the meeting. The Board Secretary is also responsible for taking the minutes of each meeting and have them well-documented. The minutes adopted by the Board will be filed and kept for examination by the Board and relevant agencies. In 2021, the Bank held 14 Board meetings, details of which are as disclosed in "Meeting Attendance of Directors" section.

To ensure the Board's efficient performance of duties with balance of power, the Board may arrange for the holding of meeting among non-executive directors to discuss the Bank's affairs without participation of the management. In 2021, two meetings among non-executive directors were held on 17 February 2021 and 18 November 2021.

Meeting Attendance of the Board and Board Committees and the General Meeting of Shareholders in 2021

Unit: Attendance

Director Name (number of meetings attended/ total meetings)	(1) Board of Directors	(2) Audit Committee	(3) Nomination, Remuneration and Corporate Governance Committee	(4) Board Risk and Compliance Committee	(5) The General Meeting of Shareholders
1. Dato' Robert Cheim Dau Meng*	14/14	-	12/12	-	-
2. Mr. Anon Sirisaengtaksin	14/14	-	12/12	11/12	1/1
3. Mrs. Oranuch Apisaksirikul**	13/14	15/15	-	-	1/1
4. Mr. Chanmanu Sumawong	14/14	14/15	11/12	-	1/1
5. Dr. Rom Hiranpruk	13/14	15/15	-	12/12	1/1
6. Mr. Niti Jungnitnirundr	14/14	15/15	-	-	1/1
7. Mr. Natasak Rodjanapiches	14/14	-	-	11/12	1/1
8. Dato' Abdul Rahman Ahmad*	10/14	-	-	-	-
9. Encik Omar Siddiq Bin Amin Noer Rashid	12/14	-	-	12/12	-
10. Mr. Hafriz Bin Abdul Rahman*	13/14	-	-	12/12	-
11. Mr. Paul Wong Chee Kin	13/13	-	-	11/11	1/1

Notes

* Directors absent due to COVID-19 pandemic situation but watching the meeting via Facebook Live

** Director in attendance via Webex

Policy on Remuneration for Directors

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

Remuneration of Directors

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

Remuneration of Directors

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

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

The Annual General Meeting of Shareholders no. 27 held on 12 April 2021 resolved to (i) ratify the Board of Directors' resolution which had approved the postponement of effective date of the new directors' remuneration rates as per approved by the Annual General Meeting of Shareholders no. 26 from originally 1 January 2021 to 1 July 2021, and the adoption of the existing directors' remuneration rates for a period from January 2021 to June 2021, due to the worldwide spread of COVID-19 which has resulted in uncertain economic situation, and (ii) approve the directors' remuneration for the year 2021 at the rates approved by the Annual General Meeting of Shareholders no. 26. Details are as below:

1. Remuneration for Board members:

Position	2021		
	Monthly Allowance (Position Allowance)	Meeting Allowance (Monthly)	Attendance Allowance
Chairman	140,000	50,000	50,000
Director	-	50,000	50,000

Notes

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

2. Remuneration for Board Committee members:

Position	2021		
	Monthly Allowance (Position Allowance)	Meeting Allowance (Monthly)	Attendance Allowance (Per Time)
1. Audit Committee			
• Chairman	50,000	-	50,000
• Committee member	-	-	50,000
2. Other Committees (i.e. Nomination, Remuneration and Corporate Governance Committee, and Board Risk and Compliance Committee)			
• Chairman	50,000	-	50,000
• Committee member	-	-	50,000

Notes

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

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

Remuneration for Board Members

In 2021, the aggregate remuneration paid to the Board and Board Committees comprising remuneration for Board members and remuneration for Board Committee members amounted to THB 16,155,200 in total (compared with THB 11,211,500 in 2020), as described below:

1.	Remuneration for Board of Directors	THB	8,688,000 (2020: THB 5,583,500)
2.	Remuneration for Audit Committee	THB	3,093,200 (2020: THB 2,458,800)
3.	Remuneration for Nomination, Remuneration and Corporate Governance Committee	THB	1,942,000 (2020: THB 1,542,600)
4.	Remuneration for Board Risk and Compliance Committee	THB	2,432,000 (2020: THB 1,626,600)

Unit: THB

Name	Position	Monetary Remuneration			
		Board and Board Committee Members			
		Board of Directors	Audit Committee	Nomination, Remuneration and Corporate Governance Committee	Board Risk and Compliance Committee
1 Dato' Robert Cheim Dau Meng	Chairman	2,640,000.00	-	540,000.00	-
2 Mr. Anon Sirisaengtaksin	Independent Director	864,000.00	-	912,000.00	490,000.00
3 Mrs. Oranuch Apisaksirikul	Independent Director	864,000.00	1,179,200.00	-	-
4 Mr. Chanmanu Sumawong	Independent Director	864,000.00	626,000.00	490,000.00	-
5 Dr. Rom Hiranpruk	Independent Director	864,000.00	644,000.00	-	912,000.00
6 Mr. Niti Jungnitnirundr	Independent Director	864,000.00	644,000.00	-	-
7 Mr. Natasak Rodjanapiches	Independent Director	864,000.00	-	-	490,000.00
8 Dato' Abdul Rahman Ahmad	Director	-	-	-	-
9 Encik Omar Siddiq Bin Amin Noer Rashid	Director	-	-	-	-
10 Mr. Hafriz Bin Abdul Rahman	Director	864,000.00	-	-	540,000.00
11 Mr. Paul Wong Chee Kin	Director	-	-	-	-
Mr. Sutee Losoponkul (resigned from his director position with effect from 1 February 2021)	Director	-	-	-	-
Total Remuneration		8,688,000.00	3,093,200.00	1,942,000.00	2,432,000.00

Note: According to an internal rule prescribed, Mr. Hafriz Bin Abdul Rahman shall not receive remuneration for his positions as a Board member and a Board Committee member with effect from January 2022.

8.1.3 Governing Administration of Subsidiaries

In governing administration of subsidiaries, the Bank has appointed certain executives to sit on the Boards of Directors of those companies. This executive appointment shall undergo concurrences from the Nomination, Remuneration and Corporate Governance Committee and the Board of Directors of the Bank respectively, prior to proposing to the respective Board of Directors of subsidiary for approval.

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

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

8.1.4 Ensuring Compliance with Corporate Governance Policies and Guidelines

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

- Policy for consideration of the granting of credits to and investments in, and undertaking contingent liabilities or other credit-like transactions with, the Bank's major shareholders and related persons thereof or businesses with beneficial interest related to the Bank, or the directors or persons with managing authority of the Bank, which must adhere to the ratios stipulated by the BOT. Any such grant must be approved unanimously by the Board, and no director or person with managing authority who benefits from the granting of credits and investments, and the undertaking of contingent liabilities or other credit-like transactions, can take part in the decision-making process. In addition, the Bank has in place the policy relating to prohibition of and criteria for granting of credits and undertaking contingent liabilities or other credit-like transactions with the Bank's directors or persons with managing authority of the Bank and/or subsidiaries in the financial business group of the Bank, including the related persons thereof. Such transactions and undertakings are monitored to ensure compliance with the relevant laws and regulatory requirements.
- Conflict Management, Chinese Wall and Personal Account Dealing Policies which set ethical principles, prohibitions, criteria and practice guidelines for employees to prevent access to or use of internal information on the customers that has not yet been disclosed publicly for personal benefits or benefits of any persons in relation to the employees' performance of duties assigned by the Bank.
- Policy for undertaking major transactions as provided in the corporate governance principles of the Bank, comprising entering into connected transactions and/or making transactions to acquire or dispose of the Bank's core assets and/or rights to acquire or dispose of the Bank's core assets. The Bank must comply with the requirements of regulatory agencies.

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

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

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

Governance of Use of Inside Information

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

Members of the Board, executives, and employees, as well as spouses and underage children thereof, shall refrain from using information become privately known to them, which has not yet been disclosed to the public and may have an effect on CIMB Thai securities price and trading price, for purchase, sale, transfer or acceptance of transfer of securities of the Bank during a one-month period before such information becomes publicly known.

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

Anti-Corruption

The Bank has participated in and been certified for the first renewal of membership of Thailand's Private Sector Collective Action Coalition against Corruption (CAC) since 7 January 2022 to underline our ongoing commitment to fight all forms of corruption. We have mapped out sound practice guidelines and procedures to counter corruption with the Anti-Corruption Policy and Procedures established to be strictly adopted by directors, executives and staff of the Bank and the companies in our financial business group. We have also reviewed the relevant practices, oversight structure, risk management system, internal control and audit system to safeguard against any internal fraud.

Moreover, to support our anti-corruption operation in a more concrete manner, the Policy and Procedure on Giving and Acceptance of Gifts and Entertainment has been reviewed to ensure alignment with the Anti-Corruption Policy and Procedures in place and communicated to staff at all levels for their strict adherence and engagement in building a transparent organisation culture. All other stakeholders have also been requested to refrain from giving gifts to the Bank's executives and staff members. This aims to prevent and reduce circumstances where corruption risk may be incurred and to ensure that the Bank operates business in accordance with corporate governance principles, and with integrity, transparency and avoidance of conflicts of interests, which are the core principles of business operations for sustainable growth of the Bank and companies in our financial business group.

To further enhance our staff's knowledge and understanding, we have prepared learning materials and implemented e-learning on good practice guidelines of the Anti-Corruption and those on Giving and Acceptance of Gifts and Entertainment with all staff members required to study as refresher courses and take the tests on a yearly basis.

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

Whistle-blowing or Lodging of Complaints

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

1. Whistle-blowing channels

- If employees or stakeholders find fraudulent/ corruption acts in the Bank or feel uncertain whether such conduct is considered corruption, he/she can report, seek advice or recommendation by sending email to internalfraud@cimbthai.com or Fraud Control and Investigation, Compliance.
- Any employees or stakeholders who find illegal conduct, fraud or action against the rules and procedures in place can report to the Chairman of the Board, the Audit Committee Chairman, or the President and CEO:
Address: CIMB Thai Bank Public Company Limited
No. 44, 21st Floor, Langsuan Road, Lumpini, Patumwan, Bangkok 10330
Email: chairman@cimbthai.com, ac_chairman@cimbthai.com, or ceo@cimbthai.com
Tel: 02 626 7000 or 02 638 8000
- The whistleblower shall provide real name and surname, address and phone number or email address as well as the name of the person or the incident in question to show that the whistle-blowing is made with sincerity, without intention to defame or cause damage to any person or the Bank.

- The Bank will carry out an investigation by keeping the lid on the whistleblower's or the complainant's name to protect and prevent any impact on him/her. The Bank is to proceed in accordance with the steps and procedures in place, together with having a written record of the investigation results, which must be safely kept in confidentiality and only accessible by relevant persons.
- Such general queries as branch opening hours, interest rates, or other general information of the Bank shall not be deemed as complaints and will thus be forwarded to relevant working units to respond to the enquirers.

2. Complaints lodging channels

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

As per relevant regulatory requirements, i.e. Market Conduct prescribed by the Bank of Thailand, and Fair Dealing prescribed by the Office of the Securities and Exchange Commission, the Bank is required to disclose the following information for customers to contact regulators for filing of their complaints:

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

8.2 Performance Result Report of the Audit Committee during the Past Year

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

8.3 Performance Result Reports of Other Board Committees

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

8.4 Rights of Shareholders

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

The Bank's annual general meeting of shareholders (AGM) for 2021 was formerly scheduled to be held on 12 April 2021 via electronic means (E-AGM) only, in compliance with the Emergency Decree on Electronic Meetings B.E. 2563 (2020). However, due to the subsequent Government's announcement according to regulation issued under Section 9 of the Emergency Decree on Public Administration in Emergency Situations B.E. 2548 (2005) (No. 18) relaxing certain COVID-19 preventive measures, one of which is permission for hotel conference rooms to accommodate meeting of shareholders in a greater number, the President and CEO, with authority delegated by the Board of Directors, has thus considered it proper to change the meeting means and meeting venue of the AGM 2021 from the meeting to be held by electronic means only at the Bank's head office to the meeting to be held physically at Anantara Siam Bangkok Hotel, Rajdamri Road, Bangkok

Before the AGM date on 12 April 2021, shareholders were invited to propose matters for inclusion in the meeting agenda and propose names of qualified candidates for consideration and election as directors of the Bank from 1 October 2020 to 31 December 2020 in accordance with the Bank's rules and criteria. It came out that no agenda items and no director nominations were proposed by the shareholders for the 2021 AGM held on 12 April 2021.

To convene the 2021 AGM, the Bank performed strictly in compliance with the regulations and measures in place to prevent and control the virus spread. The work units in charge of the meeting arrangement has studied details on COVID-19 preventive measures and enquired about the appropriate practices with relevant government agencies for the Bank's strict adherence. Our measures adopted were, for example, body temperature measurement, screening all attendees, scan of Thai Chana QR code, and arrangement of seats in the meeting room with social distancing as specified along with recording of serial numbers attached to the seats of the shareholders for tracking purpose in case of any unexpected events occurring thereafter. Alcohol gel was made available all through the meeting areas, and a backup meeting room prepared to accommodate the shareholders if the number of attending shareholders exceeded the specified limit of the main meeting room. Moreover, the shareholders who would like to raise any questions or express opinions were requested to write the questions or opinions on paper in instead of using microphone for overall health safety. In view of the rigorous measures taken by the Bank with due regard to the good health and hygiene of all parties concerned, the Bank earned a higher score, i.e. a full score of 100%, from the AGM quality assessment by Thai Investors Association.

In the invitation letter sent to each shareholder, the Bank clearly identified which agenda item was for acknowledgement or for consideration, together with background, rationale, and recommendations of the Board, as well as supporting documents which comprised processes of meeting attendance and voting, proxy grants by shareholders, and the 2020 annual report. The Bank assigned Thailand Securities Depository Co., Ltd., the Bank's share registrar, to send the invitation letter to the shareholders for consideration 21 days before the meeting, and also published the invitation letter and other supporting documents on our website at least 30 days before the meeting. This allowed the shareholders to have time to study information beforehand. Besides, the invitation letter was also made available to public via the disclosure channel of the Stock Exchange of Thailand (SET), and in accordance with regulatory requirements, the letter was published in newspapers for three consecutive days at least three days before the meeting.

On the AGM date, the Bank has taken various measures to facilitate participation by the shareholders or proxy holders, including assigning staff to process the shareholders' or proxy holders' meeting attendance registration and verify their related credentials to preserve their rights and ensure equitable treatment is offered to all shareholders. Registration of attendees has been conducted through a bar code system with separate voting slips provided for each agenda item. At the 2021 AGM, the Bank allowed a longer period for the shareholders to register in advance as there would be additional processes as regards control measures on the COVID-19 spread, e.g. body temperature measurement by a thermal camera, completion of Self-Screening Form prior to meeting attendance, which could lengthen the registration process. During the meeting, the shareholders could register their attendance to exercise their voting rights for any agenda item for which resolutions had not yet been passed. The Bank prepared proxy forms and details on proxy granting for shareholders who would like to appoint proxies to attend the meeting on their behalf. The proxy form and details on proxy granting were submitted together with the invitation letter to all shareholders. To avoid large gathering as required by the COVID-19 control measures, we also encouraged the shareholders to appoint our independent directors as proxies to vote on their behalf by providing the names and profiles of independent directors whom shareholders could consider for their proxy appointment. At the 2021 AGM, 15 shareholders appointed the Bank's independent directors to attend the AGM and vote on the shareholders' behalf.

At the 2021 AGM, seven of the Board members, representing 63.64% of the total number of the Board members, attended the meeting. The other three Board members, namely Dato' Robert Cheim Dau Meng (the Chairman), Dato' Abdul Rahman Ahmad, and Mr. Hafriz Bin Abdul Rahman, resided abroad and could not travel to attend the meeting due to COVID-19 pandemic, watched the meeting via Facebook Live. There were 152 shareholders and proxies attending the meeting, with total shares held of 33,836,633,074 shares representing 97.1695% of the total issued shares. The 2021 AGM no. 27 approved as recommended by Mr. Paul Wong Chee Kin, Director and President and CEO as a proxy holder of CIMB Bank Berhad, the Bank's major shareholder, the proposed appointment of Mr. Anon Sirisaengtaksin, Independent Director who is the Chairman of Nomination, Remuneration and Corporate Governance Committee, Member of Board Risk and Compliance Committee as well as a shareholder, as Chairman of the meeting (Chairman) since the Chairman of the Board could not attend the meeting. Before the meeting began, the Chairman assigned the Company Secretary to give an explanation regarding voting rights and procedures to the attendees. The Chairman of the meeting assured the shareholders that they would have equal opportunity to ask questions, express opinions and make recommendations. Relevant information was made available through multimedia presentation and without language restriction as simultaneous English translation was also provided for foreign shareholders. At the meeting, members of the Board and relevant executives answered and clarified related issues clearly and comprehensively. Voting was conducted in an open and transparent manner whereby vote casting for each agenda item followed the order specified in the invitation letter, without adding or modifying sequence of the original agenda. Voting results on each agenda item were tallied through

the bar code system and ballots of shareholders who disagreed and abstained from voting were kept. After the meeting, the minutes of the meeting were prepared in an accurate and comprehensive manner, such as a summary of questions, clarifications and views provided as well as detailed votes for each agenda item which showed the number of votes cast for and against the motion as well as abstention votes, etc. The draft minutes of the 2021 AGM were submitted to the relevant supervisory authorities within the timeline as prescribed by relevant law and regulations, and posted on the Bank's website, www.cimbthai.com, for shareholders' reference.

8.5 Equitable Treatment of Shareholders

The Bank recognises the importance of fair treatment of all shareholders including the duty on protection of shareholders' interests. Hence, measures are put in place to prevent the use of inside information for personal gains by the Board members, executives and employees. The Board has set criteria to prohibit the Board members, executives and employees, including spouses and underage children thereof, from using material inside information with impact on the Bank's securities which is privately known to them, which has not yet been disclosed to the public and may have an effect on CIMB Thai securities price and trading price, for purchase, sale, transfer or receipt of transfer of securities of the Bank during a one-month period before such information goes to public. Moreover, members of the Board and executives from the levels of Senior Executive Vice President or the equivalents upward, and those holding executive positions or heads of work units or the equivalents upward in the Accounting or Finance function line, including persons having relationship with the foregoing, i.e. spouse or person cohabiting as husband and wife (without registration of marriage), underage children and any juristic person in which Board members or executives, or spouse or person cohabiting as husband and wife (without registration of marriage), or underage children of Board members or executives, have a combined shareholding exceeding 30% of the total voting rights and representing the largest shareholding proportion in such juristic person, are duty-bound to report their securities and derivatives holding as well as any change in the securities and derivatives holding, to the Office of the SEC within three business days from the transaction dates thereof, and send copies of such report to Company Secretary and Administration within the above specified timeframe. For the information of the Bank, a policy is laid down for the Bank's directors to report their sale and purchase as well as holding of the Bank's shares and/or securities to the Board. In addition, the Bank has formulated the Code of Ethics and Conduct for the Board, executives and employees, which cover topics on the use of inside information and operation guidelines with avoidance of conflicts of interest to ensure efficient, effective and transparent business management.

8.6 Accountability to Stakeholders

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

1. Clients

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

Amidst the COVID-19 pandemic that has hurt the micro- and macro-economy of the country, the BOT has constantly launched debt relief programmes for banks' loan customers who are financially suffering from the situation. CIMB Thai has also released several phases of debt relief programmes that align with the BOT's relevant circulars, and participated in the project called "Ma-Ha-Kam-Kae-Nee" that was specifically designed for banks and financial institutions to provide debt solutions for their unsecured loan customers. In this regard, CX has constantly engaged in managing and facilitating communication with customers to ensure that they can reach out for assistance at the right channels and right moment. This process was a collaborative effort by several business units besides CX, namely Consumer Credit Operations, Compliance, Legal, Corporate Communication and other customer-facing units.

2. Shareholders

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

3. Employees

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

4. Creditors and Business Partners

The Bank is committed to maintaining high standards of business conduct in compliance with all applicable laws and regulations. Our business dealings with creditors and business partners are in a fair manner pursuant to the relevant laws and regulations.

5. Competitors

The Bank recognises the importance of a fair and competitive business environment. We have treated our competitors with fairness and without breaching the confidentiality of their information nor tarnishing their reputation. Legal and ethical best practices have been put in place as guidelines for the employees.

6. Community and Society

We recognise our ability to make positive impacts on the community and the environment. We have actively been involved in a range of charitable activities, including Kathin robe offerings, blood donation drives and fund-raising to help monks, underprivileged children and local community at large.

Work Environment

Amidst the intensifying COVID-19 pandemic throughout 2021, the Bank has increasingly been concerned about the staff's health and well-being. We have thus implemented working from home protocol as a preventive measure to reduce staff's commuting and spread of the virus. For work units with necessity to work onsite, we have provided them with both primary and alternative worksites. Measures for the good hygiene of work environment have also been taken in strict compliance with the practice guidelines of Department of Disease Control and CIMB Group, with New Normal practice guidelines worked out and implemented at the workplace as follows:

- Requirement for all staff and visitors to undergo health screening before entering the Bank premises, such as measurement of body temperature, use of alcohol gel, wearing face mask, fill-in of information on travel timeline to risky areas, and scan of Thai Chana QR code.
- Reduction of touch surfaces, i.e. installation of automatic entrance doors, placing plastic cover on elevator buttons for cleaning and disinfection convenience, and limit of elevator capacity.
- Arrangement of work seats, common areas, meeting rooms and the canteen with social distancing of 1-2 meters, more frequent (hourly) disinfection of touch surfaces in public areas with alcohol, spraying of sanitising solution every weekend, and making available for at least 3-month use necessary supplies for staff's personal hygiene, such as alcohol, hand gel, gloves and disinfectant solution, as well as spraying of disinfectant solution every month for risky worksites.
- For critical staff required to work onsite for business continuity, provision of antigen test kits for regular tests, as well as shuttle bus service and accommodation to mitigate infection risk of staff from commuting.
- Air quality check and carbon dioxide detection, monthly test of fire extinguishing system, and work environment inspection on a monthly basis to comply with the Occupational Safety, Health, and Working Environment Policy.

8.7. Disclosure and Transparency

The Bank places great importance to ensuring that accurate, timely and clear information, both in Thai and English, is disseminated to investors and parties concerned across a variety of media channels, including those provided by the SET and the Bank's website. In addition, as required by regulatory criteria, we disclose relevant information in the annual registration statement (Form 56-1) and the annual report (Form 56-2), and also disclose information through various projects and activities to boost investor confidence in Thai capital market. Clear and accurate information on our activities has also been provided to regulatory bodies, investors, shareholders, analysts and the general public. These initiatives include:

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

In 2021, the Bank organised IR activities to provide information both directly and indirectly as follows:

1. Investors Relations and the management had arranged three conference calls with credit rating agencies: Fitch Ratings (Thailand) Limited, Moody's Investors Service (MOODY'S), and Rating Agency Malaysia Bhd (RAM), to be updated on the Bank's financial and operational status.
 2. Press release issued when the Bank had significant investment or business activities.
 3. Availability of channels for provision of information and dealing with enquiries of investors and media via email: ir@cimbthai.com, or Tel. +66-2626-7820, or website: http://www.cimbthai.com/CIMB/investor_relations/.
- Holding press conference to disseminate information to the general public via the media on financial results and business directions of the Bank for the information of interested parties and allowing local and foreign investors and analysts to keep abreast of the Bank's performance and growth.

Policy on Nomination of Directors and Executives

The Board of Directors has put in place director and executive nomination procedures that are transparent and open for inspection. The Board shall accordingly appoint Nomination, Remuneration and Corporate Governance Committee.

As for director nomination, the Nomination, Remuneration and Corporate Governance Committee shall take charge of selecting and nominating qualified persons who have no disqualifications according to laws and regulations, and recommending them through the Board before submitting to the meeting of the shareholders for approval and appointment. This process shall comply with the rules and procedures on appointment and removal of directors as specified in the Bank's Articles of Association as well as relevant laws and regulations.

In case of executive nomination, the Nomination, Remuneration, and Corporate Governance Committee is responsible for reviewing and screening qualifications of candidates for executive positions and proposing to the Board of Directors for approval prior to submission for the BOT's approval. The Bank has put in place the nomination process in order to ensure that all senior appointments are compliant with the regulations of the BOT and other regulatory bodies.

Human Rights Policy

The Bank has established Human Rights Policy and Procedures to ensure our directors, executives and employees respect human rights as prescribed in the Thai Constitution. This includes the right to equal treatment irrespective of differences in homeland, race, gender, age, personal status, economic or social status, religious beliefs, education, or political viewpoints, which are not against the provisions of the Constitution. In no cases, the Bank shall get involved, associated with or support individuals or organisations having acted in breach of human rights.

Policy of Non-violation of Intellectual Property Rights or Copyrights

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

Policy for Reporting of Interests of Directors and Executives

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

Anti-Corruption Policy and Procedures

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

Furthermore, the Bank has instituted the Gift and Entertainment Policy and Procedures, which is regulated in conformity with the Anti-Corruption Policy and Procedures, to be strictly complied with by the executives and employees as well as the Bank's affiliates. The Board of Directors also requests to conduct a review on the Gift and Entertainment Policy and Procedures on an annual basis.

9. Internal Control and Related Party Transactions

9.1 Internal Control and Auditing Systems

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

- **Organisation and environment**

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

- **Risk management**

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

- **Oversight of executive management**

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

Executive management is required to bring to the attention and consideration of the Board of Directors any transactions to provide loans or make investment in businesses in which the Bank's major shareholders, directors or senior executives as well as parties related to them have beneficial interests. In addition, any sales, giving, lease, purchase or rent of assets concerning the Bank's major shareholders, directors or senior executives as well as parties related to them have to comply with the policies and procedures in place.

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

- **Information and communication infrastructure**

We have established our accounting policies and procedures in line with generally accepted accounting principles that support the Bank's business requirements. Our information and database systems have been developed and managed consistently so that significant information is accessible on an adequate and timely basis. The document management system provides an effective tool for retrieving and storing important electronic documents appropriately and safely. The policies and procedures have been communicated to relevant staff at all levels.

- **Follow-up and monitoring system**

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

9.2 Related Party Transactions

As of 31 December 2021, the Bank recorded significant business transactions with subsidiary and affiliated companies (related by way of having common shareholders), including related persons (directors or executives from the level of departmental head upwards). These transactions were concluded on commercial terms and based on mutually agreed upon criteria in the ordinary course of business between the Bank and such subsidiary, associated and affiliated companies. Details are as disclosed in the Notes to Financial Statements no. 45 of the Financial Statements as of 31 December 2021.

- Connected transactions with persons who may have conflicts of interest

Name and relationship	Transaction characteristics and value	Necessity and reasonableness with Board of Directors' opinion
Mr. Sutee Losoponkul, former Acting President and CEO, as the Bank's senior executive	The Bank has sold the former position car of Mr. Sutee Losoponkul to him at the price of THB 1,059,000 (VAT included).	The Board of Directors' meeting no. 1/2021 held on 22 January 2021 (excluding Mr. Sutee Losoponkul who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the sale of Mr. Sutee's former position car to him at the price of THB 1,059,000 (VAT included), which was an average price calculated from six potential buyers' sale prices and was deemed reasonable.

Name and relationship	Transaction characteristics and value	Necessity and reasonableness with Board of Directors' opinion										
Mr. Chanmanu Sumawong, the Bank's Director, as a senior executive at one juristic person	<p>The Bank has reviewed and expanded all credit lines for one juristic person, with the next review date set to be by 31 January 2022.</p> <p>This transaction is considered the Bank's normal course of business.</p>	<p>The Board of Directors' meeting no. 2/2021 held on 23 February 2021 (excluding Mr. Chanmanu Sumawong who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it was the Bank's normal course of business.</p>										
CIMB Group, the indirect major shareholder of the Bank	<p>The Bank has outsourced an IT service to CIMB Group on IBOR solutions. The service fee payable to CIMB Group covers Bloomberg support service and is based on the cost allocation as tabulated below:</p> <table border="1" data-bbox="416 1145 903 1300"> <thead> <tr> <th data-bbox="416 1145 512 1256">Loans & Deposits</th> <th data-bbox="512 1145 600 1256">No. of accounts</th> <th data-bbox="600 1145 703 1256">Cost-sharing percentage</th> <th data-bbox="703 1145 807 1256">Cost-sharing portion (USD)</th> <th data-bbox="807 1145 903 1256">Cost-sharing portion (MYR)</th> </tr> </thead> <tbody> <tr> <td data-bbox="416 1256 512 1300">CIMB Thai</td> <td data-bbox="512 1256 600 1300">25</td> <td data-bbox="600 1256 703 1300">20</td> <td data-bbox="703 1256 807 1300">31,800.00</td> <td data-bbox="807 1256 903 1300">128,790.00</td> </tr> </tbody> </table> <p>The above cost sharing allocation is based on the annual cost and has included 6% Malaysian SST, but not yet Thai WHT, VAT and 5% arm's length markup. The contract has been signed for a term of two years, with the apportionment to be reviewed yearly.</p> <p>The total cost sharing portion per year is THB 1,399,851. (including SST/ WHT/ VAT/ 5% arm's length markup).</p> <p>This transaction is considered the Bank's normal business support.</p>	Loans & Deposits	No. of accounts	Cost-sharing percentage	Cost-sharing portion (USD)	Cost-sharing portion (MYR)	CIMB Thai	25	20	31,800.00	128,790.00	<p>The Board of Directors' meeting no. 2/2021 held on 23 February 2021 (excluding CIMB Bank Bhd's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it was the Bank's normal business support.</p>
Loans & Deposits	No. of accounts	Cost-sharing percentage	Cost-sharing portion (USD)	Cost-sharing portion (MYR)								
CIMB Thai	25	20	31,800.00	128,790.00								

Name and relationship	Transaction characteristics and value	Necessity and reasonableness with Board of Directors' opinion
iCIMB (MSC) Sdn Bhd (iCIMB), a subsidiary of CIMB Group as the major shareholder	<p>The Bank has outsourced to iCIMB the New Website & Digital Marketing Solutions. The cost apportionment for Thailand for the website outsourcing service is THB 3,957,713.81, covering a period of five years.</p> <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 2/2021 held on 23 February 2021 (excluding CIMB Bank Bhd's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it was the Bank's normal business support.</p>
Sathorn Asset Management Co., Ltd. (STAMC), a subsidiary of CIMB Group which is the Bank's indirect major shareholder	<p>The Bank has amended the 9th Addendum of the Master Servicing Agreement (MSA), which has been executed with STAMC as an outsourced provider of legal services, by extending the MSA's term for another three years, with the next expiry date to be 31 December 2023.</p> <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 2/2021 held on 23 February 2021 (excluding CIMB Bank Bhd's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it was the Bank's normal business support.</p>
CIMB Bank Bhd (CIMB Bank), Singapore Branch, a subsidiary having CIMB Group as the major shareholder	<p>The Bank has entered into a distribution agreement with CIMB Bank, Singapore Branch, on a non-exclusivity basis. The expected distribution fee is between 0.1% to 5.0% of the notional amount, which is in line with the market.</p> <p>This transaction is considered the Bank's normal course of business.</p>	<p>The Board of Directors' meeting no. 3/2021 held on 25 March 2021 (excluding CIMB Bank's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it was the Bank's normal course of business.</p>

Name and relationship	Transaction characteristics and value	Necessity and reasonableness with Board of Directors' opinion
<p>CGS-CIMB Securities (Thailand) Co., Ltd. (CGS-CIMB), a subsidiary having CIMB Group as the major shareholder</p>	<p>The Bank has opened a CIMB Thai custodian account with CGS-CIMB for offshore equity transactions. The underwriting fee is expected to be between 0.1% and 5.0% of the notional amount.</p> <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 4/2021 held on 23 April 2021 (excluding CIMB Bank Bhd's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it was the Bank's normal business support.</p>
<p>Principal Asset Management Co., Ltd. (PAM), a subsidiary of CIMB Group which is the indirect major shareholder of the Bank</p>	<p>The Bank has renewed the existing rental agreement with PAM for the space on Floor 16 (600 sq.m.) and Floor 15 (436 sq.m.) of the Bank's Langsuan Building.</p> <p>Details of the rental fees are as follows:</p> <ul style="list-style-type: none"> - 1st year: Existing rental rate of THB 735 / sq.m. / month - 2nd year: 5% increase on 1st-year rental rate - 3rd year: 5% increase on 2nd-year rental rate <p>The 2nd- and 3rd-year rental rates are negotiable, but cannot be less than the rate of the 1st year, subject to the President and CEO's authorisation and approval.</p>	<p>The Board of Directors' meeting no. 5/2021 held on 24 May 2021 (excluding CIMB Bank Bhd's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it would bring benefits to the Bank.</p>
<p>iCIMB (MSC) Sdn Bhd (iCIMB), a subsidiary having CIMB Group as the major shareholder</p>	<p>The Bank has outsourced to iCIMB the IT services for the Internal Rating System (ICRES) Enhancement Project, with the total one-time service charge (tax excluded) of MYR 30,636.11.</p> <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 6/2021 held on 25 June 2021 (excluding CIMB Bank Bhd's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it was the Bank's normal business support.</p>

Name and relationship	Transaction characteristics and value	Necessity and reasonableness with Board of Directors' opinion
<p>CIMB Bank Bhd (CIMB Bank), the major shareholder of the Bank holding 94.83% of the Bank's total issued and paid-up shares</p>	<p>The Bank has made the payment to CIMB Bank for the license cost of the Intelligent Campaign Management System (iCAMS), which is a real-time, rule-based platform aiming at better customer journey. The license cost is allocated based on the number of active customers and capped at MYR 1,572,235 for 2021 and 2022.</p> <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 6/2021 held on 25 June 2021 (excluding CIMB Bank's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it was the Bank's normal business support.</p>
<p>iCIMB (MSC) Sdn Bhd (iCIMB), a subsidiary having CIMB Group as the major shareholder</p>	<p>The Bank has renewed the IT outsourcing agreement for ShARP service with iCIMB, with the service fee of MYR 264,781 (taxes excluded) for the period from 2021 to 2025.</p> <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 8/2021 held on 27 August 2021 (excluding CIMB Bank Bhd's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it was the Bank's normal business support.</p>
<p>Mr. Anon Sirisaengtaksin, the Bank's Director, as Independent Director of one juristic person</p>	<p>The Bank has conducted the annual review of the existing credit facilities for one juristic person under related lending.</p> <p>This transaction is considered the Bank's normal course of business.</p>	<p>The Board of Directors' meeting no. 9/2021 held on 27 September 2021 (excluding Mr. Anon Sirisaengtaksin who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it was the Bank's normal course of business.</p>

Name and relationship	Transaction characteristics and value	Necessity and reasonableness with Board of Directors' opinion
Mr. Natasak Rodjanapiches, the Bank's Director, as Authorised Director of one juristic person	<p>The Bank has conducted an annual review of the credit facilities granted to one juristic person.</p> <p>This transaction is considered the Bank's normal course of business.</p>	<p>The Board of Directors' meeting no. 9/2021 held on 27 September 2021 (excluding Mr. Natasak Rodjanapiches who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to ratify the transaction since it was the Bank's normal course of business.</p>
iCIMB (MSC) Sdn Bhd (iCIMB), a subsidiary having CIMB Group as the major shareholder	<p>The Bank has outsourced iCIMB to operate the Group Digital Procurement Project, with the new operational cost for implementation and other services (cost allocation) in the total amount of THB 7,640,356.45, for a period of five years from December 2022 to November 2027.</p> <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 10/2021 held on 26 October 2021 (excluding CIMB Bank Bhd's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it was the Bank's normal business support.</p>
CIMB Group Holdings Bhd, the indirect major shareholder of the Bank	<p>The Bank has entered into an IT outsourcing agreement with CIMB Group Holdings Bhd for the license to use the PBM Application to accommodate the meetings of its Board and Board-level committees, for a period from 16 December 2021 to February 2023, with the total charge of MYR 25,460.74.</p> <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 10/2021 held on 26 October 2021 (excluding CIMB Bank Bhd's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it was the Bank's normal business support.</p>

Name and relationship	Transaction characteristics and value	Necessity and reasonableness with Board of Directors' opinion								
Mrs. Vijitra Thumpothong, the spouse of Mr. Paisan Thumpothong, EVP, Head of Technology and Data and Head of Transaction Banking of CIMB Thai, as Chief People Officer of one juristic person	The Bank has renewed the rental agreement for the Paradise Park Sinakarin Branch with one juristic person, which has a shareholding structure related to Mrs. Vijitra Thumpothong. The contract renewal covers a period of 1 year 6 months and 12 days. The rental rate remains at THB 2,050 / sq.m. / month (VAT excluded) under the existing conditions.	The Board of Directors' meeting no. 11/2021 held on 23 November 2021 deemed it proper to approve the transaction since it would bring benefits to the Bank.								
iCIMB (MSC) Sdn Bhd (iCIMB), the subsidiary having CIMB Group as the major shareholder	<p>The Bank has outsourced the HRIS service to iCIMB for which a contract would be signed for a 3-year period, with a yearly service fee (taxes excluded) as follows:</p> <p style="text-align: right;">Unit: MYR</p> <table border="1" data-bbox="660 984 1149 1057"> <thead> <tr> <th>Year 2022</th> <th>Year 2023</th> <th>Year 2024</th> <th>Total OPEX</th> </tr> </thead> <tbody> <tr> <td>1,017,431.43</td> <td>1,028,050.11</td> <td>1,039,915.82</td> <td>3,085,397.36</td> </tr> </tbody> </table> <p>This transaction is considered the Bank's normal business support.</p>	Year 2022	Year 2023	Year 2024	Total OPEX	1,017,431.43	1,028,050.11	1,039,915.82	3,085,397.36	The Board of Directors' meeting no. 11/2021 held on 23 November 2021 (excluding CIMB Bank Bhd's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it was the Bank's normal business support.
Year 2022	Year 2023	Year 2024	Total OPEX							
1,017,431.43	1,028,050.11	1,039,915.82	3,085,397.36							
CGS-CIMB Securities (Thailand) Co., Ltd. (CGS-CIMB), a subsidiary having CIMB Group as the major shareholder	<p>The Bank has amended the services agreement with CGS-CIMB, mainly on revenue split at 50:50 in the EDB, the advisory fee, and the addition of the base fee on the new product.</p> <p>The Bank has also entered into the two new agreements with CGS-CIMB, including data processing agreement and selling agent agreement.</p> <p>This transaction is considered the Bank's normal course of business.</p>	The Board of Directors' meeting no. 12/2021 held on 15 December 2021 (excluding CIMB Bank Bhd's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it was the Bank's normal course of business.								

Name and relationship	Transaction characteristics and value	Necessity and reasonableness with Board of Directors' opinion
<p>iCIMB (MSC) Sdn Bhd (iCIMB), a subsidiary having CIMB Group as the major shareholder</p>	<p>The Bank has outsourced to iCIMB for the Feedback Form service based on the OPEX as detailed below:</p> <ol style="list-style-type: none"> 1. Form Development/Integration: One-time charge based on the 5-year volume projection, with the total cost of THB 185,304.36. 2. Maintenance and Support: 5-year charge based on the actual submission yearly, with the total cost of THB 279,890.11. <p>The payback is made over a period of five years as scheduled below:</p> <ul style="list-style-type: none"> - Year 1: THB 333,369.95 - Year 2: THB 50,582.49 - Year 3: THB 41,239.20 - Year 4: THB 19,866.65 - Year 5: THB 20,136.18 <p>This transaction is considered the Bank's normal business support.</p>	<p>The Board of Directors' meeting no. 12/2021 held on 15 December 2021 (excluding CIMB Bank Bhd's representative directors who had conflict of interest, hence abstaining from participating in the consideration and voting on this matter) deemed it proper to approve the transaction since it was the Bank's normal business support.</p>

- Loans, deposits and contingent liabilities

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

(Unit: THB million)

	Separate								Shareholding (%)	Joint Management
	2021									
	Outstanding loans Interbank and money market items (asset)	Obligations	Other assets	Deposits Interbank and money market items (liability)	Borrowings	Other liabilities				
Subsidiary companies										
CIMB Thai Auto Co., Ltd.	26,128	-	-	6	243	-	-	-	99.99	Mr. Tan Keat Jin Ms. Sasima Thongsamak Ms. Piyawan Thianphranon Mr. Suwadi Disathaporn Mr. Paisan Thumpothong
WorldLease Co., Ltd.	740	-	-	7	355	-	-	-	99.99	Mr. Jason Leong Kok Yew Mr. Yeong Thian Lim Mr. Montri Puangpool Ms. Pornpat Artornsombudh Ms. Penporn Kumpusiri
CT COLL Co., Ltd.	-	-	-	-	13	-	-	-	99.99	Mr. Tan Keat Jin Ms. Pattaya Auppaphanpharit Ms. Sasima Thongsamak Ms. Onanong Udomkantong
Parent company										
CIMB Bank Berhad	-	212	3	1,442	-	210	9,363	895	94.83	Dato' Robert Cheim Dau Meng Dato' Abdul Rahman Ahmad
Interest rate swap contracts										
- Fixed rate receiver	-	-	25,720	-	-	-	-	-		
- Floating rate receiver	-	-	13,437	-	-	-	-	-		
Forward and spot contracts										
- Bought	-	-	13,529	-	-	-	-	-		
Cross currency and interest rate swap contracts										
- Bought	-	-	6,702	-	-	-	-	-		
- Sold	-	-	581	-	-	-	-	-		
Credit derivatives										
- Sold	-	-	6,111	-	-	-	-	-		

(Unit: THB million)

	Separate							Shareholding (%)	Joint Management
	2021								
	Outstanding loans Interbank and money market items (asset)	Obligations	Other assets	Deposits Interbank and money market items (liability)	Borrowings	Other liabilities			
Companies under common control									
CIMB Bank Plc, Cambodia	-	256	-	-	-	29	-	-	
CIMB Islamic Bank Bhd	-	-	-	-	-	2	-	-	
iCIMB (MSC) Sdn Bhd	-	-	-	-	-	-	-	27	
PT Bank CIMB Niaga Tbk	-	2	-	-	-	22	-	-	
Sathorn Asset Management Co., Ltd.	-	-	-	1	797	-	-	8	
Joint venture of the group parent company									
CGS-CIMB Securities (Thailand) Co., Ltd.	-	-	-	-	734	3	-	-	
Forward and spot contracts									
- Sold	-	-	2	-	-	-	-	-	
Equity option									
- Bought	-	-	767	-	-	-	-	-	
Principal Asset Management Co., Ltd.	-	-	-	20	830	-	-	2	
Other related persons or parties	531	-	877	-	442	-	-	1	

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

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

- Justification of related party transactions

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

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

- **Procedures for approving related party transactions and safeguarding shareholders' interests**

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

- **Probability of future related party transactions**

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

Part 3

Financial Statements

Financial Statements for the Past 3 Years

Attachments

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

Financial Statements

for the Past 3 Years

Summary of financial position of CIMB Thai Bank Public Company Limited as at 31 December 2021, 2020 and 1 January 2020, and its operating results as well as financial ratios for the years ended 31 December 2021, 2020, and 2019.

Statement of Financial Position

Separate

	31 December 2021 Baht	(Restated) 31 December 2020 Baht	(Restated) 1 January 2020 Baht
Assets			
Cash	817,779,386	917,689,843	1,350,614,011
Interbank and money market items, net	9,261,643,964	6,188,677,940	5,926,869,512
Financial assets measured at fair value through profit or loss	31,302,996,216	35,233,559,419	31,951,657,955
Derivative assets	46,418,710,687	57,560,610,597	43,459,245,755
Investments, net	74,279,241,219	61,490,898,712	53,989,591,607
Investments in subsidiaries, net	2,904,440,639	2,933,315,115	2,208,315,115
Loans and accrued interest receivables, net	202,709,335,507	217,575,772,174	224,778,419,827
Properties for sale, net	1,004,249,273	909,229,206	894,230,172
Premises and equipment, net	3,654,669,922	3,184,960,352	3,339,032,032
Right of use assets, net	165,335,747	231,112,349	240,214,966
Intangible assets, net	917,575,324	920,772,733	1,015,531,376
Deferred tax assets	769,150,376	-	276,466,080
Credit support assets on derivatives	13,660,011,269	16,051,131,778	14,967,549,671
Accounts receivable from sale of financial assets measured at fair value through profit or loss and investments	5,805,942,605	3,051,557,703	6,431,343,941
Other assets, net	1,208,125,459	1,450,159,918	1,861,442,869
Total assets	394,879,207,593	407,699,447,839	392,690,524,889

Statement of Financial Position (cont'd)

Separate

	31 December 2021 Baht	(Restated) 31 December 2020 Baht	(Restated) 1 January 2020 Baht
Liabilities and equity			
Liabilities			
Deposits	182,778,838,078	194,149,733,163	199,132,082,337
Interbank and money market items	55,396,711,208	47,094,775,120	43,155,864,541
Liability payable on demand	432,383,333	256,215,690	268,816,305
Financial liabilities measured at fair value through profit or loss	17,743,842,598	28,948,798,788	24,422,519,906
Derivative liabilities	42,707,621,778	57,221,163,685	44,659,756,168
Debt issued and borrowings	29,466,009,167	19,449,377,487	23,818,667,017
Lease liabilities	168,573,732	233,549,214	240,214,966
Provisions	2,490,519,884	2,512,525,405	2,359,219,094
Deferred tax liabilities	-	29,749,582	-
Credit support liabilities on derivatives	14,885,571,233	12,111,017,104	9,158,264,057
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	5,456,623,472	3,805,723,315	5,614,819,508
Other liabilities	3,294,044,122	2,655,088,383	3,001,524,762
Total liabilities	354,820,738,605	368,467,716,936	355,831,748,661

Statement of Financial Position (cont'd)

Separate

	31 December 2021 Baht	(Restated) 31 December 2020 Baht	(Restated) 1 January 2020 Baht
Equity			
Share capital			
Registered 34,822,261,748 ordinary shares of Baht 0.50 each	17,411,130,874	17,411,130,874	17,411,130,874
Issued and paid-up share capital 34,822,261,748 ordinary shares of Baht 0.50 each	17,411,130,874	17,411,130,874	17,411,130,874
Premium on share capital	10,145,965,854	10,145,965,854	10,145,965,854
Other reserves	1,127,058,864	1,593,402,211	1,310,987,496
Accretion of equity interests in subsidiary	-	-	-
Retained earnings			
Appropriated - statutory reserve	574,030,000	536,200,000	403,980,000
Unappropriated	10,800,283,396	9,545,031,964	7,586,712,004
Total equity	40,058,468,988	39,231,730,903	36,858,776,228
Total liabilities and equity	394,879,207,593	407,699,447,839	392,690,524,889

Statement of Comprehensive Income

Separate

For the years ended 31 December

	2021 Baht	2020 Baht	2019 Baht
Interest income	9,387,300,163	11,201,604,569	13,649,194,419
Interest expenses	(2,693,116,653)	(4,054,796,751)	(5,465,461,170)
Net interest income	6,694,183,510	7,146,807,818	8,183,733,249
Fees and service income	1,322,580,543	1,152,370,880	1,535,745,658
Fees and service expenses	(401,185,743)	(359,666,589)	(370,326,208)
Net fees and service income	921,394,800	792,704,291	1,165,419,450
Gains (losses) on financial instruments measured at fair value through profit or loss	1,150,650,828	940,068,305	(176,978,157)
Gains on investments	322,398,612	306,009,145	343,978,417
Gains on sale of non-performing loans	-	45,184,134	-
Other operating income	890,708,086	1,650,540,439	137,640,997
Total operating income	9,979,335,836	10,881,314,132	9,653,793,956
Other operating expenses			
Employee expenses	3,617,756,188	3,555,060,193	4,367,809,334
Directors' remuneration	16,395,200	11,451,500	11,507,000
Premises and equipment expenses	731,198,035	649,001,726	1,050,453,383
Taxes and duties	285,287,620	396,209,137	397,538,486
Others	1,337,595,498	1,891,063,068	1,173,413,223
Total other operating expenses	5,988,232,541	6,502,785,624	7,000,721,426
Expected credit losses	2,398,832,776	1,852,458,534	-
Bad and doubtful debts	-	-	1,406,052,259
Profit before income tax expenses	1,592,270,519	2,526,069,974	1,247,020,271
Income tax expenses	(158,262,635)	(311,794,035)	(318,004,626)
Net profit for the years	1,434,007,884	2,214,275,939	929,015,645

Statement of Comprehensive Income (cont'd)

Separate

For the years ended 31 December

	2021 Baht	2020 Baht	2019 Baht
Other comprehensive income			
Items that will be reclassified subsequently to profit or loss			
Gains on remeasuring available-for-sale investments	-	-	472,498,608
(Losses) gains on investments in debt instruments measured at fair value through other comprehensive income	(839,780,330)	237,077,203	-
(Losses) gains on fair value of hedging instruments for cash flow hedges	(166,467,983)	270,828,601	(54,736,432)
Losses arising from translating the financial statement of a foreign operation	(7,673,400)	(5,674,282)	(16,238,529)
Income tax relating to items that will be reclassified subsequently to profit or loss	203,022,741	(101,638,137)	(52,189,142)
Total items that will be reclassified subsequently to profit or loss	(810,898,972)	400,593,385	349,334,505
Items that will not be reclassified subsequently to profit or loss			
Changes in capital surplus from revaluation of assets	653,177,627	-	-
Gains (losses) on investment in equity instruments designated at fair value through other comprehensive income	29,545,581	(4,745,397)	-
Losses on financial liabilities designated at fair value relating to own credit risk	(356,174,788)	(109,829,298)	-
Remeasurements of post-employment benefit obligations	183,738,595	48,387,513	(229,255,158)
Income tax relating to items that will not be reclassified subsequently to profit or loss	(132,546,533)	(1,616,159)	-
Total items that will not be reclassified subsequently to profit or loss	377,740,482	(67,803,341)	(229,255,158)
Total other comprehensive (expenses) income	(433,158,490)	332,790,044	120,079,347
Total comprehensive income for the years	1,000,849,394	2,547,065,983	1,049,094,992

Statement of Comprehensive Income (cont'd)

Separate

For the years ended 31 December

	2021 Baht	2020 Baht	2019 Baht
Net profit attributable to:			
Shareholders of the Bank	1,434,007,884	2,214,275,939	929,015,645
Non-controlling interests	-	-	-
	1,434,007,884	2,214,275,939	929,015,645
Total comprehensive income attributable to:			
Shareholders of the Bank	1,000,849,394	2,547,065,983	1,049,094,992
Non-controlling interests	-	-	-
	1,000,849,394	2,547,065,983	1,049,094,992
Earnings per share for profit attributable to the shareholders of the Bank			
Basic earnings per share (Baht per share)	0.04	0.06	0.03
Weighted average number of ordinary shares (shares)	34,822,261,748	34,822,261,748	34,822,261,748

Statement of Cash Flows

Separate

For the years ended 31 December

	2021 Baht	(Restated) 2020 Baht	(Restated) 2019 Baht
Cash flows from operating activities			
Profit before income tax expenses	1,592,270,519	2,526,069,974	1,247,020,271
Adjustments to reconcile net incomes before income tax to cash in (out) flows from operating activities:			
Depreciation and amortisation	598,269,940	608,622,299	409,743,630
Expected credit losses	2,398,832,776	1,852,458,534	-
Bad debts and doubtful accounts	-	-	1,406,052,259
Share-based payment	41,180,537	25,854,417	41,716,546
Provision for liabilities	297,635,017	138,769,927	161,484,027
Losses (reversal) on impairment of properties for sale and other assets	27,820,226	(2,936,179)	(1,689,129)
Gains on exchange rate of debt issued and borrowing and derivatives	(1,960,122,162)	(920,746,834)	(926,288,301)
Unrealised losses (gains) on revaluation of financial assets measured at fair value through profit or loss / investments	2,491,548,095	510,273,026	(2,128,477,621)
Gains on sale of investments	(322,398,612)	(306,009,145)	(343,978,417)
Gains on disposal of premises and equipment	(9,775,090)	(5,363,272)	(10,105,201)
Losses from write off premises, equipment and intangible assets	91,267,769	102,249,659	19,481,182
Losses on impairment of premises, equipment and intangible assets	6,485,778	138,703,033	-
Gains on transferring of revaluation surplus of assets	(4,996,499)	-	-
Gains on modification and termination of leases	(1,045,281)	(446,664)	-
(Gains) losses on financial liabilities designated at fair value through profit or loss	(699,830,595)	966,869,263	2,802,923,204
Interest income	(9,387,300,163)	(11,201,604,569)	(13,649,194,419)
Dividend income	(12,445,667)	(755,659,304)	(8,427,415)
Interest expenses	2,693,116,653	4,054,796,751	5,465,461,170
Losses from operations before changes in operating assets and liabilities	(2,159,486,759)	(2,268,099,084)	(5,514,278,214)

Statement of Cash Flows (cont'd)

Separate

For the years ended 31 December

	2021 Baht	(Restated) 2020 Baht	(Restated) 2019 Baht
(Increase) decrease in operating assets			
Interbank and money market items	(3,070,771,059)	(265,895,214)	479,808,747
Financial assets measured at fair value through profit or loss / Investments held for trading	112,946,949	(2,422,500,233)	(7,600,214,256)
Loans	12,888,257,250	6,165,353,391	(13,636,192,583)
Properties for sale	36,089,605	74,906,856	47,158,444
Credit support assets on derivatives	2,391,120,509	(1,083,582,107)	(8,914,605,805)
Other assets	(279,797,570)	147,675,240	696,514,279
Increase (decrease) in operating liabilities			
Deposits	(11,370,895,085)	(4,982,349,174)	13,917,044,998
Interbank and money market items	8,301,936,088	3,938,910,579	(1,199,158,714)
Liability payable on demand	176,167,643	(12,600,615)	(110,175,143)
Provisions	(160,297,536)	(181,922,457)	(143,437,882)
Credit support liabilities on derivatives	2,774,554,129	2,952,753,047	5,247,770,035
Other liabilities	616,257,033	(6,947,129)	117,760,845
Cash flows provided by (used in) operating activities	10,256,081,197	2,055,703,100	(16,612,005,249)
Cash received from interest income	8,424,132,846	10,064,766,872	10,726,606,726
Cash paid for interest expenses	(3,036,794,473)	(6,322,698,867)	(6,579,515,960)
Cash paid for income tax	(519,136,606)	(160,468,867)	121,054,277
Net cash flows provided by (used in) operating activities	15,124,282,964	5,637,302,238	(12,343,860,206)

Statement of Cash Flows (cont'd)

Separate

For the years ended 31 December

	2021 Baht	(Restated) 2020 Baht	(Restated) 2019 Baht
Cash flows from investing activities			
Cash paid for purchases of investments in debt instruments measured at fair value through other comprehensive income/ available-for-sale securities	(46,972,029,478)	(36,098,538,904)	(27,549,333,482)
Proceeds from disposals and maturity of investments in debt instruments measured at fair value through other comprehensive income / available-for-sale securities	35,650,374,631	31,097,145,355	42,795,057,786
Cash paid for purchases of investments in debt instruments measured at amortised cost / held-to-maturity securities	(2,841,930,760)	(2,605,255,006)	(4,192,283,404)
Proceeds from maturity of investments in debt instruments measured at amortised cost / held-to-maturity securities	659,950,000	461,800,000	4,731,280,000
Proceeds from repayment of investment in receivables	-	-	788,253
Proceeds from disposals of general investments	-	-	2,564,090
Cash paid for purchases of investments in equity instruments designated at fair value through profit or loss	(399,566)	-	-
Proceeds from capital reduction of investments in equity instruments designated at fair value through profit or loss	690,050	9,791,713	-
Cash paid for investment in subsidiaries	-	(725,000,000)	-
Proceeds from capital reduction of investments in subsidiaries	28,874,475	-	-
Cash paid for purchases of premises and equipment	(151,936,679)	(164,644,697)	(250,101,510)
Proceeds from disposals of premises and equipment	13,592,757	6,963,414	7,577,958
Cash paid for purchases of intangible assets	(360,769,028)	(403,693,296)	(667,017,974)
Dividend received	12,445,667	755,659,304	8,427,415
Interest received	1,361,455,277	1,220,332,892	2,283,217,733
Net cash flows (used in) provided by investing activities	(12,599,682,654)	(6,445,439,225)	17,170,176,865

Statement of Cash Flows (cont'd)

Separate

For the years ended 31 December

	2021 Baht	(Restated) 2020 Baht	(Restated) 2019 Baht
Cash flows from financing activities			
Proceeds from issuance of financial liabilities measured at fair value through profit or loss and borrowings	22,736,811,210	6,287,130,122	12,703,354,793
Cash paid for redemption of financial liabilities measured at fair value through profit or loss and borrowings	(25,097,656,632)	(5,657,251,431)	(17,909,088,000)
Cash paid for dividend	(174,111,309)	(174,111,309)	-
Cash paid for lease liabilities	(81,884,555)	(74,879,569)	-
Net cash flows (used in) provided by financing activities	(2,616,841,286)	380,887,813	(5,205,733,207)
Gains from foreign currency translation differences	(7,669,481)	(5,674,994)	(15,953,935)
Net decrease in cash and cash equivalents	(99,910,457)	(432,924,168)	(395,370,483)
Cash and cash equivalents at beginning of the year	917,689,843	1,350,614,011	1,745,984,494
Cash and cash equivalents at the end of the year	817,779,386	917,689,843	1,350,614,011

Supplemental disclosure of cash flows information

Non-cash transaction:

Properties for sale received from premises and equipment	85,175,078	39,281,470	89,686,806
Interest amortisation from premium or discount	448,375,550	381,042,146	124,753,905
Accounts receivable from sale of investments	-	52,608,586	-

The Bank's Financial Ratios	31-Dec-21	(Restated) 31-Dec-20	(Restated) 31-Dec-19
Profitability Ratios			
Gross profit margin (%)	71.1	64.3	61.6
Net profit margin (%)	14.4	20.3	9.6
Return on equity (%)	3.6	5.8	2.6
Yield ⁽¹⁾ (%)	4.3	4.6	6.0
Cost of funds ⁽²⁾ (%)	1.0	1.5	2.1
Spread ⁽³⁾ (%)	3.2	3.1	3.9
Return on investment (%)	2.0	3.0	2.6
Efficiency Ratios			
Cost to income ratio (%)	60.0	59.8	73.0
Net interest margin (%)	2.1	2.1	2.6
Return on assets (%)	0.4	0.5	0.3
Assets turnover ratio (time)	0.02	0.03	0.03
Financial Policy Ratios			
Debt to equity ratio (time)	9.3	10.0	9.6
Loan to borrowing ratio ⁽⁴⁾ (%)	99.6	102.2	103.6
Loan to deposit ratio (Modified LDR) ⁽⁵⁾ (%)	87.8	88.0	96.8
Deposits to debts ratio (%)	51.0	53.4	56.0
Capital adequacy ratio (%)	21.8	20.8	17.4
Tier 1 capital funds to risk-weight assets (%)	15.7	14.9	12.4
Asset Quality Ratios			
Allowance for doubtful debts to loans and accrued interest receivables (%)	3.4	3.9	4.3
Bad debt and doubtful accounts to loans and accrued interest receivables (%)	0.5	0.7	0.6
NPL ratio ⁽⁶⁾ (%)	3.6	4.5	4.6
Accrued interest receivables to loans and accrued interest receivables (%)	2.0	1.4	1.4

Notes:

- (1) Yield = Interest income / (Average loans+Average interest bearing interbank items)
- (2) Cost of funds = Interest expenses / (Average deposits+Average borrowings+Average liabilities payable on demand+Average interest bearing interbank items)
- (3) Spread = Yield-Cost of funds
- (4) Loan to borrowing ratio = Loans / (Deposits+Liabilities payable on demand+Borrowings)
- (5) Modified loan to deposit ratio (modified LDR) = (Gross loans+Loans guaranteed by other banks+Loans to financial institutions) / (Deposits+Bills of exchange+Debentures+Selected financial products)
- (6) NPL ratio is calculated according to Bank of Thailand criteria.

Summary of financial position of CIMB Thai Bank Public Company Limited and its subsidiaries as at 31 December 2021, 2020 and 1 January 2020, and their operating results as well as financial ratios for the years ended 31 December 2021, 2020 and 2019

Statement of Financial Position**Consolidated**

	31 December 2021 Baht	(Restated) 31 December 2020 Baht	(Restated) 1 January 2020 Baht
Assets			
Cash	818,440,867	918,593,772	1,351,567,764
Interbank and money market items, net	9,455,816,054	6,357,266,941	6,142,911,903
Financial assets measured at fair value through profit or loss	31,302,996,216	35,233,559,419	31,951,657,955
Derivative assets	46,418,710,687	57,560,610,597	43,459,245,755
Investments, net	74,281,241,219	61,492,898,712	53,991,591,607
Investments in subsidiaries, net	-	-	-
Loans and accrued interest receivables, net	207,848,614,377	221,843,843,591	231,909,656,051
Properties for sale, net	1,158,138,258	1,082,474,739	1,123,900,062
Premises and equipment, net	3,726,817,658	3,265,886,780	3,428,635,255
Right of use assets, net	207,527,142	293,567,543	303,242,182
Intangible assets, net	965,308,458	970,407,387	1,061,691,787
Deferred tax assets	1,356,191,043	671,711,434	756,836,833
Credit support assets on derivatives	13,660,011,269	16,051,131,778	14,967,549,671
Accounts receivable from sale of financial assets measured at fair value through profit or loss and investments	5,805,942,605	3,051,557,703	6,431,343,941
Other assets, net	1,508,115,950	1,733,638,801	2,276,984,858
Total assets	398,513,871,803	410,527,149,197	399,156,815,624

Statement of Financial Position (cont'd)

Consolidated

	31 December 2021 Baht	(Restated) 31 December 2020 Baht	(Restated) 1 January 2020 Baht
Liabilities and equity			
Liabilities			
Deposits	182,167,494,511	193,955,570,315	199,034,749,068
Interbank and money market items	55,396,711,208	47,094,775,120	43,155,864,541
Liability payable on demand	432,383,333	256,215,690	268,816,305
Financial liabilities measured at fair value through profit or loss	17,743,842,598	28,948,798,788	24,422,519,906
Derivative liabilities	42,707,621,778	57,221,163,685	44,659,756,168
Debt issued and borrowings	29,466,009,167	19,449,377,487	25,818,667,017
Lease liabilities	211,554,318	296,677,054	303,242,182
Provisions	2,640,424,488	2,679,569,475	2,515,595,573
Deferred tax liabilities	-	37,854,384	-
Credit support liabilities on derivatives	14,885,571,233	12,111,017,104	9,158,264,057
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	5,456,623,472	3,805,723,315	5,614,819,508
Other liabilities	4,002,771,029	3,126,548,220	4,102,518,536
Total liabilities	355,111,007,135	368,983,290,637	359,054,812,861

Statement of Financial Position (cont'd)

Consolidated

	31 December 2021 Baht	(Restated) 31 December 2020 Baht	(Restated) 1 January 2020 Baht
Equity			
Share capital			
Registered 34,822,261,748 ordinary shares of Baht 0.50 each	17,411,130,874	17,411,130,874	17,411,130,874
Issued and paid-up share capital 34,822,261,748 ordinary shares of Baht 0.50 each	17,411,130,874	17,411,130,874	17,411,130,874
Premium on share capital	10,145,965,854	10,145,965,854	10,145,965,854
Other reserves	1,100,842,521	1,541,465,035	1,266,454,961
Accretion of equity interests in subsidiary	(42,753,751)	(42,753,751)	(42,753,751)
Retained earnings			
Appropriated - statutory reserve	574,030,000	536,200,000	403,980,000
Unappropriated	14,213,649,170	11,951,850,548	10,917,224,825
Total equity	43,402,864,668	41,543,858,560	40,102,002,763
Total liabilities and equity	398,513,871,803	410,527,149,197	399,156,815,624

Statement of Comprehensive Income

Consolidated

For the years ended 31 December

	2021 Baht	2020 Baht	2019 Baht
Interest income	12,645,063,559	15,011,724,895	17,105,532,589
Interest expenses	(2,694,158,690)	(4,072,358,247)	(5,513,358,198)
Net interest income	9,950,904,869	10,939,366,648	11,592,174,391
Fees and service income	2,023,350,881	1,629,614,706	2,476,081,102
Fees and service expenses	(430,029,636)	(373,875,155)	(385,927,966)
Net fees and service income	1,593,321,245	1,255,739,551	2,090,153,136
Gains (losses) on financial instruments measured at fair value through profit or loss	1,150,650,828	940,068,305	(176,978,157)
Gains on investments	322,398,612	306,009,145	343,978,417
Gains on sale of non-performing loans	-	113,136,112	398,585,923
Other operating income	1,330,075,199	1,372,733,807	511,589,578
Total operating income	14,347,350,753	14,927,053,568	14,759,503,288
Other operating expenses			
Employee expenses	4,294,927,207	4,258,267,208	5,045,384,493
Directors' remuneration	16,683,200	11,740,100	11,811,200
Premises and equipment expenses	927,116,425	834,725,076	1,213,316,406
Taxes and duties	288,040,736	410,391,115	433,029,282
Others	2,649,154,158	3,384,090,654	2,674,236,169
Total other operating expenses	8,175,921,726	8,899,214,153	9,377,777,550
Expected credit losses	3,319,339,362	4,468,266,285	-
Bad and doubtful debts	-	-	2,793,070,098
Profit before income tax expenses	2,852,089,665	1,559,573,130	2,588,655,640
Income tax expenses	(411,534,591)	(268,991,026)	(570,846,561)
Net profit for the years	2,440,555,074	1,290,582,104	2,017,809,079

Statement of Comprehensive Income (cont'd)

Consolidated

For the years ended 31 December

	2021 Baht	2020 Baht	2019 Baht
Other comprehensive income			
Items that will be reclassified subsequently to profit or loss			
Gains on remeasuring available-for-sale investments	-	-	472,498,608
(Losses) gains on investments in debt instruments measured at fair value through other comprehensive income	(839,780,330)	237,077,203	-
(Losses) gains on fair value of hedging instruments for cash flow hedges	(166,467,983)	270,828,601	(54,736,432)
Losses arising from translating the financial statement of a foreign operation	(7,673,400)	(5,674,282)	(16,238,529)
Income tax relating to items that will be reclassified subsequently to profit or loss	203,022,741	(101,638,137)	(52,189,142)
Total items that will be reclassified subsequently to profit or loss	(810,898,972)	400,593,385	349,334,505
Items that will not be reclassified subsequently to profit or loss			
Changes in capital surplus from revaluation of assets	653,177,627	-	-
Gains (losses) on investment in equity instruments designated at fair value through other comprehensive income	29,545,581	(4,745,397)	-
Losses on financial liabilities designated at fair value relating to own credit risk	(356,174,788)	(109,829,298)	-
Remeasurements of post-employment benefit obligations	215,889,637	39,131,711	(257,808,214)
Income tax relating to items that will not be reclassified subsequently to profit or loss	(138,976,742)	235,002	5,710,612
Total items that will not be reclassified subsequently to profit or loss	403,461,315	(75,207,982)	(252,097,602)
Total other comprehensive (expenses) income	(407,437,657)	325,385,403	97,236,903
Total comprehensive income for the years	2,033,117,417	1,615,967,507	2,115,045,982

Statement of Comprehensive Income (cont'd)

Consolidated

For the years ended 31 December

	2021 Baht	2020 Baht	2019 Baht
Net profit attributable to:			
Shareholders of the Bank	2,440,555,074	1,290,582,104	2,017,809,079
Non-controlling interests	-	-	-
	2,440,555,074	1,290,582,104	2,017,809,079
Total comprehensive income attributable to:			
Shareholders of the Bank	2,033,117,417	1,615,967,507	2,115,045,982
Non-controlling interests	-	-	-
	2,033,117,417	1,615,967,507	2,115,045,982
Earnings per share for profit attributable to the shareholders of the Bank			
Basic earnings per share (Baht per share)	0.07	0.04	0.06
Weighted average number of ordinary shares (shares)	34,822,261,748	34,822,261,748	34,822,261,748

Statement of Cash Flows

Consolidated

For the years ended 31 December

	2021 Baht	(Restated) 2020 Baht	(Restated) 2019 Baht
Cash flows from operating activities			
Profit before income tax expenses	2,852,089,665	1,559,573,130	2,588,655,640
Adjustments to reconcile net incomes before income tax to cash in (out) flows from operating activities:			
Depreciation and amortisation	682,833,735	691,322,108	433,202,518
Expected credit losses	3,319,339,362	4,468,266,285	-
Bad debts and doubtful accounts	-	-	2,793,070,098
Share-based payment	41,180,537	25,854,417	41,716,546
Provision for liabilities	318,059,767	155,711,110	196,402,040
Losses on impairment of properties for sale and other assets	927,332,677	1,038,298,688	1,015,432,235
Gains on exchange rate of debt issued and borrowing and derivatives	(1,960,122,162)	(920,746,834)	(926,288,301)
Unrealised losses (gains) on revaluation of financial assets measured at fair value through profit or loss / investments	2,491,548,095	510,273,026	(2,128,477,621)
Gains on sale of investments	(322,398,612)	(306,009,145)	(343,978,417)
Gains on disposal of premises and equipment	(9,775,090)	(5,995,613)	(11,871,882)
Losses from write off premises, equipment and intangible assets	92,694,163	102,322,778	19,481,182
Losses on impairment of premises, equipment and intangible assets	6,485,778	138,703,033	-
Gains on transferring of revaluation surplus of assets	(4,996,499)	-	-
Gains on modification and termination of leases	(1,058,782)	(446,664)	-
(Gains) losses on financial liabilities designated at fair value	(699,830,595)	966,869,263	2,802,923,204
Interest income	(12,645,063,559)	(15,011,724,895)	(17,105,532,589)
Dividend income	(12,445,667)	(10,245,396)	(8,427,415)
Interest expenses	2,694,158,690	4,072,358,247	5,513,358,198
Losses from operations before changes in operating assets and liabilities	(2,229,968,497)	(2,525,616,462)	(5,120,334,564)

Statement of Cash Flows (cont'd)

Consolidated

For the years ended 31 December

	2021 Baht	(Restated) 2020 Baht	(Restated) 2019 Baht
(Increase) decrease in operating assets			
Interbank and money market items	(3,096,354,150)	(218,441,823)	369,701,908
Financial assets measured at fair value through profit or loss / investments held for trading	112,946,949	(2,422,500,233)	(7,600,214,256)
Loans	8,673,112,091	3,129,138,978	(19,047,433,045)
Properties for sale	1,573,414,269	2,370,568,529	2,129,637,570
Credit support assets on derivatives	2,391,120,509	(1,083,582,107)	(8,914,605,805)
Other assets	(302,858,902)	227,503,689	570,912,384
Increase (decrease) in operating liabilities			
Deposits	(11,788,075,804)	(5,079,178,753)	13,934,243,959
Interbank and money market items	8,301,936,088	3,938,910,579	(1,199,158,714)
Liability payable on demand	176,167,643	(12,600,615)	(110,175,143)
Provisions	(162,834,181)	(196,101,384)	(143,437,882)
Credit support liabilities on derivatives	2,774,554,129	2,952,753,047	5,247,770,035
Other liabilities	849,144,728	(492,699,496)	250,726,537
Cash flows provided by (used in) operating activities	7,272,304,872	588,153,949	(19,632,367,016)
Cash received from interest income	11,684,693,808	13,875,785,186	14,165,286,507
Cash paid for interest expenses	(3,036,806,166)	(6,346,278,712)	(6,627,413,485)
Cash paid for income tax	(691,359,415)	(381,355,767)	(164,761,796)
Net cash flows provided by (used in) operating activities	15,228,833,099	7,736,304,656	(12,259,255,790)

Statement of Cash Flows (cont'd)

Consolidated

For the years ended 31 December

	2021 Baht	(Restated) 2020 Baht	(Restated) 2019 Baht
Cash flows from investing activities			
Cash paid for purchases of investments in debt instruments measured at fair value through other comprehensive income / available-for-sale securities	(46,972,029,478)	(36,098,538,904)	(27,549,333,482)
Proceeds from disposals and maturity of investments in debt instruments measured at fair value through other comprehensive income / available-for-sale securities	35,650,374,631	31,097,145,355	42,795,057,786
Cash paid for purchases of investments in debt instruments measured at amortised cost / held-to-maturity securities	(2,841,930,760)	(2,605,255,006)	(4,192,283,404)
Proceeds from maturity of investments in debt instruments measured at amortised cost / held-to-maturity securities	659,950,000	461,800,000	4,731,280,000
Proceeds from repayment of investment in receivables	-	-	788,253
Proceeds from disposals of general investments	-	-	2,564,090
Cash paid for purchases of investments in equity instruments designated at fair value through profit or loss	(399,566)	-	-
Proceeds from capital reduction of investments in equity instruments designated at fair value through profit or loss	690,050	9,791,713	-
Cash paid for capital increase in subsidiaries	-	-	-
Proceeds from the capital reduction of investment in subsidiaries	-	-	-
Cash paid for purchases of premises and equipment	(175,320,940)	(186,002,100)	(295,357,042)
Proceeds from disposals of premises and equipment	13,592,742	7,600,355	9,342,879
Cash paid for purchases of intangible assets	(375,505,010)	(423,145,279)	(708,309,652)
Dividend received	12,445,667	10,245,396	8,427,415
Interest received	1,361,497,777	1,220,375,449	2,283,245,525
Net cash flows (used in) provided by investing activities	(12,666,634,887)	(6,505,983,021)	17,083,422,368

Statement of Cash Flows (cont'd)

Consolidated

For the years ended 31 December

	2021 Baht	(Restated) 2020 Baht	(Restated) 2019 Baht
Cash flows from financing activities			
Proceeds from issuance of financial liabilities measured at fair value through profit or loss and borrowings	22,736,811,210	6,287,130,122	12,703,354,793
Cash paid for redemption of financial liabilities measured at fair value through profit or loss and borrowings	(25,097,656,632)	(7,657,251,430)	(17,909,088,000)
Cash paid for dividend	(174,111,309)	(174,111,309)	-
Cash paid for lease liabilities	(119,724,905)	(113,388,016)	-
Net cash flows used in financing activities	(2,654,681,636)	(1,657,620,633)	(5,205,733,207)
Gains from foreign currency translation differences	(7,669,481)	(5,674,994)	(15,953,935)
Net decrease in cash and cash equivalents	(100,152,905)	(432,973,992)	(397,520,564)
Cash and cash equivalents at beginning of the years	918,593,772	1,351,567,764	1,749,088,328
Cash and cash equivalents at the end of the years	818,440,867	918,593,772	1,351,567,764

Supplemental disclosure of cash flows information

Non-cash transaction:

Properties for sale received from premises and equipment	85,175,078	39,281,470	89,686,806
Interest amortisation from premium or discount	448,375,550	381,042,146	124,753,905
Accounts receivable from sale of investments	-	52,608,586	-

The Bank and Subsidiaries' Financial Ratios

	31-Dec-21	(Restated) 31-Dec-20	(Restated) 31-Dec-19
Net interest margin (%)	3.1	3.2	3.5
Return on equity (%)	5.8	3.1	5.3
Return on assets (%)	0.6	0.3	0.5
Cost to income ratio (%)	57.0	59.6	63.5
Loan to deposit ratio (Modified LDR) (%)	90.9	90.5	100.4
NPL ratio (%)	3.7	4.6	4.7
Capital adequacy ratio (%)	22.4	21.4	18.0
Tier 1 capital funds to risk-weight assets (%)	16.3	15.6	13.1

Attachment 1

Details of the Board of Directors, Executives, Controlling Persons, the Person Assigned to Take the Highest Responsibility in Accounting and Finance, and Company Secretary (As of 31 December 2021)

Dato' Robert Cheim Dau Meng

Aged 70 years

1.

Position

Chairman of the Board of Directors
Member and Alternate Chairman
of Nomination, Remuneration,
and Corporate Governance Committee

Date of appointment

5 November 2008

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Fellow of the Institute of Chartered Accountants in England and Wales
- Member of the Malaysian Institute of Accountants

Trainings

- PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd.
- JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia
- Risk Posture Session by CIMB Group Holdings Bhd
- The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd
- Sustainability Board Training 2021 by CIMB Group Holdings Bhd
- IT Security Awareness Session by CIMB Thai Bank PCL

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
1 Aug 2021 - Present	Advisor	CIMB Bank Bhd
2012 - Present	Trustee	Yu Cai Foundation

Work experience

Period	Position	Company / Organisation
Mar 2019 - 1 Jul 2021	Chairman	Malaysian Investment Banking Association
May 2019 - 1 Jul 2021	Director	Asian Banking School Sdn Bhd
Jul 2015 - 1 Jul 2021	Chairman	CIMB Investment Bank Bhd
Nov 2019 - 1 Jul 2020	Director	Pure Circle Limited
Nov 2015 - May 2018	Chairman	CIMB-Principal Asset Management Bhd
Aug 2015 - Dec 2018	Trustee	CIMB Foundation
2006 - Feb 2015	Non-executive Director	CIMB Group Holdings Bhd
2006 - Feb 2015	Advisor	CIMB Investment Bank Bhd
2005 - 2016	Chairman	Tanjong PCL
2005 - 2014	Director	CIMB Securities International Pte Ltd
1999 - 2006	Executive Director	CIMB Investment Bank Bhd
1993 - 1999	Chief Executive Officer	CIMB Investment Bank Bhd

Mr. Anon Sirisaengtaksin

Aged 69 years

2.

Position

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

Date of appointment

26 June 2020

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: 17,551 shares
- By his spouse and minor children: *None*

Education

- Honorary Doctor of Public Administration, Bangkok Thonburi University
- M.B.A., Thammasat University
- B.Sc. (Geology), Chulalongkorn University
- Capital Market Academy Leadership Programme, Class 1, Capital Market Academy
- Certificate in Project Investment Appraisal and Management and Certificate in Global Leadership, Harvard University, United States of America

Trainings

- Director Certification Programme (DCP), Class 73/2006, Thai Institute of Directors
- Director Accreditation Programme (DAP), Class 52/2006, Thai Institute of Directors
- JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia
- Risk Posture Session by CIMB Group Holdings Bhd
- Cyber Resilience by Bank of Thailand
- The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd
- Sustainability Board Training 2021 by CIMB Group Holdings Bhd
- IT Security Awareness Session by CIMB Thai Bank PCL

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
2020 - Present	Independent Director, Member of Audit Committee, and Member of Nomination and Remuneration Committee	Saha-Union PCL
2016 - Present	Director, and Member of Corporate Governance and Nomination Committee	Banpu PCL

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
2019 - Present	Chairman	Thai Eastern Group Holdings Co., Ltd.

Work experience

Period	Position	Company / Organisation
2012 - Oct 2021	Director	Emery Oleochemicals (M) Sdn Bhd
2012 - Oct 2021	Director	Emery Specialty Chemicals Sdn Bhd
2012 - 2 Sep 2020	Chairman	Vencorex Holding
2012 - 1 Sep 2020	Chairman	PTTGC International Private Limited

Work experience

Period	Position	Company / Organisation
2012 - 1 Sep 2020	Chairman	PTT International (Netherlands) B.V.
2014 - 1 Sep 2020	Chairman	PTTGC Innovation America Corporation
2014 - 2 Sep 2020	Chairman	NatureWorks LLC
2014 - 1 Sep 2020	Chairman	PTTGC International (USA) Inc
2007 - 2019	Council Member	King Mongkut's Institute of Technology Ladkrabang
2018 - 2019	Director, and Member of Risk Management Committee	PTT Global Chemical PCL
2014 - 2018	Director, and Chairman of Risk Management Committee	PTT Global Chemical PCL
2009 - 2017	Independent Director, Chairman of Audit Committee, and Chairman of Nomination and Remuneration Committee	Bangkok Commercial Asset Management PCL
2015 - 2017	Chairman of Bioeconomy	New S-Curve Committee under the Pracharat PPP Collaboration Project
2014 - 2015	Member of Science, Technology, Research, Innovation and Intellectual Property Commission, and Member of Energy Commission	The National Reform Council

Mrs. Oranuch Apisaksirikul

Aged 63 years

3.

Position

Independent Director
Chairperson of Audit Committee

Date of appointment

26 June 2019

Total shareholding in Bank

No. of shares held as of year-end 2021

- By herself: *None*
- By her spouse and minor children: *None*

Education

- Honorary of Doctor of Philosophy (Business Administration), Western University
 - Master of Business Administration (Finance), Thammasat University
 - Bachelor of Laws, Thammasat University
 - Bachelor of Accountancy (Accounting & Commerce), Thammasat University
-

Trainings

- Advanced Audit Committee Programme (AACP), Class 31/2018, Thai Institute of Directors
- Thai-Chinese Leadership Course, Class 1 by Huachiew Chalermprakiet University in association with Beijing University
- TLCA Leadership Development Programme (LDP), Class 5 by Thai Listed Companies Association in association with IMD Switzerland
- Intermediate Certificate Course - Good Governance for Medical Executives, Class 5 by King Prajadhipok's Institute and Medical Council of Thailand
- Certificate of Thailand Energy Academy, Class TEA 8 by Thailand Energy Academy
- Bhumipalung Phandin for Top Executives Programme, Class 2 by Chulalongkorn University
- Thammasat Leadership Programme, Class TLP 2 by Thammasat University
- Advanced Security Management Programme, Class ASMP 4 by Thailand National Defense College Association
- Thailand Insurance Leadership Programme, Class 2 by OIC Advanced Insurance Institute
- Top Executive Programme in Commerce and Trade, Class TEPCOT 5 by Commerce Academy, University of Thai Chamber of Commerce
- Anti-Corruption Training Programme for Executive, Class 2/2012, Thai Institute of Directors
- Certificate of Capital Market Academy Leadership Programme, Class 12 by Capital Market Academy
- Director Certification Programme, Class DCP 16/2002, Thai Institute of Directors
- Correspondent Banking Seminar by DB (Asia Pacific) Training Centre Pte Ltd
- PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd.
- JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia
- Risk Posture Session by CIMB Group Holdings Bhd
- Cyber Resilience by Bank of Thailand
- The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd
- Sustainability Board Training 2021 by CIMB Group Holdings Bhd
- IT Security Awareness Session by CIMB Thai Bank PCL

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
May 2021 - Present	Independent Director	Major Cineplex Group PCL
Mar 2021 - Present	Independent Director, Vice Chairperson of the Board of Directors, Chairperson of Audit Committee, and Member of Nomination and Remuneration Committee	Raimon Land PCL
2018 - Present	Independent Director, and Chairperson of Audit Committee	Amata VN PCL

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
May 2021 - Present	Member of Corporate Governance, Risk and Audit Steering Committee	Charoen Pokphand Group Co., Ltd.
Feb 2021 - Present	Independent Director, and Chairperson of Board of Directors	aCommerce Group Co., Ltd.
Apr 2020 - Present	Independent Director, Chairperson of Board of Directors and Chairperson of Audit Committee	Amata Township Long Thanh Join Stock Company
May 2020 - Present	Independent Director, Chairperson of Board of Directors and Chairperson of Audit Committee	Amata City Long Thanh Join Stock Company
2021 - Present	Director	Collective Action Coalition Against Corruption (CAC)
2018 - Present	Director	Chinese Study Strengthening Committee, Huachiew Chalermprakiet University
2017 - Present	Director	Center for Building Competitive Enterprises (CBCE)
2011 - Present	Director	TISCO Foundation for Charity

Work experience

Period	Position	Company / Organisation
2018 - 2021	<u>Independent Director and Chairperson of Audit Committee</u>	<u>Amata City Bien Hoa, Vietnam</u>
Apr 2020 - Sep 2020	<u>Independent Director</u>	<u>PMG Corporation Co., Ltd.</u>
2018 - 2021	<u>Independent Director</u>	<u>Ratchakarn Asset Management Co., Ltd.</u>
2018 - Aug 2019	<u>Non-executive Director, Chairperson of Audit Sub-Committee, Member of Audit Sub-Committee, Member of Corporate Governance and Thai Social Responsibility Sub-Committee</u>	<u>Stock Exchange of Thailand</u>
2015 - Apr 2021	<u>President</u>	<u>Thai Listed Companies Association (TLCA)</u>
2015 - Apr 2021	<u>Non-executive Director/ Vice Chairperson</u>	<u>Federation of Thai Capital Market Organizations (FETCO)</u>
2015 - 2019	<u>Honorable Chairperson of SHIFT Challenge Fund Investment Committee</u>	<u>United Nations Capital Development Fund (UNCDF)</u>
2017 - 2019	<u>Executive Director, and Chairperson of Executive Board</u>	<u>TISCO Financial Group PCL</u>
2010 - Apr 2019	<u>Executive Director, and Chairperson of Executive Board</u>	<u>TISCO Financial Group PCL</u>
2010 - 2016	<u>Executive Director, and Group Chief Executive</u>	<u>TISCO Financial Group PCL</u>
2009 - 2010	<u>Executive Director and President</u>	<u>TISCO Financial Group PCL</u>
2010 - 2019	<u>Executive Director and Chairperson of Executive Board</u>	<u>TISCO Bank PCL</u>
2014 - 2018	<u>Non-executive Director, Chairperson of Board of Directors, and Member of Audit Committee</u>	<u>TISCO Securities Co., Ltd.</u>
2014 - 2017	<u>Independent Director, Chairperson of Board of Directors and Member of Audit Committee</u>	<u>TISCO Asset Management Co., Ltd.</u>
2011 - 2017	<u>Director</u>	<u>TISCO Learning Center Co., Ltd.</u>

Mr. Chanmanu Sumawong

Aged 65 years

4.

Position

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

Date of appointment

20 April 2018

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Master of Comparative Law (A.P.), George Washington University, United States of America
- Master of Law, George Washington University, United States of America
- Thai Barrister of Law
- Bachelor of Law (2nd Class Honours), Thammasat University

Trainings

- Director Accreditation Programme (DAP), Class 104/2013, Thai Institute of Directors
- PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd.
- JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia
- Cyber Armor: Data-Driven Cybersecurity and Intelligence by Office of Securities and Exchange Commission
- Risk Posture Session by CIMB Group Holdings Bhd
- The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd
- Sustainability Board Training 2021 by CIMB Group Holdings Bhd
- IT Security Awareness Session by CIMB Thai Bank PCL

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
2019 - Present	Legal Head	<u>Pruksa Real Estate PCL</u>
May 2017 - Present	Independent Director, Member of Audit Committee, and Member of Nomination, Compensation and Corporate Governance Committee	<u>Finansa PCL</u>

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
May 2017 - Present	Independent Director, and Member of Audit Committee	<u>Finansa Securities Ltd.</u>

Work experience

Period	Position	Company / Organisation
Mar 2017 - Aug 2019	Chief Legal Officer	<u>Thonburi Healthcare Group PCL</u>
Nov 2011 - Dec 2016	Executive Vice President	<u>Siam Commercial Bank PCL</u>
Nov 2011 - Dec 2016	Director of Subsidiary	<u>Siam Commercial Bank PCL</u>
Apr 1996 - Nov 2011	Counsellor	<u>Hunton & Williams (Thailand) Ltd.</u>
Apr 1996 - Nov 2011	Partner	<u>Hunton & Williams (Thailand) Ltd.</u>
Apr 1989 - Apr 1996	Senior Associate	<u>International Legal Counsellors Thailand Ltd.</u>
Apr 1989 - Apr 1996	Partner	<u>International Legal Counsellors Thailand Ltd.</u>
Jun 1987 - Apr 1989	Secretary	<u>Central Labour Court</u>
Oct 1986 - Jun 1987	Judge	<u>Nakhonratchasima Provincial Court</u>
Oct 1985 - Oct 1986	Judge	<u>Nakhonratchasima Juvenile Court</u>
Oct 1984 - Oct 1985	Judge	<u>Surin District Court</u>
Oct 1982 - Oct 1984	Judge Trainee	<u>Court in BMA</u>

Dr. Rom Hiranpruk

Aged 67 years

5.

Position

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

Date of appointment

13 December 2018

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Ph.D. (Computer Science), University of Kansas, United States of America
- M.S. (Computer Science), University of Kansas, United States of America
- B.A. (Statistics), Macquarie University, Australia (Colombo Plan Scholarship)

Trainings

- IT Governance (ITG), invited as observer for Class 1/2016, Thai Institute of Directors
- Corporate Governance for Capital Market Intermediaries (CGI), Class 1/2015, Thai Institute of Directors
- Advanced Audit Committee Programme (AACP), Class 14/2014, Thai Institute of Directors
- Financial Institutions Governance Programme (FIGP), Class 6/2013, Thai Institute of Directors
- Director Certification Programme (DCP), Class 172/2013, (sponsored by Bank of Thailand), Thai Institute of Directors
- Risk Management Committee Programme (RCP), Class 1/2013
- Executive Grid Seminar (invitation only)
- The Four Roles of Leadership Programme, sponsored by National Science and Technology Development Agency (NSTDA)
- Capital Market Course, Class 1, Capital Market Academy, Stock Exchange of Thailand
- Visiting Scholar to Computing Laboratories of the University of North Carolina, Microelectronics Corporation of North Carolina (MCNC), and North Carolina Supercomputer Center (NCSC)

Trainings

- PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd.
- JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia
- Cyber Armor: Capital Market Board Awareness: Capital Market Threat Landscape by Office of Securities and Exchange Commission
- Cyber Armor: Data-Driven Cybersecurity and Intelligence by Office of Securities and Exchange Commission
- Risk Posture Session by CIMB Group Holdings Bhd
- The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd
- Sustainability Board Training 2021 by CIMB Group Holdings Bhd
- IT Security Awareness Session by CIMB Thai Bank PCL

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
2020 - Present	Director of Policy Board	National Cyber Security Agency, Ministry of Digital Economy and Society
2016 - Present	Independent Director, and Member of Audit Committee	Chic Republic Co., Ltd.
2021 - Present	Member of Content Screening Committee	Ministry of Digital Economy and Society

Work experience

Period	Position	Company / Organisation
2008 - Mar 2021	Co-Manager	Wor Tor Tor for Sangkom Co., Ltd.
2009 - 2020	Independent Director	TSFC Securities PCL
2017 - 2019	Director (Qualified)	Electronic Transactions Commission
2015 - 2019	Advisor to Foundation Chairman	Mae Fah Luang Foundation under Royal Patronage
2015 - 2018	Director (Qualified)	Office of Knowledge Management and Development (Public Organisation)
2012 - 2018	Director (IT expert)	Payment Systems Committee, Bank of Thailand
2015 - 2017	Director (Qualified)	Software Industry Promotion Agency (Public Organisation)
2014 - 2017	Director (Qualified)	Broadcasting and Telecommunications Research and Development Fund for the Public Interest
2010 - 2012	Director (Qualified)	Board of Special Case, Department of Special Investigation, Ministry of Justice

Mr. Niti Jungnitnirundr

Aged 63 years

6.

Position

Independent Director
Member of Audit Committee

Date of appointment

18 April 2019

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Master Degree in Accountancy, Chulalongkorn University
- Bachelor Degree in Accountancy, Chulalongkorn University
- Post-Graduate Diploma in Auditing, Chulalongkorn University
- Certified Public Accountant (Thailand)
- Auditor approved by Office of Securities and Exchange Commission
- Auditor approved by Office of Insurance Commission, Ministry of Commerce

Trainings

- Director Certification Programme (DCP), Class 300/2020, Thai Institute of Directors
- PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd.
- JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia
- Cyber Armor: Data-Driven Cybersecurity and Intelligence by Office of Securities and Exchange Commission
- Risk Posture Session by CIMB Group Holdings Bhd
- Cyber Resilience by Bank of Thailand
- The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd
- Sustainability Board Training 2021 by CIMB Group Holdings Bhd
- IT Security Awareness Session by CIMB Thai Bank PCL

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
30 Apr 2021 - Present	<u>Independent Director</u>	<u>Nova Empire PCL</u>
25 Mar 2021 - Present	<u>Independent Director</u>	<u>Stark Corporation PCL</u>

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
25 Mar 2021 - Present	<u>Independent Director</u>	<u>Phelps Dodge International (Thailand) Ltd.</u>
2019 - Present	<u>Member of Board of University Affairs of Navamindradhiraj University</u>	<u>Navamindradhiraj University</u>
2017 - Present	<u>Member of Sub-Committee of Thailand CPA Examination</u>	<u>Federation of Accounting Professions of Thailand</u>

Work experience

Period	Position	Company / Organisation
2017 - 2020	<u>Member of Dignitary Sub-Committee on Audit Test Performance</u>	<u>Federation of Accounting Professions of Thailand</u>
2006 - 2018	<u>Director of Auditing Office</u>	<u>Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.</u>
1996 - 2018	<u>Audit Partner</u>	<u>Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.</u>
1998 - 2017	<u>Member of Sub-Committee of Thailand CPA Examination</u>	<u>Board of Supervision of Auditing Practices (BSAP), Federation of Accounting Profession</u>
2008 - 2011	<u>Auditing Standard Advisor</u>	<u>Office of Securities and Exchange Commission</u>
2005 - 2011	<u>Member of Auditing Standard Committee</u>	<u>Federation of Accounting Professions of Thailand</u>
2001 - 2004	<u>Member of Committee of Career Development and Continuous Study</u>	<u>Institute of Certified Accountants and Auditors of Thailand</u>
2001 - 2003	<u>Member of Committee for Considering Auditors' Performance</u>	<u>Office of Securities and Exchange Commission</u>
2000 - 2001	<u>Member of Committee of Education</u>	<u>Office of Securities and Exchange Commission</u>

Mr. Natasak Rodjanapiches

Aged 59 years

7.

Position

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

Date of appointment

18 April 2019

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Master of Applied Science, University of Waterloo
- Bachelor of Science, McGill University

Trainings

- Director Certification Programme (DCP), Thai Institute of Directors
- Risk Management Programme for Corporate Leaders (RCL), Thai Institute of Directors
- PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd.
- JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia
- Risk Posture Session by CIMB Group Holdings Bhd
- The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd
- Sustainability Board Training 2021 by CIMB Group Holdings Bhd
- IT Security Awareness Session by CIMB Thai Bank PCL

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
25 Feb 2021 - Present	Director	<u>aCommerce Group Co., Ltd.</u>
2020 - Present	Director	<u>Things On Net Co., Ltd.</u>
Nov 2019 - Present	Director	<u>Urovo South East Asia Co., Ltd.</u>
2018 - Present	Advisor to Board of Directors	<u>Elernity (Thailand) Co., Ltd.</u>

Work experience

Period	Position	Company / Organisation
2021 - 27 Apr 2021	Director	<u>Digiwealth Co., Ltd.</u>
2019 - Sep 2019	Director	<u>KPMG Phoomchai Business Advisory Ltd.</u>
1997 - 2018	Managing Director	<u>Oracle Corporation (Thailand) Co., Ltd.</u>
1992 - 1997	Managing Director	<u>Tandem Computers International Incorporated</u>
1990 - 1997	Managing Consultant	<u>Price Waterhouse Co., Ltd.</u>
1988 - 1990	Manager	<u>Bell Canada Enterprises</u>

Mr. Hafriz Bin Abdul Rahman

Aged 37 years

8.

Position

Director
Member of Board Risk and Compliance Committee

Date of appointment

24 September 2020

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Bachelor of Commerce (Hons) in Accountancy, University of Otago
- Chartered Accountant, Chartered Accountants Australia and New Zealand

Trainings

- PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd.
- Sustainability Board Training 2021 by CIMB Group Holdings Bhd
- Financial Institutions Directors' Education (FIDE) Programme - Banking by Asia School of Business
- Corporate Governance Revisited: The Co-existence of Ethics & Law Sets You Free by Malaysian Alliance of Corporate Directors
- The Quiet Transformation on Corporate Governance by Institute of Corporate Directors Malaysia
- How To Be An Effective Nominee Director In A Disruptive World by Institute of Corporate Directors Malaysia
- Stakeholder Voice in the Boardroom by Institute of Corporate Directors Malaysia
- Rethinking Governance: The New Norm of Corporate Governance by Institute of Corporate Directors Malaysia
- Human Rights Risk Management and Implications for Financial Institutions by Institute of Corporate Directors Malaysia
- Advanced Strategy 101: Dealing with Strategy in Changing Times by Institute of Corporate Directors Malaysia
- IT Security Awareness Session 2021 by CIMB Thai Bank PCL

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
29 Oct 2021 - Present	Director	<u>Renggis Ventures Sdn Bhd</u>
29 Oct 2021 - Present	Director	<u>Pantai Melawi Ventures Sdn Bhd</u>
29 Oct 2021 - Present	Director	<u>Tanjung Pinang Investments Limited</u>
29 Oct 2021 - Present	Director	<u>Bukit Galla Investments Limited</u>
29 Oct 2021 - Present	Director	<u>Pulau Kendi Investments Limited</u>
May 2015 - Present	Vice President	<u>Khazanah Nasional Berhad, Malaysia</u>

Work experience

Period	Position	Company / Organisation
24 Jul 2019 - 25 Nov 2021	Director	Mount Terra Investments Limited
15 May 2019 - 10 Dec 2021	Director	Mount Gading Ventures Sdn Bhd
15 May 2019 - 26 Nov 2021	Director	Gunung Nuang Ventures Limited
15 May 2019 - 26 Nov 2021	Director	Pagon Hill Investments Limited
15 May 2019 - 25 Nov 2021	Director	Teluk Dalam Investments Limited
29 Oct 2021 - 16 Nov 2021	Director	Pulau Kaca Investments Limited
Nov 2012 - Oct 2014	Audit Manager	Ernst & Young, United States of America

Encik Omar Siddiq Bin Amin Noer Rashid

Aged 48 years

9.**Position**

Director (Authorised Signatory)
Member of Board Risk and Compliance Committee

Date of appointment

30 January 2019

Note: Encik Omar Siddiq Bin Amin Noer Rashid has resigned from his positions in the Board of Directors and Board Risk and Compliance Committee, with effect from 11 January 2022.

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Bachelor of Science (Economics), London School of Economics
 - Fellow Member of Institute of Chartered Accountants in England and Wales
-

Trainings

- CFA Charterholder As Awarded by CFA Institute
- PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd.
- JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia
- Risk Posture Session by CIMB Group Holdings Bhd
- The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd
- Sustainability Board Training 2021 by CIMB Group Holdings Bhd
- IT Security Awareness Session by CIMB Thai Bank PCL

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
1 Oct 2020 - Present	Head of Group Wholesale Banking	CIMB Group Holdings Bhd
Present	Deputy CEO, Malaysia	CIMB Bank Malaysia

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
20 Oct 2020 - Present	Director	CGS-CIMB Securities International Pte Ltd
20 Oct 2020 - Present	Director	CGS-CIMB Holdings Sdn Bhd

Work experience

Period	Position	Company / Organisation
2021 - 20 May 2021	Director	CIMB Cambodia
2018 - 30 Sep 2020	Group Chief Operating Officer	CIMB Group Holdings Bhd
2018 - 2018	Head of Group Wholesale Banking	RHB Group
2016 - 2018	Executive Director and Chief Financial Officer	Malaysia Airlines
2015 - 2015	Executive Director	Khazanah Nasional
2005 - 2015	Managing Director	CIMB Investment Bank

Dato' Abdul Rahman Ahmad

Aged 52 years

10.

Position

Director (Authorised Signatory)

Date of appointment

6 October 2020

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Master in Arts (MA) (Economics), Cambridge University
- Member of the Institute of Chartered Accountant England and Wales (ICAEW)

Trainings

- JCB Flagship Conference #Finance for Change by Bank Nigara Malaysia and Securities Commission Malaysia
- Risk Posture Session by CIMB Group Holdings Bhd
- The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd
- Sustainability Board Training 2021 by CIMB Group Holdings Bhd
- IT Security Awareness Session by CIMB Thai Bank PCL

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
Jun 2020 - Present	Group CEO and Executive Director	CIMB Group Holdings Bhd
Jun 2020 - Present	Group CEO and Executive Director	CIMB Bank Bhd

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
29 Apr 2021 - Present	Commissionaire	CIMB Niaga
1 Jan 2021 - Present	Panel Member	Malaysia National Trust Fund

Work experience

Period	Position	Company / Organisation
Nov 2019 - May 2020	Non-independent Director and Non-executive Chairman	Sime Darby Bhd
Jan 2017 - May 2020	Non-independent Director and Non-executive Chairman	Velesto Energy Bhd
Oct 2016 - Sep 2019	President & Group CEO	Permodalan Nasional Bhd
Sep 2009 - Feb 2016	CEO	Ekuiti Nasional Bhd
2001 - Aug 2009	Group CEO and Executive Director	Media Prima Bhd

Mr. Paul Wong Chee Kin

Aged 52 years

11.**Position**

Director (Authorised Signatory)

Date of appointment

8 February 2021

President and CEO

Acting Head of Wholesale Banking

Acting Head of Commercial Banking

Date of appointment: 1 February 2021

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Bachelor of Business (Major in Banking & Finance),
- Monash University, Melbourne, Australia

Trainings

- PDPA Awareness Training, arranged by CIMB Thai Bank PCL, and lectured by ACIS Professional Center Co., Ltd.
- JCB Flagship Conference #Finance for Change by Bank Negara Malaysia and Securities Commission Malaysia
- Risk Posture Session by CIMB Group Holdings Bhd
- The Cooler Earth Sustainability Summit 2021 by CIMB Group Holdings Bhd
- Sustainability Board Training 2021 by CIMB Group Holdings Bhd
- IT Security Awareness Session by CIMB Thai Bank PCL

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
1 Oct 2018 – Jan 2021	Group Chief	CIMB Bank Bhd
	Operations Officer	
May 2016 – 30 Sep 2018	Regional Head of Consumer Strategic Business Support	CIMB Bank Bhd
Apr 2015 – May 2016	Head of Regional Projects	CIMB Bank Bhd
Jul 2013 – Mar 2015	Head of Strategy, ASEAN Business Solutions & Projects	CIMB Bank Bhd
Sep 2012 – Jul 2013	Designate Head of Retail Banking	CIMB Bank Bhd/ Bank of Commerce, Philippines
Oct 2007 – Jun 2013	Senior Vice President, Head of Sales Management – Consumer Sales & Distribution	CIMB Bank Bhd
May 2007 – Oct 2007	Vice President, and Regional Sales Manager	Alliance Bank Bhd
Jul 2006 – May 2007	Senior Manager, Partnership Distribution, Bancassurance	Prudential Assurance Malaysia Bhd
Jul 2005 – Jul 2006	Head of Mobile Sales	OCBC, Malaysia
Apr 2003 – Jun 2005	Head of Sales Development and Coaching	OCBC, Malaysia
Jun 1999 – Apr 2003	Branch Manager	OCBC, Singapore
Apr 1996 – May 1999	Assistant Manager, Credit & Marketing Officer	OCBC, Singapore

Mr. Sutee Losoponkul

Aged 61 years

12.

Position

Advisor to President and CEO

Date of appointment

1 February 2021

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- MBA, National Institute of Development Administration
- B.Sc. (Industrial Engineering), Prince of Songkla University

Trainings

- National Defence College of Thailand
- Market Risk for Treasury Products
by New York Institute of Finance (Financial Times)
- Asset and Liability Management by Chase Manhattan Bank, Singapore
- Treasury Training Scheme by Institute of Banking and Finance (IBF), Singapore
 - Offshore Deposit Market
 - Foreign Exchange Arithmetic
 - Financial Future
 - Options
 - Citibank Bourse Game
- Corporate Governance for Capital Market Intermediaries, Class 5/2015
by Office of Securities and Exchange Commission
- Cyber Security Awareness 2020 by National Telecom PCL
- Director Certification Programme, Class 302/2021, Thai Institute of Directors

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
31 Jan 2020 - Present	Director	<u>Thai Financial Markets Committee,</u> <u>Bank of Thailand</u>

Work experience

Period	Position	Company / Organisation
16 Sep 2020 - 31 Jan 2021	Director	<u>CIMB Thai Bank PCL</u>
1 Sep 2020 - 31 Jan 2021	Acting President and CEO, Co-Head of <u>Wholesale Banking</u> and Acting Head of <u>Commercial Banking</u>	<u>CIMB Thai Bank PCL</u>
2014 - Oct 2020	Co-Head of Wholesale Banking and Head of <u>Treasury</u>	<u>CIMB Thai Bank PCL</u>
Mar 2011 - 18 Aug 2020	Director	<u>CGS-CIMB Securities (Thailand) Co., Ltd.</u>
23 Apr 2013 - May 2019	Director	<u>Thai Bond Market Association</u>

Mr. Arthit Masathirakul

Aged 55 years

13.

Position

Head of Risk Management

Date of appointment

1 January 2017

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Master of Business Administration, University of Colorado at Boulder, United States of America

Trainings

- Senior Credit Officer Workshop by Standard Chartered Bank, Thailand
- Assets Valuation by Standard Chartered Bank, Hong Kong
- Executive Programme by INSEAD, Fontainebleau, France
- Engaging & Managing People by Standard Chartered Bank, London
- Market Risks by Standard Chartered Bank, Hong Kong
- Credit Skills Assessment (OMEGA) by Standard Chartered Bank
- Corporate Finance by Deutsche Bank AG, Singapore
- Senior Credit Workshop (OMEGA) by CIMB Thai Bank PCL
- Data Governance by CIMB Thai Bank PCL
- Leading into the Future by CIMB Thai Bank PCL
- Onboarding Session for CIMB Leader by CIMB Thai Bank PCL

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
2005 - Present	Authorised Director	<u>Advance Business Management Corporation Co., Ltd.</u>

Work experience

Period	Position	Company / Organisation
Feb 2014 - Jul 2016	<u>Head of Risk</u>	<u>Deutsche Bank AG, Bangkok Branch</u>
Apr 2010 - Jan 2014	<u>Head of Loan Management</u>	<u>Hongkong and Shanghai Banking Corporation Limited (HSBC), Thailand</u>
2005 - 2008	<u>Advisor, Alternate Investment Group</u>	<u>Standard Chartered Bank, Hong Kong</u>
Jul 1994 - May 2005	<u>Executive Vice President, Group Special Assets Management</u>	<u>Standard Chartered Bank (Thai) PCL</u>

Ms. Siriporn Sanunpairaue

Aged 57 years

14.

Position

Head of Internal Audit

Date of appointment

22 February 2010

Total shareholding in Bank

No. of shares held as of year-end 2021

- By herself: *None*
- By her spouse and minor children: *None*

Education

- Master of Business Administration, Thammasat University
- Bachelor of Accounting, Thammasat University

Trainings

- CIMB-INSEAD Leadership Programme
- CIA Preparation by Institute of Internal Auditors of Thailand
- Certified Professional Internal Auditor (CPIA)
by Institute of Internal Auditors of Thailand
- Chief Audit Executive (CAE) Forum 2019
by Bank & Financial Institution Internal Audit Club
- Director Accreditation Programme (DAP),
Thai Institute of Directors
- Advanced Audit Committee Program (AACP),
Thai Institute of Directors

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2007 - 2008	Senior Vice President, Head of Internal Audit Department	Standard Chartered Bank (Thai) PCL
2006 - 2007	Senior Audit Manager, Group Internal Audit	Standard Chartered Bank
2006	Head of Compliance	Calyon Bank, Bangkok Branch
2003 - 2005	Head of ASEAN Hub Audit (Excluding Indonesia and Singapore)	Deutsche Bank, Bangkok Branch
1992 - 2005	Country Head of Audit - Thailand	Deutsche Bank, Bangkok Branch
1986 - 1992	Bank Examiner, Bank Supervision and Examination Department	Bank of Thailand

Mrs. Kanokpai Vongsatitporn

Aged 48 years

15.**Position**

Head of Human Resources

Date of appointment

30 December 2016

Total shareholding in Bank

No. of shares held as of year-end 2021

- By herself: *None*
- By her spouse and minor children: *None*

Education

- Master of Business Administration, Kasetsart University
- Bachelor of Business Administration (MIS/Finance), Thammasat University

Trainings

- CPP/Potentia, MBTI Certification Programme
- CPP/Potentia, MBTI Type and Coaching Programme

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2012 - 2014	Chief Human Resources Officer	FWD Life Insurance PCL
2011	Acting Head of Human Resources	Hongkong and Shanghai Banking Corporation
2005 - 2011	Vice President, Human Resources	Hongkong and Shanghai Banking Corporation

Mrs. Somchit Chuenchomchat

Aged 61 years

16.

Position

Head of Operations

Date of appointment

1 July 2021

Total shareholding in Bank

No. of shares held as of year-end 2021

- By herself: *None*
- By her spouse and minor children: *None*

Education

- Master of Business Administration, Assumption University
 - Bachelor of Laws, Ramkhamhaeng University
-

Trainings

- Leaders As Coach 2021 by CIMB Malaysia
- Leadership Dialogue: Banking by CIMB Thai Bank PCL
- Senior Leadership Workshop by CIMB Thai Bank PCL
- Risk Management: Interactive Workshop by CIMB Thai Bank PCL
- 6 Sigma Certified Green Belt by Citibank Thailand
- Strategic Leadership by Citibank Thailand
- Credit & Risk, Credit Score by Citibank Singapore
- Diners Club International Internship Programme, Chicago, United States of America

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
8 Mar 2020 - 30 Jun 2021	Executive Vice President, <u>Head of Operations</u>	<u>CIMB Thai Bank PCL</u>
1 Nov 2017 - 7 Mar 2020	Executive Vice President, <u>Head of Consumer Sales</u> <u>& Distribution</u>	<u>CIMB Thai Bank PCL</u>
1 Jul 2017 - 31 Oct 2017	Executive Vice President, <u>Head of Branch Management,</u> <u>and Head of Consumer</u> <u>Sales Management &</u> <u>Supports</u>	<u>CIMB Thai Bank PCL</u>
14 May 2016 - 31 Jun 2017	Executive Vice President, <u>Head of Retail Sales</u> <u>Management and Supports</u>	<u>CIMB Thai Bank PCL</u>

Mr. Jason Leong Kok Yew

Aged 50 years

17.

Position

Head of Finance

Date of appointment

30 December 2016

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Bachelor of Economics, Macquarie University, Australia

Trainings

- CIMB-INSEAD Leadership Programme, Cohort 8
- Strategic Financial Leadership Programme (SFLP) 2019 by Thai Listed Companies Association
- CFO Professional Development Programme (CFO CPD), Class 7/2021, Subject "Economic Update For CFO" by Thai Listed Companies Association
- CFO Professional Development Programme (CFO CPD), Class 8/2021, Subject "Robotic Process Automation (RPA) In Financial Processes" by Thai Listed Companies Association
- E-Learning: CFO Refresher Course by Stock Exchange of Thailand

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
2019 - Present	Director	Principal Asset Management Co., Ltd.
2021 - Present	Chairman	WorldLease Co., Ltd.

Work experience

Period	Position	Company / Organisation
2008 - 2016	Director, Group Finance	CIMB Bank
2005 - 2008	Accounting Department	Bangkok Bank PCL
2000 - 2005	Manager	PriceWaterhouseCoopers/IBM

Mr. Tan Keat Jin

Aged 47 years

18.**Position**

Head of Consumer Banking

Date of appointment

2 January 2020

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Master of Business Administration (Merit), University of Bath, United Kingdom
- Bachelor of Engineering (1st Class Honors), University College London, United Kingdom

Trainings

- CIMB-INSEAD Executive Development Programme, Cohort 4

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
Present	Director	CIMB Thai Auto Co., Ltd.
Present	Director	CT Coll Co., Ltd.

Work experience

Period	Position	Company / Organisation
2019 - 2020	Director	WorldLease Co., Ltd.
2016 - 2019	Head of Strategy	CIMB Thai Bank PCL
2013 - 2015	General Manager	CIMB Bank, London Branch
2011 - 2013	Portfolio Management Lead	Private Equity Portfolio Management (CIMB Group)

Mr. Prapas Thongsuk

Aged 58 years

19.

Position

Head of Corporate Communications

Date of appointment

1 April 2010

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Master of Business Administration, National Institute of Development Administration (NIDA)
 - Bachelor of Education, Chulalongkorn University
-

Trainings

- High-level Media Management Course in Broadcasting, Class 9/2019 by Isra Institute
- A Business Creativity (ABC), Class 8/2018 by Sripatum University
- National Defence College, Class 59 (2016-2017)
- “CIMB Leadership,” Cohort 3 by INSEAD University

Directorship and positions held in other companies/ organisations and work experience**Listed companies**

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2004 - 2010	Senior Vice President, Corporate Marketing	Krungthai Card PCL

Mr. Zethjak Leeyakars

Aged 52 years

20.**Position**

Head of Compliance

Date of appointment

24 February 2017

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Master of Arts in Economic Development and Policy Analysis, University of Nottingham, United Kingdom
- Master of Business Administration in Finance, University of Texas at San Antonio, United States of America
- Bachelor of Business Administration in General Management, Chulalongkorn University

Trainings

- Central Bank Course
- Bourse Game by Citibank
- Commercial Banking Course
- Risk Management in Financial Institutions
- Macroeconomic Management by SEACEN, Malaysia
- Anti-Corruption: The Practical Guide (ACPG), Class 25/2016, Thai Institute of Directors
- Company Secretary Programme, Class 70/2016, Thai Institute of Directors
- Director Certification Programme (DCP), Class 276/2019, Thai Institute of Directors

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
Present	Director	<u>Sathorn Asset Management Co., Ltd</u>

Work experience

Period	Position	Company / Organisation
Jul 2016 - Feb 2017	<u>Executive Vice President,</u> <u>Compliance</u>	<u>Bangkok Bank PCL</u>
Mar 2015 - Jun 2016	<u>Executive Vice President,</u> <u>Compliance & Procedure</u> <u>Sector</u>	<u>Krungthai Bank PCL</u>
Nov 2005 - Feb 2015	<u>Executive Director,</u> <u>Head of Compliance</u>	<u>JP Morgan Chase Bank</u>
Oct 2003 - Oct 2005	<u>Assistant Vice President,</u> <u>Compliance</u>	<u>Deutsche Bank</u>

Mr. Lim Yeong Thian

Aged 40 years

21.

Position

Head of Strategy and CEO's Office

Date of appointment

1 August 2019

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Bachelor of Arts in Computer Science and Economics of Cornell University, New York, United States of America

Trainings

- CIMB-INSEAD Leadership Programme, Cohort 7

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
2021- Present	Director	<u>WorldLease Co., Ltd.</u>

Work experience

Period	Position	Company / Organisation
2008 - 31 Jul 2019	Director, Corporate <u>Strategy and Planning</u>	<u>CIMB Bank Berhad</u>

Mr. Pao Chatakanonta

Aged 50 years

22.

Position

Head of Treasury & Markets

Date of appointment

29 July 2020

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Bachelor of Economics, University of Washington, United States of America

Trainings

- CIMB-INSEAD Leadership Programme
- IFRS9: Impact & Opportunities to Treasury Programme
- Code of Conduct for Treasury Programme

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
1 Jul 2017 - 28 Jul 2020	Senior Executive Vice President, Head of Deputy Treasurer	CIMB Thai Bank PCL
16 Nov 2015 - 30 Jun 2017	Senior Executive Vice President, Deputy Treasurer	CIMB Thai Bank PCL
15 May 2014 -15 Nov 2015	Senior Executive Vice President, Deputy Treasurer - Rates, Funding & Structuring	CIMB Thai Bank PCL
Nov 2012 - Apr 2014	Head of Fixed Income and Capital Markets (Treasurer)	Credit Agricole - CIB Bank, Bangkok
Aug 2002 - Dec 2009	Head of Rates for SE Asia	Standard Chartered Bank, Singapore
Sep 1993 - Jul 2002	Senior Trader, IRD	HSBC Thailand

Mr. Paisan Thumpothong

Aged 55 years

23.**Position**

Head of Transaction Banking

Date of appointment

1 May 2019

Position

Head of Technology and Data

Date of appointment

1 July 2021

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Bachelor of Science (B.Sc.) Chemical Engineering, Chulalongkorn University
- Master of Science (B.Sc.) Computer Science, Chulalongkorn University

Trainings

- Leader as a Coach
- Marketing in Action
- Practical Trade Finance
- Working Capital Solution
- Blue Ocean

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2014 - 2018	Head of Transaction <u>Banking</u>	<u>Thanachart Bank PCL</u>
2014 - 2014	Head of TB Product <u>and Channel Management</u>	<u>Siam Commercial Bank PCL</u>
2012 - 2013	Head of GTS Channel <u>Management</u>	<u>Siam Commercial Bank PCL</u>
2009 - 2012	Head of Business Channel <u>and Network Management</u>	<u>TMB Bank PCL</u>
1999 - 2009	Head of Solution Delivery	<u>Standard Chartered Bank (Thai) PCL</u>

Ms. Uthaiwan Sukphanpim

Aged 53 years

24.

Position

Head of Customer Experience Management

Date of appointment

1 August 2018

Total shareholding in Bank

No. of shares held as of year-end 2021

- By herself: *None*
- By her spouse and minor children: *None*

Education

- Master of Business Administration, Finance & International Business, Saint Louis University, Missouri, United States of America
- Bachelor of Business Administration, Accounting, Thammasat University

Trainings

- Situational Leadership Programme
- Coaching for Trusted Leader Programme
- Crisis Communication Framework Programme
- Kindness Service Recovery Programme

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2013 - 2018	Senior Vice President, Customer Advocacy & Service Quality	United Overseas Bank Thai PCL

Ms. Pajaree Thongvanit

Aged 41 years

25.

Position

Head of Legal

Date of appointment

1 May 2018

Total shareholding in Bank

No. of shares held as of year-end 2021

- By herself: *None*
- By her spouse and minor children: *None*

Education

- Master of Law (Merit), University of Warwick, United Kingdom
- Bachelor of Law (Honor), Chulalongkorn University

Trainings

- Women Leadership Course
by Standard Chartered Bank (Jakarta), Indonesia
- Effective Coaching Standard Chartered Bank
- Senior Lawyer Development Course
by Clifford Chance (Thailand) Limited

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2016 - 2018	Senior Vice President, Legal	CIMB Thai Bank PCL
2014 - 2016	Senior Vice President, Head of Legal - Wholesale Banking Legal	Standard Chartered Bank (Thai) PCL
2012 - 2014	Senior Vice President, Wholesale Banking Legal	Standard Chartered Bank (Thai) PCL
2009 - 2012	Vice President, Wholesale Banking Legal	Standard Chartered Bank (Thai) PCL
2007 - 2009	Senior Associate	Clifford Chance (Thailand) Limited

Ms. Waewalai Wattana

Aged 57 years

26.**Position**

Head of Financial Control

Date of appointment

17 September 2018

Total shareholding in Bank

No. of shares held as of year-end 2021

- By herself: *None*
- By her spouse and minor children: *None*

Education

- Master of Science in Accounting, Thammasat University
- B.B.A Accounting, Thammasat University

Trainings

- Financial Reporting Standards (TFRS9, TFRS16, etc.)
- Preparation to Deal with Personal Data Protection Act
- Climate Change and Financial Reporting

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2011 - 2018	Financial Control	TMB Bank PCL

Mrs. Patima Jumpasut

Aged 57 years

27.

Position

Company Secretary

Date of appointment

30 September 2019

Total shareholding in Bank

No. of shares held as of year-end 2021

- By herself: *None*
- By her spouse and minor children: *None*

Education

- BA in LL.B., Faculty of Law, Chulalongkorn University

Trainings

- Director Certificate Programme (DCP), Class 98/2551, Thai Institute of Directors
- Board Reporting Programme, Thai Institute of Directors
- Company Reporting Programme, Thai Institute of Directors
- Company Secretary Programme, Thai Institute of Directors
- Effective Minute Taking Programme, Thai Institute of Directors

Trainings

- Anti-Corruption Practical Guide (ACPG), Thai Institute of Directors
- Ultimate Leadership Series by UOB Thai PCL
- Personal Data Protection Act by CIMB Thai Bank PCL
- Preparation for IT Contingency Plan by CIMB Thai Bank PCL
- PDPA Awareness Training for Board of Directors and Managements by CIMB Thai Bank PCL
- Document Management by CIMB Thai Bank PCL
- The Customer Show: Smile with Voices by CIMB Thai Bank PCL
- Sustainability Training for Senior Management by CIMB Group Bhd
- Sustainable Business Growth with ESG (Part B: Elective Sustainability Training) by CIMB Thai Bank PCL

Directorship and positions held in other companies/organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
Oct 2018 - Sep 2019	Senior Vice President, Office of the President	Bangkok Bank PCL
Apr 2018 - Jul 2018	Senior Vice President II, Head of Corporate Secretariat, Secretary to Executive Committee, Secretary to Board of UOB (Thai), Secretary to Boards of UOB (Thai)'s Subsidiaries, and Secretary to Audit Committee	United Overseas Bank (Thai) PCL
Jan 2017 - Mar 2018	Senior Vice President I, Head of Corporate Secretariat, Secretary to Executive Committee, Secretary to Board of UOB (Thai), Secretary to Boards of UOB (Thai)'s Subsidiaries, and Assistant Secretary to Nomination and Compensation Committee	United Overseas Bank (Thai) PCL

Work experience

Period	Position	Company / Organisation
Apr 2015 - Dec 2016	Senior Vice President I, Head of Corporate Secretariat, Secretary to Executive Committee, Secretary to Board of UOB (Thai), and Secretary to Boards of UOB (Thai)'s Subsidiaries	United Overseas Bank (Thai) PCL
Jan 2013 - Mar 2015	Vice President II, Head of Corporate Secretariat, Secretary to Executive Committee, Secretary to Board of UOB (Thai), and Secretary to Boards of UOB (Thai)'s Subsidiaries	United Overseas Bank (Thai) PCL
Jan 2010 - Dec 2012	Vice President I, Head of Corporate Secretariat, Secretary to Executive Committee, Acting Secretary to Board of UOB (Thai), and Secretary to Boards of UOB (Thai)'s Subsidiaries	United Overseas Bank (Thai) PCL
Nov 2008 - Dec 2009	Vice President I, and Secretary to Executive Committee	United Overseas Bank (Thai) PCL
Feb 2007 - Oct 2008	Vice President I	United Overseas Bank (Thai) PCL

Notes

A	Chairman	B	Vice Chairman / Vice Chairperson	C	Independent Director
D	Director	E	Non-Executive Director	F	Executive Director
G	Advisor	H	Trustee	I	Chairperson of Audit Committee
J	Member of Audit Committee	K	Chairman of Nomination, Remuneration, and Corporate Governance Committee	L	Member and Alternate Chairman of Nomination, Remuneration, and Corporate Governance Committee
M	Member of Nomination, Remuneration, and Corporate Governance Committee	N	Member of Nomination and Remuneration Committee	O	Member of Corporate Governance and Nomination Committee
P	Member of Nomination and Remuneration Committee	Q	Member of Nomination, Compensation and Corporate Governance Committee	R	Member of Corporate Governance, Risk and Audit Steering Committee
S	Chairman of Board Risk and Compliance Committee	T	Member and Alternate Chairman of Board Risk and Compliance Committee and Compliance Committee	U	Member of Board Risk and Compliance Committee
V	Director of the Policy Board, National Cyber Security Agency	W	Member of Content Screening Committee	X	Member of Board of University Affairs of Navamindradhiraj University
Y	Member of Sub-Committee of Thailand CPA Examination	Z	Authorised Director	AA	Group CEO
AB	Commissionaire	AC	Panel Member	AD	Deputy CEO, Malaysia
AE	Head, Group Wholesale Banking	AF	President and CEO	AG	Legal Head
AH	Senior Executive Vice President	AI	Executive Vice President	AJ	Vice President

Subsidiaries

1.	CIMB Thai Auto Co., Ltd.	2.	WorldLease Co., Ltd.	3.	CT COLL Co., Ltd.
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Others / Related Companies

1.	CIMB Bank Bhd	2.	Yu Cai Foundation	3.	Saha-Union PCL
4.	Banpu PCL	5.	Thai Eastern Group Holdings Co., Ltd.	6.	Major Cineplex Group PCL
7.	Raimon Land PCL	8.	Amata VN PCL	9.	Charoen Pokphand Group Co., Ltd.
10.	aCommerce Group Co., Ltd.	11.	Amata Township Long Thanh Join Stock Company	12.	Amata City Long Thanh Join Stock Company
13.	Collective Action Coalition against Corruption (CAC)	14.	Chinese Study Strengthening Committee, Huachiew Chalermprakiet University	15.	Center for Building Competitive Enterprises (CBCE)
16.	TISCO Foundation for Charity	17.	Pruksa Real Estate PCL	18.	Finansa PCL
19.	National Cyber Security Agency, Ministry of Digital Economy and Society	20.	Chic Republic Co., Ltd.	21.	Ministry of Digital Economy and Society
22.	Nova Empire PCL	23.	Stark Corporation PCL	24.	Phelps Dodge International (Thailand) Ltd.
25.	Navamindradhiraj University	26.	Federation of Accounting Professions of Thailand	27.	aCommerce Group Co., Ltd.
28.	Urovo South East Asia Co., Ltd.	29.	Eternity (Thailand) Co., Ltd.	30.	CIMB Group Holding Bhd
31.	CIMB Bank Malaysia	32.	CGS-CIMB Securities International Pte Ltd	33.	CGS-CIMB Holdings Sdn Bhd
34.	Renggis Ventures Sdn Bhd	35.	Pantai Melawi Ventures Sdn Bhd	36.	Tanjung Pinang Investments Ltd.
37.	Bukit Galla Investments Ltd.	38.	Pulau Kendi Investments Ltd.	39.	Khazanah Nasional Bhd, Malaysia
40.	CIMB Group Holdings Bhd	41.	CIMB Bank Bhd	42.	CIMB Niaga
43.	Malaysia National Trust Fund	44.	Advance Business Management Corporation Co., Ltd.	45.	Principal Asset Management Co., Ltd.
46.	Sathorn Asset Management Co., Ltd.	47.	Finansa Securities Ltd.	48.	Things On Net Co., Ltd.

Attachment 3

Details of Internal Audit Head and Compliance Head

Ms. Siriporn Sanunpairaue

Aged 57 years

1.

Position

Head of Internal Audit

Date of appointment

22 February 2010

Total shareholding in Bank

No. of shares held as of year-end 2020

- By herself: *None*
- By her spouse and minor children: *None*

Education

- Master of Business Administration, Thammasat University
- Bachelor of Accounting, Thammasat University

Trainings

- CIMB-INSEAD Leadership Programme
- CIA Preparation by Institute of Internal Auditors of Thailand
- Certified Professional Internal Auditor (CPIA)
by Institute of Internal Auditors of Thailand
- Chief Audit Executive (CAE) Forum 2019
by Bank & Financial Institution Internal Audit Club
- Director Accreditation Programme (DAP),
Thai Institute of Directors
- Advanced Audit Committee Programme (AACP),
Thai Institute of Directors

Directorship and positions held in other companies/ organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
-	-	-

Work experience

Period	Position	Company / Organisation
2007 - 2008	Senior Vice President, Head of Internal Audit Department	Standard Chartered Bank (Thai) PCL
2006 - 2007	Senior Audit Manager, Group Internal Audit	Standard Chartered Bank
2006	Head of Compliance	Calyon Bank, Bangkok Branch
2003 - 2005	Head of ASEAN Hub Audit (Excluding Indonesia and Singapore)	Deutsche Bank, Bangkok Branch
1992 - 2005	Country Head of Audit - Thailand	Deutsche Bank, Bangkok Branch
1986 - 1992	Bank Examiner, Bank Supervision and Examination Department	Bank of Thailand

Mr. Zethjak Leeyakars

Aged 52 years

2.

Position

Head of Compliance

Date of appointment

24 February 2017

Total shareholding in Bank

No. of shares held as of year-end 2021

- By himself: *None*
- By his spouse and minor children: *None*

Education

- Master of Arts in Economic Development and Policy Analysis, University of Nottingham, United Kingdom
- Master of Business Administration in Finance, University of Texas at San Antonio, United States of America
- Bachelor of Business Administration in General Management, Chulalongkorn University

Trainings

- Central Bank Course
- Bourse Game by Citibank
- Commercial Banking Course
- Risk Management in Financial Institutions
- Macroeconomic Management by SEACEN, Malaysia
- Anti-Corruption: The Practical Guide (ACPG), Class 25/2016, Thai Institute of Directors
- Company Secretary Programme, Class 70/2016, Thai Institute of Directors
- Director Certification Programme (DCP), Class 276/2019, Thai Institute of Directors

Directorship and positions held in other companies/organisations and work experience

Listed companies

Period	Position	Company / Organisation
-	-	-

Non-listed companies and other companies and organisations

Period	Position	Company / Organisation
Present	Director	<u>Sathorn Asset Management Co., Ltd</u>

Work experience

Period	Position	Company / Organisation
Jul 2016 - Feb 2017	Executive Vice President, <u>Compliance</u>	<u>Bangkok Bank PCL</u>
Mar 2015 - Jun 2016	Executive Vice President, <u>Compliance & Procedure</u> <u>Sector</u>	<u>Krungthai Bank PCL</u>
Nov 2005 - Feb 2015	Executive Director, <u>Head of Compliance</u>	<u>JP Morgan Chase Bank</u>
Oct 2003 - Oct 2005	Assistant Vice President, <u>Compliance</u>	<u>Deutsche Bank</u>

Attachment 4

Assets for Business Undertaking and Details of Asset Valuation

1. Business Assets

The Bank has explained the main fixed assets, which the Bank and its subsidiaries used in the business are disclosed in the section Business Assets page 46 – 47

2. Details on Asset Valuation

-None-

Attachment 5

Policies and Guidelines for Corporate Governance and Business Ethics (Full Version)

Corporate Governance Policies and Guidelines

The Bank discloses the full version of corporate governance policies and guidelines on the Bank's website, www.cimbthai.com, under **Corporate Governance section**, or you can also view by scanning QR code.



Business Ethics

The Bank discloses the full version of Code of Ethics and Conduct on the Bank's website, www.cimbthai.com, under **Corporate Governance section**, or you can also view by scanning QR code.



Attachment 6

Reports of Board Committees

Audit Committee Report

The Audit Committee of CIMB Thai Bank Public Company Limited (the Bank) is composed of four independent directors. The members of the Audit Committee are:

- | | | |
|----|----------------------------|-------------|
| 1. | Mrs. Oranuch Apisaksirikul | Chairperson |
| 2. | Mr. Chanmanu Sumawong | Member |
| 3. | Dr. Rom Hiranpruk | Member |
| 4. | Mr. Niti Jungnitnirundr | Member |

The Audit Committee has performed duties in accordance with the scope of responsibilities defined in the Audit Committee Charter and specific responsibilities delegated by the Board of Directors. The Audit Committee supported the Bank' s good corporate governance in accountability, transparency, fairness, integrity and check and balance, which reserved the best interests of stakeholders. In 2021, the Audit Committee held a total of 15 meetings with senior management, heads of concerned business units, internal auditors and the external auditor. The result of each meeting has been reported to the Board of Directors. Significant actions taken by the Audit Committee can be summarised as follows:

Financial Statements

Reviewed quarterly, semi-annual and annual financial statements of the Bank as well as consolidated financial statements of the Bank and its subsidiaries by holding meetings with the external auditor and Head of Finance to consider the completeness and accuracy of the financial statements and disclosure of information in the notes to financial statements in compliance with financial reporting standards and generally accepted accounting principles as well as the requirements of laws and regulations relevant to the Bank and its subsidiaries.

Internal Control System

Reviewed the adequacy of the internal control system including control over Information Technology system and cyber resilience based on the internal audit reports of Corporate Assurance, external audit report, IT external expert reports, and the result of examination of the regulators who oversee the Bank and its subsidiaries to ensure the internal control system and financial reporting are effective. The Audit Committee reviewed and monitored the Bank's rectification of the audit issues to ensure appropriate corrective actions had been taken in a timely manner. In addition, the Audit Committee has also recommended the Bank to establish and/or enhance certain policies and procedures to strengthen the internal control system.

Risk Management System

Reviewed the effectiveness of the enterprise wide risk management process and system in collaboration with Head of Risk Management based on risk management reports and guidelines for managing respective types of risks and incidents to ensure the appropriateness of the risk management system.

Regulatory Compliance

Reviewed the effectiveness of compliance with applicable laws and regulations, as well as monitored to ensure the necessary remedial actions of regulatory audit issues had timely been taken by senior management.

External Auditor

Reviewed and assessed the independence, professional qualification and performance of the external auditor as well as the overall scope of audit of semi-annual and annual financial statements and review of interim financial statements. Considered the selection of the external auditor and determination of the audit fee for proposal to the Board of Directors for further recommendation to the shareholders for approval.

Related Party and Other Related Company Transactions

Reviewed and assessed related party and other related company transactions or transactions that may cause conflict of interest prior to the Board of Directors' approval.

Overseeing Internal Audit

Reviewed and approved the Internal Audit Charter and Policy, audit risk assessment framework for annual audit planning and annual audit plan. On a monthly basis, the Audit Committee reviewed the internal audit result, provided recommendations and followed up the corrective actions.

In accordance with the roles and responsibilities above, the Audit Committee is of the opinion that the financial statements and disclosure of information of the Bank and its subsidiaries are presented fairly in all material aspects and in accordance with financial reporting standards and the generally accepted accounting principles. The overall internal control systems, risk management, procedures to ensure compliance with applicable laws and regulations, and independent internal audit systems conducted in accordance with internal audit standards are adequate to support the current business of the Bank.



(Mrs. Oranuch Apisaksirikul)
Audit Committee Chairperson

Nomination, Remuneration, and Corporate Governance Committee Report

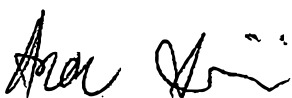
To be in line with the roles and responsibilities of the Nomination, Remuneration, and Corporate Governance Committee (NRCC), in 2021, the NRCC continued performance of duty in ensuring that the Bank considered and nominated qualified candidates for the positions of directors and senior executives of the Bank. We also oversaw and considered determination of appropriate remuneration and benefits for the directors and senior executives that are commensurate with their duties and responsibilities, as well as the succession plan of the Bank's senior executives.

In addition, the NRCC considered the Bank's Corporate Governance (CG) Policy, and the implementation in alignment with the best practices on CG matters, such as CG assessment and assessment of the arrangement of the Annual General Meeting of Shareholders in 2021.

The NRCC's duties and responsibilities covers three main areas: 1) nomination, 2) remuneration, and 3) corporate governance, as can be summarised below:

1. To nominate qualified candidates for the positions of directors and senior executives for approval by the Board of Directors and accordingly by the Bank of Thailand.
2. To oversee the management succession plan and performance evaluation of senior executives.
3. To recommend to the Board of Directors to approve the remuneration frameworks for directors and senior executives.
4. To deliberate and approve the individual remuneration packages for senior executives including performance bonuses, incentive arrangement and any compensation payment, in accordance with the Remuneration Policy as well as relevant legislation and regulatory requirements.
5. To oversee and approve the remuneration framework, structures and practices for the Bank's employees.
6. To endorse the appointment of the Bank subsidiaries' directors and senior executives to the Board of Directors for concurrence.
7. To consider the Corporate Governance (CG) Policy and the Code of Conduct for the Bank's directors and employees and ensure consistency with the corporate governance criteria of relevant regulatory authorities prior to submission to the Board of Directors for approval.
8. To consider and submit the corporate governance guidelines for relevant work units for the Board of Directors' approval and further enhancement of good corporate governance across the Bank.
9. To oversee adjustment of the Bank's overall employee benefits.

The NRCC is of the opinion that the remuneration for directors and senior executives in 2021 was in line with their duties and responsibilities, the individuals' performance, the overall economic situation, and the operational performance of the Bank.



(Mr. Anon Sirisaengtaksin)
Chairman of the Nomination, Remuneration, and Corporate Governance Committee

Board Risk and Compliance Committee Report

The Board Risk and Compliance Committee (BRCC) of CIMB Thai Bank Public Company Limited is composed of five members, three of whom (including the BRCC Chairman) are independent directors and two are non-executive directors.

Key responsibilities of the BRCC as delegated by the Board of Directors include the oversight of all risks and compliance undertaken by the Bank and its financial business group, details of which are set forth in the BRCC's Terms of Reference.

In 2021, the BRCC held 12 monthly meetings and one special meeting regarding regulatory compliance to oversee and monitor the risk management and compliance activities of the Bank. All meeting results were then reported to the Board of Directors for acknowledgement. The activities undertaken by the BRCC can be summarised as follows:

1. Appointed new members and changed members in various risk committees in charge of the oversight of the overall risk management of the Bank.
2. Concurred on or approved new/changes in and review of risk policies/frameworks and risk appetite to ensure efficiency in the overall risk management in response to the increasing risk complexity.
3. Approved risk limits and Management Action Trigger (MAT) for Group of Borrowers and Group Credit Limit Cap across CIMB Group (GCL Cap).
4. Oversaw the entire risk and capital management functions of the Bank to ensure efficiency and compliance with related risk frameworks, policies and strategies, in such operation as:
 - Scenarios and macroeconomic assumptions for stress testing and idiosyncratic stress test scenario
 - Rating override for obligors impacted by COVID-19
 - Annual validation report of various risk rating models
 - Review and revision of the Delegation of Authority (DA) for 2021
 - Non-retail NPL sale process and execution
 - New Third Party Guideline
5. Approved annual compliance report to be submitted to regulators, which covers duties and responsibilities of Compliance Unit, result of compliance programme for 2020, remedial action according to regulators' observations and instructions, compliance programme for 2021, and compliance guidelines of subsidiaries in the Bank's financial business group, in which the Bank has more than 50% direct shareholding and conducting financing business.
6. Concurred on or approved the review of policies and procedures under Compliance, comprising Compliance Policy and Procedure, Market Conduct Policy, Conflict Management and Chinese Wall Policy, and Personal Account Dealing Policy.
7. Approved scenarios and parameters set for suspicious transactions monitoring on 1AML system.

8. Acknowledged and advised on significant regulatory rules and regulations and the Bank's responses to such regulations, such as National Digital ID roadmap, compliance with Personal Data Protection Act, IBOR transition plan, operation of AML projects, and compliance culture strengthening plan for subsidiaries.
9. Acknowledged and advised on the results of compliance review of internal business units and branches, thematic review of IT hubbing projects, Thai Baht Interest Rate Fixing (THBFI), and management of the Bank of Thailand's DMS project.
10. Acknowledged reports and monitored oversight functions related to both risk management and compliance, such as:
 - Monthly update on risk management, asset quality, risk appetite dashboard, NPL status, IT dashboard and regulatory compliance
 - Quarterly update on investments in multiple portfolios and credit review progress
 - Quarterly report on the remedial actions to the Bank of Thailand's observations in 2020
 - Report on non-compliance incidents together with the root cause analysis and the remedial action to prevent repeated issues

The BRCC is of the opinion that the Bank's risk management and compliance is carried out efficiently and effectively and in conformity with its enterprise wide risk management framework.



(Dr. Rom Hiranpruk)
Chairman of the Board Risk and Compliance Committee

Attachment 7

Terms of Reference of Board Committees

Terms of Reference of Audit Committee (Referred to the Bank's Order as of 1 June 2020)

The Board of Directors' meeting no. 5/2020, dated 22 May 2020, approved the revision of Corporate Assurance Policy, Order No. 57/2019 Re: Appointment of Audit Committee is hereby canceled and replaced with this Order, the details of which are as follows:

1. Audit Committee shall consist of:

1.1	Mrs. Oranuch Apisaksirikul	Chairperson
1.2	Mr. Chanmanu Sumawong	Member
1.3	Dr. Rom Hiranpruk	Member
1.4	Mr. Niti Jungnitnirundr	Member
1.5	Ms. Siriporn Sanunpairaue	Secretary

2. Powers, Duties and Responsibilities

- 2.1 Assist the Board of Directors in reviewing the effectiveness of internal controls, risk management processes, accounting, reporting practices and corporate governance taking into account the requirements of relevant Bank of Thailand (BOT) guidelines, the listing requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), Bank of Lao (BOL) guidelines and other relevant guidelines issued by the regulators.
- 2.2 Consider and approve the appointment, transfer, remuneration, performance evaluation and dismissal of Head of Internal Audit.
- 2.3 Review the effectiveness of Corporate Assurance Function.
- 2.4 Consider and review the qualifications, independence, effectiveness and remuneration of external auditor, and recommend the appointment, termination and audit fee to the Board of Directors and shareholders.
- 2.5 Review the significant findings of investigations, audits, internal controls and compliance issues identified by internal auditors, external auditors and regulators to ensure that appropriate and prompt remedial actions are taken by management appropriately and timely.
- 2.6 Review the correctness and adequacy of financial statements for submission to the Board of CIMB Thai Group, Bank of Thailand, the Stock Exchange of Thailand and other regulators in relation to the bank business.
- 2.7 Review every related party transaction, or transaction with potential conflict of interest submitted by management prior to submission for the Board of Directors' approval.

- 2.8 Report to the Board of Directors any corrective action or improvement should the Audit Committee has concerns over conflict of interest activities, fraud, irregularities, significant internal control weakness, or violation to the relevant regulations.
- 2.9 Report all activities of the Audit Committee in the Bank' s annual report, which contains required information as stipulated in the SET regulations and must be signed by the Audit Committee chairperson.
- 2.10 Approve Corporate Assurance Charter and concur Corporate Assurance Policy prior to submission for Board of Directors' approval.
- 2.11 Perform any other assignments delegated to it by the Board of Directors in line with the Audit Committee Charter.

Scope: CIMB THAI Bank Group-wide

3. Quorum

- 3.1 The Audit Committee shall hold a meeting on a monthly basis or as and when required.
- 3.2 Each meeting shall consist of at least two-thirds of the total members to constitute a quorum.
- 3.3 The participation of members in a meeting of Audit Committee may be either in person or via tele-presence or tele-conference.
- 3.4 All resolutions must be passed by the affirmative vote of a majority of the members in attendance.
- 3.5 The resolution can be made in the form of circulation only in case of urgency and necessity. The resolution by circulation shall be passed by the affirmative vote of the majority members. Any resolution passed by circulation shall be tabled to the next Audit Committee Meeting for certification.

**Terms of Reference of Nomination, Remuneration
and Corporate Governance Committee
(Referred to the Bank's Order as of 1 July 2021)**

The Board of Directors' meeting no. 6/2021, held on 25 June 2021 approved to revise the Terms of Reference of the Nomination, Remuneration and Corporate Governance Committee. The Order no. 57/2020 Re: Appointment of the Nomination, Remuneration and Corporate Governance Committee shall, therefore, be rescinded and superseded by this Order, the details of which are as follows:

1. Objective

The objective of the Nomination, Remuneration and Corporate Governance Committee (the Committee or NRCC) is to oversee and assist the Board of Directors (the Board) of the Bank in regard to the matters of Nomination and Remuneration of the Bank's Directors, senior management and its staff, and the Corporate Governance of the Bank, within the scope of the functions and roles stated herein.

2. Function / Role

2.1 Nomination:

- To formulate policies, criteria, and methods of nominating candidates as the Bank's directors or persons with management power (EVP – U2 upwards) for further proposal to the Board for consideration and approval, and to submit such policies, criteria and methods to the Bank of Thailand upon its request.
- To select and nominate names of qualified candidates for the following positions to the Board of Directors for approval:
 - a) Member of the Board of Directors,
 - b) Member of the Board of Directors appointed to sit at any board committee, and
 - c) EVP – U2 upwards
- To ensure that the size and composition of the Board of Directors is appropriate for the organization and the dynamic business environment. Board members shall possess appropriate expertise and experience.
- To disclose the nomination policy and process in the Bank's annual report.
- To consider the appointment and appropriate remuneration of the Bank subsidiaries' directors and recommend to the Board of the subsidiaries for approval.

Note:

The Committee is guided by the following quantitative and qualitative criteria when assessing the suitability of Directors for nomination:

- 1) appropriate size and balance between Independent Directors, Non-Independent, Non-Executive Directors and Executive Directors;
- 2) skills, background and experience;
- 3) diversity, including but not limited to gender, nationality, cultural background and geographical provenance;
- 4) commitment to sustainability; and
- 5) any other criteria that the NRCC may deem fit.

2.2 Remuneration:

- To develop the policies on remuneration and other benefits payment, as well as remunerations and benefits for directors and persons with management power (EVP – U2 upwards) under clear, transparent criteria for proposal to the Board of Directors for consideration and approval, and to submit such policies to the Bank of Thailand upon its request. (Policies on remunerations, benefits and welfares shall cover every aspect of remunerations, including director fees, salaries, allowances, bonuses, as well as relevant options and benefits.)
- To ensure that the directors and persons with management power (EVP – U2 upwards)'s remunerations are commensurate with their duties and responsibilities. Board members who take extra assignments should receive remunerations commensurate with their designated duties and responsibilities.
- To determine performance assessment criteria for the Board members and persons with management power (EVP – U2 upwards) for use in annual remuneration review, taking into account their responsibilities and relevant risks, as well as increase of shareholders' equity in a long run.
- To disclose the policy on remuneration determination and remunerations in various forms, and to prepare a report on remuneration determination that at least covers the objectives, activities and opinions of the Nomination, Remuneration and Corporate Governance Committee in the Bank's annual report.
- To review the remuneration and compensation schemes for CIMB Thai employees in line with the industry practices and remuneration framework of the CIMB Group.
- To recommend the annual salary adjustments and bonuses framework for CIMB Thai Group to the Board of Directors for approval.
- To approve any staff benefits matter in the amount up to THB 50 million.

2.3 Corporate Governance:

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

2.4 The Board may assign any additional assignment to the Nomination, Remuneration and Corporate Governance Committee for consideration and approval.**3. Scope**

CIMB Thai Group

4. Reporting Relationship

This Committee is a delegated committee of the Board of Directors of the Bank.

5. Composition

5.1	Mr. Anon Sirisaengtaksin	Chairman
5.2	Dato' Robert Cheim Dau Meng	Member and Alternate Chairman
5.3	Mr. Chanmanu Sumawong	Member

By invitation

CIMB Group advisor(s) as approved by the Board of Directors.

Secretary:

Head of Human Resources	Secretary
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6. Quorum and Voting

- 6.1 Each meeting shall consist of at least one-half of total members present at the meeting to constitute a quorum, provided that the Chairman or Alternate Chairman shall attend the meeting.
- 6.2 All resolutions shall be passed by the affirmative vote of a majority of the members. In case of a tie vote, a chairman of the meeting shall cast a deciding vote.
- 6.3 The resolution can be made in the form of circulation only on the condition of urgency and necessity and that having no such resolution may cause the damage to the Bank. The circulation resolution shall be passed by the affirmative vote of majority of the members and the Chairman or Alternate Chairman shall vote in favor of such resolution.
- 6.4 Any agenda which has been passed by the circulation resolution shall be tabled to the next meeting for certification.

7. Frequency of Meeting and Manner of Meeting

- 7.1 The NRCC shall hold a meeting at least once every quarter or when necessary.
- 7.2 The Chairman shall act as a chairman of the meeting. In the event that the Chairman is absent or unable to perform the duty at any NRCC meeting, the Alternate Chairman shall preside over such meeting as a chairman of the meeting.
- 7.3 The meeting can be held through electronic media in accordance with the criteria set forth above.

The Terms of Reference of the Committee shall be reviewed once a year or when necessary.

Terms of Reference of Board Risk and Compliance Committee **(Referred to the Bank's Order as of 25 March 2021)**

The Board of Directors at its meeting No. 3/2021 dated 25 March 2021 approved to revise the Terms of Reference of the Board Risk and Compliance Committee. Therefore, the Order No. 66/2020 shall be repealed and replaced by this Order, details of which are as follows:

1. Objective

The Objective of the Board Risk and Compliance Committee (BRCC) is to assist the Board of Directors (BOD) in its oversight of all risks under taken by CIMB Thai Bank and CIMB Thai Financial Group.

2. Function / Role

2.1 Oversight on Risk Management

- 2.1.1 To approve the appointment of risk committees and the appointment of new members and changes of members as well as powers, duties and responsibilities of the following risk committees:
- (1) Risk Management Committee (RMC)
 - (2) Asset and Liability Management Committee (ALCO)
 - (3) Thailand Underwriting Committee (TUC)
 - (4) Credit Committee (CC)
 - (5) Asset Quality Committee (AQC)
 - (6) Any other risk committees appointed to be reported directly to BRCC
- 2.1.2 To concur or approve risk frameworks, policies, limits and MAT (e.g. Market Risk, Credit Risk, Operational Risk, Strategic Risk, etc.) of CIMB Thai and its Financial Group, as follows:

Frameworks/Policies/Limits and MATs of CIMB Thai

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

Frameworks/Policies/Limits and MAT of Financial Group

- (1) To concur on new (only required for Financial Group) or changes resulted in material increase in risk to the existing risk frameworks/policies prior to submission to the respective Board of Directors of the companies within the Financial Group for approval.
 - (2) To concur on all risk limits and MATs prior to submission to the respective Board of Directors of the companies within the Financial Group for approval.
- 2.1.3 To oversee the entire risk and capital management functions of CIMB Thai and its Financial Group including but not limited to the following:
- (1) To ensure capital management frameworks, policies and strategies and its related frameworks, policies and strategies operate effectively and being complied with.
 - (2) To review and approve the Stress Testing Scenario and Risk Posture.

- 2.1.4 To review and concur or approve proposals recommended by risk committees including but not limited to the following:
- (1) New 3rd party of CIMB Thai and its Financial Group
Approve the new 3rd party(ies) of CIMB Thai (excluding CIMB Principal and CIMB Thai's subsidiaries) before selling their products or to concur on the new 3rd party(ies) of Financial Group prior to submission to the respective Board of Directors of the companies within the Financial Group for approval.
 - (2) TFRS9/IFRS9 Financial Reporting Standard
Approve TFRS9/IFRS9 Expected Credit Loss models, validation results and related Framework(s)/Policy(ies)/Methodology(ies).
- 2.1.5 To provide strategic guidance and review decisions made by the various risk committees.
- 2.1.6 To ensure that infrastructure, resources, systems including risk measurement tools and other capabilities of CIMB Thai and its Financial Group are in place for risk management in order to maintain a satisfactory level of risk management and discipline and the risk awareness culture is pervasive throughout the organization.
- 2.1.7 To appoint external consultants, from time to time, to review and advise BRCC on risk management matters.
- 2.1.8 To approve and ensure the following are in line with regulatory requirements:
- (1) Risk-related disclosures; and
 - (2) Internal control over process of risk-related disclosures.

2.2 Oversight on Compliance

- 2.2.1 To provide oversight and advice to BOD and the Management in respect of the management of compliance risk.
- 2.2.2 To review and assess compliance and AML/CFT risk issues and ensure such issues are resolved effectively and expeditiously.
- 2.2.3 To review the findings of major investigations, routine audit findings, internal controls and compliance issues identified by internal, external and regulators and to ensure that appropriate and prompt remedial actions are taken by management.
- 2.2.4 To approve in accordance with the following:
- (1) Compliance and AML/CFT framework/policies/procedures manual/code of conduct, etc., including to revise and conduct annual reviews to those compliance and AML/CFT risk framework/policies/procedures manual/code of conduct.
 - (2) Annual Compliance Report for reporting to any relevant Regulators
 - (3) Compliance Unit Charter
 - (4) Compliance Strategy Plan
- 2.2.5 To evaluate the effectiveness of the Bank's overall management of compliance and AML/CFT risk. To accord high attention and strengthen compliance functions, resources and infrastructure.
- 2.2.6 To review Compliance and Anti-Money Laundering and Counter Financing Terrorism (AML/CFT) Strategy.
- 2.2.7 To determine AML/CFT Risk Appetite which includes sanctions risks by defining the terms and the risks that are acceptable. The AML/CFT Risk Appetite should be developed by considering the risks around Customers, Products, Channels and Geographies, as well as the types of businesses.

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

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

3. Scope

The scope of BRCC covers CIMB Thai Financial Group (where appropriate).

4. Reporting Relationship

- This Committee is a delegated committee of BOD.
- This Committee is the parent committee with authority over the following sub-committees:
 - Risk Management Committee (RMC)
 - Asset and Liability Management Committee (ALCO)
 - Thailand Underwriting Committee (TUC)
 - Credit Committee (CC)
 - Asset Quality Committee (AQC)
 - Any risk committees appointed to be reported directly to BRCC

5. Composition

1. Dr. Rom Hiranpruk	Chairman
2. Mr. Natasak Rodjanapiches	Member and Alternate Chairman
3. Encik Omar Siddiq Bin Amin Noer Rashid*	Member
4. Mr. Anon Sirisaengtaksin	Member
5. Mr. Hafriz Bin Abdul Rahman	Member

*Encik Omar Siddiq Bin Amin Noer Rashid has resigned from his position as Director. The resignation is effective from 11 January 2022 onwards.

By Invitation*:

1. President and Chief Executive Officer of CIMB Thai Bank	Permanent Invitee
2. Group Chief Risk Officer, Group Risk Division, CIMB Group	Permanent Invitee

Secretaries*:

1. Head of Risk Management	Secretary for Risk Management Function
2. Head of Compliance	Secretary for Compliance Function

Note: *All positions of the Permanent Invitees and Secretaries of the Committee stated above shall include an Acting and Co-Head position.

6. Quorum and Voting

- Each meeting shall consist of at least one-half (1/2) of the total members at the meeting including Chairman or Alternate Chairman.
- All resolutions shall be passed by the affirmative vote of the majority members in attendance.
- Equal votes shall mean "Reject".

7. Frequency of Meeting and Manner of Meeting

- BRCC shall hold a meeting on monthly basis or as and when required. For exceptional cases only, if a meeting cannot be held in any month, Secretaries to BRCC shall report to BOD at the next meeting in the following month for acknowledgement.
- The meeting can be held through electronic media in accordance with the criteria set forth above.
- Resolutions can be made in the form of circulation only in case of urgency and necessity.
- The resolution can be made in the form of circulation only in case of urgency and necessity. The resolution by circulation shall be passed by the affirmative vote of the majority members and the Chairman or Alternate Chairman shall vote in favor of such resolution.

Any resolution passed by circulation shall be tabled to the next BRCC meeting for certification and the Secretary of BRCC shall report to BOD in the quarterly progress report of BRCC for acknowledgement.

8. Report on Activities

BRCC shall report its activities to BOD on a quarterly basis.

The Terms of Reference shall be reviewed at least once every two (2) years or when necessary to ensure its on-going relevancy and effectiveness.

Terms of Reference of Management Committee **(Referred to the Bank's Order as of 27 August 2021)**

The Board of Directors' meeting No. 8/ 2021, dated 27 August 2021, approved the revision of the Terms of Reference of the Management Committee (MC). To reflect such change, it is thus deemed appropriate to cancel the Bank's Order No. 33/2021 Re: Terms of Reference of Management Committee and replace it with this Order, with details as follows:

1. Objective

The objective of the MC is to assist the Board of Directors (the Board) as well as the President and CEO of the Bank in regards to the operations of the Bank, within the scope of the functions and roles stated herein.

2. Function / Role

- 2.1 Advise the President and CEO.
- 2.2 Monitor and evaluate performance of each business division.
- 2.3 Review financial and other management reports of the Bank.
- 2.4 Devise strategy, business and capital management plans and budgets for the Bank.
- 2.5 Identify cross-divisional and cross-border synergies.
- 2.6 Deliberate key regulatory issues.
- 2.7 Approve delegated authorities on internal operations of non-risk related business unit.
- 2.8 Approve, revise and conduct annual reviews of the Bank's internal policies related to administration/operation/others, which are not required by regulatory bodies to obtain the Board of Directors' approval.
- 2.9 Approve the revision of Delegation of Authority and Policies which will be related to the Bank's reorganization.
- 2.10 Review, give opinions, consider and approve the proposed legal provision in case the Bank and executives are sued for damages as recommended by Legal.
- 2.11 Approve fee sharing scheme for investment product selling and/or referring customers through Consumer Banking only in case of 3rd Party Products which are not related parties transaction or do not have material change from the existing ones already approved by Risk Management Committee.
- 2.12 In regard to the 3rd Party Products:
 - a) Third Party Product(s) of CIMB Thai
 To approve new or changes resulted in material increase in risk to the existing Third Party Products.
 - b) Third Party Product(s) of CIMB Thai's Financial Group
 To concur new or changes resulted in material increase in risk to the existing Third Party Product prior to submission to the respective Board of Directors of the companies within the Financial Group for approval.
- 2.13 Formulate and drive CIMB Thai Sustainability vision and strategies bank-wide, in alignment with the overall CIMB Group Sustainability strategy.

- 2.14 Review overall Business Continuity Management (BCM) policy, ensure sound BCM practices, oversee BCM activities, ensure workable BCM plans/procedures, and take such other actions, which are in relation to the BCM of the Bank (see details of BCM-related activities in Appendix), as well as advising and/or giving directions to the Crisis Management Committee (CMC) in taking necessary/required actions as deemed appropriate during the crisis situations.
- 2.15 Arrange for a policy relating to anti-corruption, including reviewing, examining, improving and proposing the policy for the Board's approval, as well as arrange for a renewal of the Bank's membership of the Private Sector Collective Action Coalition Against Corruption (CAC) within the determined timelines, monitor to ensure appropriate communications to the Bank staff at all levels for their acknowledgement and compliance with the Bank's anti-corruption policy, and take any and all necessary actions to ensure the best practice in regard to the anti-corruption.
- 2.16 Review and endorse revisions made to the Country Delegated Authority (Country DA) prior to proposal to the Board for consideration and approval.
- 2.17 Other matters as directed by the Board / President and CEO.

3. Scope

CIMB Thai Bank Group-wide

4. Reporting Relationship

- MC is a delegated committee of the Board of Directors.
- MC is the parent committee with authority over the following sub-committees:
 - Data Governance Committee
 - Retail Business Committee
 - Crisis Management Committee

5. Composition

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

Note: Positions of each of the members shall include the Acting and Co-head positions.

Permanent Invitee:

Advisor to the President and CEO
Head of Internal Audit

By Invitation:

Managing Director, CT Auto Co., Ltd.
Managing Director, WorldLease Co., Ltd.

Secretary:

Company Secretary

6. Quorum and Voting

- 6.1 Each meeting shall consist of at least one-half of total members present at the meeting to constitute a quorum, provided that the Chairperson or Vice Chairperson or any member designated by the Chairperson or Vice Chairperson participate the meeting.
- 6.2 In the case where any person holds more than one position (being Head of more than one function), all positions will be applied as a base number of votes. However, for number of voting members (quorum) and number of votes cast, only one position will be counted.
- 6.3 The resolution can be made in the form of circulation. The circulation resolution shall be passed by the affirmative vote of majority of the members and the Chairperson or Vice Chairperson shall vote in favor of such resolution. Any agenda which has been passed by circulation resolution shall be tabled for certifying at the next meeting.

7. Frequency of Meeting and Manner of Meeting

- 7.1 The MC shall hold a meeting at least once a month as deemed appropriate or when necessary.
- 7.2 The Chairperson shall act as a chairman of the meeting. In the event that the Chairperson is absent or unable to perform the duty at any MC meeting, the Vice Chairperson shall preside over such meeting as a chairman of the meeting. Should both Chairperson and Vice Chairperson be absent or unable to perform the duty at any MC meeting, the Chairperson or Vice Chairperson shall delegate one of the MC members to act as a chairman of the meeting.
- 7.3 The meeting can be held through electronic media in accordance with the criteria set forth above.

8. Report on Activities

The MC shall report its activities to the Board of Directors on a quarterly basis.

The Terms of Reference of MC shall be reviewed once a year or when necessary.

(Relating to Clause 2.14)**BCM-Related Activities**

- To review the overall BCM policy for the Management Committee's endorsement and the Board's approval by ensuring that the BCM policy is consistent with the regulatory requirements, any specific Board mandate as well as the nature, complexity and materiality of the institution's business operations.
- Ensuring country-wide implementation of sound BCM practices as part of good corporate governance to foster preparedness. This will include Epidemic/Pandemic planning and necessary planning for IT Disaster situations, requiring IT DR invocation.
- To continuously oversee country-wide BCM activities across the country.
- To promote an organizational culture that places high priority on enhancing business continuity capability and ensure that BCM becomes an integral part of strategic management process and routine business operations.
- To ensure workable BCM plans and procedures are in place for all critical business functions and that the plan is consistent with the institution's overall business strategy and resilience objectives. This will include the need to ensure that IT DR plans align with Business Recovery requirements.
- The Management Committee is empowered to approve request to reschedule BCP/DRP tests within the same year, provided the rescheduling does not breach any regulatory requirements. Any deferment of BCP / DRP test which potentially will breach regulatory requirements must be escalated and approved by the Board regardless whether it is within the year or to the subsequent year.
- To review and endorse the classification/ re-classification of application criticality for resiliency compliance against System Criticality Categorization Framework (SCCF) guidelines
- The Management Committee via BCM Team to engage and provide updates to Group BCM Steering Committee on quarterly basis or as and when required on the following:
 - The state of preparedness.
 - To highlight plans, crisis response plan and issues.
 - Lesson Learned on the post incidents and issues.

Attachment 8

Report of Responsibility of the Board of Directors for Financial Statements

The Board of Directors is responsible for the financial statements of CIMB Thai Bank Public Company Limited and its subsidiaries as well as the financial information presented in this annual report. The aforementioned financial statements have been prepared in accordance with Thailand's generally accepted accounting standards and international accounting standards, applying appropriate and consistent accounting policies and with careful judgment and best estimates. Important information is adequately disclosed in the notes to financial statements to ensure compliance with the notifications of the Bank of Thailand and the rules and regulations of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission.

The Board of Directors has established and maintained appropriate and effective internal control system in order to rationally assure that the accounting information is correctly and completely recorded and adequate to sustain the Bank's assets so as to prevent any fraud or irregular operations.

The Board of Directors has appointed an Audit Committee comprising Independent Directors to be responsible for the quality of the Bank's financial statements and the effectiveness of its internal control system. The Audit Committee's opinions on these issues are included in the Audit Committee's report presented in this annual report.

The Board of Directors is of the opinion that the Bank's overall internal control is at a satisfactory level and reasonably provides reliability of the Bank's and its subsidiaries' financial statements for the year ended 31 December 2021.



Dato' Abdul Rahman Ahmad
Director



Mr. Paul Wong Chee Kin
President and Chief Executive Officer

Attachment 9

Independent Auditor's Report

To the shareholders of CIMB Thai Bank Public Company Limited

My opinion

In my opinion, the consolidated financial statements and the separate financial statements present fairly, in all material respects, the consolidated financial position of CIMB Thai Bank Public Company Limited (the Bank) and its subsidiaries (the Group) and the separate financial position of the Bank as at 31 December 2021 and its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRS) and the Bank of Thailand notifications in relation to the preparation and presentation of financial reporting as described in the notes to the consolidated and separate financial statements no. 2.

What I have audited

The consolidated and the separate financial statements comprise:

- the consolidated and separate statements of financial position as at 31 December 2021;
- the consolidated and separate statements of comprehensive income for the year then ended;
- the consolidated and separate statements of changes in equity for the year then ended;
- the consolidated and separate statements of cash flows for the year then ended; and
- the notes to the consolidated and separate financial statements, which include of significant accounting policies and other explanatory information.

Basis for opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated and separate financial statements section of my report. I am independent of the Group and the Bank in accordance with the Code of Ethics for Professional Accountants issued by the Federation of Accounting Professions that are relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. I determine one key audit matter: Allowances for expected credit losses on loans to customers, loan

commitments and financial guarantee contracts. This matter was addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on the matter.

Key audit matter	How my audit addressed the key audit matter
<p><i>Allowances for expected credit losses on loans to customers, loan commitments and financial guarantee contracts</i></p>	
<p>Refer to Notes to the consolidated and separate financial statements no. 2 for accounting policies, no. 12 for disclosures relating to loans to customers, and no. 24 for disclosures relating to provisions.</p>	
<p>Loans to customers are a significant item constituting 52.16% of total assets. As at 31 December 2021 the total loans portfolio of the Group comprises of loans of commercial banking business which constitutes 84.64%, and hire-purchase receivables generated from the operations of the subsidiaries 15.36%. Management made an estimate on the allowances for expected credit losses on certain loans, portfolio of loans to customers, loan commitments and financial guarantee contracts by applying both quantitative data and qualitative factors which are complex.</p> <p>I focused on auditing this area because the allowances for expected credit loss ("ECL") under TFRS 9 "Financial Instruments" require the use of complex models and significant assumptions about future economic conditions and ability to pay.</p> <p>In addition, the significant judgements in applying the accounting requirements for measuring ECL include the following:</p>	<p>I evaluated the design and implementation of controls, and tested the operating effectiveness of key controls over input data and the calculation of allowances for expected credit losses in the system as follows:</p> <ul style="list-style-type: none"> • I tested management's controls over data accuracy, assessed the application of appropriate methodologies and appropriateness of systems, processes and internal controls in assessing the reliability of results for setting up allowances for expected credit losses. • I tested the key controls (both automated and manual). I involved my information technology specialists to test access controls to the system and controls over the computation of allowances for expected credit losses, including the accuracy of customers' account balances used in the computation. I also tested controls over accuracy of data input into the system that used to determine the allowances for expected credit losses, collateral amounts and data transfer.

Key audit matter	How my audit addressed the key audit matter
<ul style="list-style-type: none"> • Building the appropriate collective assessment models used to calculate ECL. The models are inherently complex, and judgement is applied in determining the appropriate model construct; • Identifying loans to customers that have experienced a significant increase in credit risk; • Assumptions used in the ECL models such as expected future cash flows, forward-looking macro-economic factors, probability weighted scenarios and management overlay during the COVID-19 pandemic; and • Data and assumptions used for ECL for the significant exposure on individual assessment approach such as expected future cash flows and the appraisal value of collaterals. <p>Besides, management applied additional aid measures for debtors during the COVID-19 pandemic by changing repayment conditions such as extending the repayment period, reducing interest rate or debt restructuring as appropriate and keeping debtors in the same stage following the Bank of Thailand COVID-19 relief program which affects to the stage classification and allowances for ECL.</p>	<ul style="list-style-type: none"> • I tested governance controls for the ECL model development and refinements, including model approval, monitoring and validation. • I tested management's controls over the review and approval of setting up allowances for expected credit losses by reading minutes of key committee meetings such as the audit committee, risk committee, management committees and Board of Directors of the Group. <p>I didn't find any exceptions from my testing, with the result that I relied on controls of the Group in my audit. In addition, I also performed the following further procedures.</p> <ul style="list-style-type: none"> • I involved my financial risk modelling experts and information technology specialists in areas such as testing the appropriateness of the ECL models for collective assessment and the scripts used to compute the ECL figures. Moreover, I assessed and tested the methodologies, as well as the significant modelling assumptions and data reliability inherent within the ECL models applied. I also considered appropriateness of forward-looking forecasts assumptions compared with available information in the market. • I examined a sample of loans to customers and gathered relevant information to form my judgement on whether there was a significant increase in credit risk or any objective evidence of impairment on these customers, and then considered the appropriateness of the stage classification. I independently performed a credit analysis where I selected loans based on risk exposures. I tested the internal credit rating of those loans with the Bank's internal credit rating policy.

Key audit matter	How my audit addressed the key audit matter
	<ul style="list-style-type: none"> <li data-bbox="660 765 1203 975">• I checked the accuracy and completeness of data for the stage classification following the Bank of Thailand's COVID-19 relief programme, the calculation of the ECL amount, on a sample basis and performed reconciliations of allowances for expected credit losses between the loans source systems to the general ledger. <li data-bbox="660 1019 1203 1167">• I tested management's review and approval process for management overlay. I assessed the appropriateness of management overlay by using my banking industry experience and knowledge, in the light of current economic conditions. <li data-bbox="660 1212 1203 1588">• Where allowances for expected credit losses were individually calculated, I assessed their adequacy of allowances for expected credit losses by challenging the basis of cash flow projections prepared by management and assessed the appropriateness of projections by examining them against the relevant supporting evidence. I had a detailed discussion with management on the future cash flows expected from customers. I also used professional judgement and external evidence, if any, to assess those projections, and re-performed the calculations of the discounted cash flows. <li data-bbox="660 1632 1203 1908">• For collateral valuations performed by the professional valuers, I checked their qualifications. Then, I sampled those valuations to check that management used the latest valuations in the computation of allowances for expected credit losses. I assessed the appropriateness of the valuation methodologies by considering that the valuers used the methodology allowed by the regulators. I also checked the accuracy of the collateral value in the ECL models. <p data-bbox="660 1953 1203 2041">Based on the work I performed, I didn't find any material differences from allowances for expected credit losses which had been assessed by management.</p>

Emphasis of matter

I draw attention to note 2 of the consolidated and separate financial statements, which describes the accounting policies in relation to adopting the temporary exemptions announced by the Federation of Accounting Professions to relieve the impact from COVID-19 for the reporting periods ending between 1 January 2020 and 31 December 2021. My opinion is not modified in respect to this matter.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to the audit committee.

Responsibilities of the directors for the consolidated and separate financial statements

The directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRS and the Bank of Thailand notifications in relation to the preparation and presentation of financial reporting as described in the notes to the consolidated and separate financial statements no. 2, and for such internal control as the directors determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the directors are responsible for assessing the Group's and the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group and the Bank or to cease operations, or has no realistic alternative but to do so.

The audit committee assists the directors in discharging their responsibilities for overseeing the Group's and the Bank's financial reporting process.

Auditor's responsibilities for the audit of the consolidated and separate financial statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Bank's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Bank's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Bank to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the audit committee with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with the audit committee, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

PricewaterhouseCoopers ABAS Ltd.



Boonlert Kamolchanokkul
Certified Public Accountant (Thailand) No. 5339
Bangkok
22 February 2022

Attachment 10

Financial Statements and Notes to the Financial Statements

Statements of Financial Position

As at 31 December 2021

	Notes	Consolidated			Separate		
		31 December 2021 Baht	(Restated) 31 December 2020 Baht	(Restated) 1 January 2020 Baht	31 December 2021 Baht	(Restated) 31 December 2020 Baht	(Restated) 1 January 2020 Baht
Assets							
Cash		818,440,867	918,593,772	1,351,567,764	817,779,386	917,689,843	1,350,614,011
Interbank and money market items, net	7	9,455,816,054	6,357,266,941	6,142,911,903	9,261,643,964	6,188,677,940	5,926,869,512
Financial assets measured at fair value through profit or loss	8	31,302,996,216	35,233,559,419	31,951,657,955	31,302,996,216	35,233,559,419	31,951,657,955
Derivative assets	9	46,418,710,687	57,560,610,597	43,459,245,755	46,418,710,687	57,560,610,597	43,459,245,755
Investments, net	10	74,281,241,219	61,492,898,712	53,991,591,607	74,279,241,219	61,490,898,712	53,989,591,607
Investments in subsidiaries, net	11	-	-	-	2,904,440,639	2,933,315,115	2,208,315,115
Loans and accrued interest receivables, net	12, 13	207,848,614,377	221,843,843,591	231,909,656,051	202,709,335,507	217,575,772,174	224,778,419,827
Properties for sale, net	14	1,158,138,258	1,082,474,739	1,123,900,062	1,004,249,273	909,229,206	894,230,172
Premises and equipment, net	15	3,726,817,658	3,265,886,780	3,428,635,255	3,654,669,922	3,184,960,352	3,339,032,032
Right of use assets, net	16	207,527,142	293,567,543	303,242,182	165,335,747	231,112,349	240,214,966
Intangible assets, net	17	965,308,458	970,407,387	1,061,691,787	917,575,324	920,772,733	1,015,531,376
Deferred tax assets	18	1,356,191,043	671,711,434	756,836,833	769,150,376	-	276,466,080
Credit support assets on derivatives		13,660,011,269	16,051,131,778	14,967,549,671	13,660,011,269	16,051,131,778	14,967,549,671
Accounts receivable from sell of financial assets measured at fair value through profit or loss and investments		5,805,942,605	3,051,557,703	6,431,343,941	5,805,942,605	3,051,557,703	6,431,343,941
Other assets, net	19	1,508,115,950	1,733,638,801	2,276,984,858	1,208,125,459	1,450,159,918	1,861,442,869
Total assets		398,513,871,803	410,527,149,197	399,156,815,624	394,879,207,593	407,699,447,839	392,690,524,889

Director



Director



The accompanying notes to the consolidated and bank financial statements from page 286 to 440 are an integral part of these financial statements.

Statements of Financial Position (Cont'd)

As at 31 December 2021

	Notes	Consolidated			Separate		
		31 December 2021 Baht	(Restated) 31 December 2020 Baht	(Restated) 1 January 2020 Baht	31 December 2021 Baht	(Restated) 31 December 2020 Baht	(Restated) 1 January 2020 Baht
Liabilities and equity							
Liabilities							
Deposits	20	182,167,494,511	193,955,570,315	199,034,749,068	182,778,838,078	194,149,733,163	199,132,082,337
Interbank and money market items	21	55,396,711,208	47,094,775,120	43,155,864,541	55,396,711,208	47,094,775,120	43,155,864,541
Liability payable on demand		432,383,333	256,215,690	268,816,305	432,383,333	256,215,690	268,816,305
Financial liabilities measured at fair value through profit or loss	22	17,743,842,598	28,948,798,788	24,422,519,906	17,743,842,598	28,948,798,788	24,422,519,906
Derivative liabilities	9	42,707,621,778	57,221,163,685	44,659,756,168	42,707,621,778	57,221,163,685	44,659,756,168
Debt issued and borrowings	23	29,466,009,167	19,449,377,487	25,818,667,017	29,466,009,167	19,449,377,487	23,818,667,017
Lease liabilities		211,554,318	296,677,054	303,242,182	168,573,732	233,549,214	240,214,966
Provisions	24	2,640,424,488	2,679,569,475	2,515,595,573	2,490,519,884	2,512,525,405	2,359,219,094
Deferred tax liabilities	18	-	37,854,384	-	-	29,749,582	-
Credit support liabilities on derivatives		14,885,571,233	12,111,017,104	9,158,264,057	14,885,571,233	12,111,017,104	9,158,264,057
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments		5,456,623,472	3,805,723,315	5,614,819,508	5,456,623,472	3,805,723,315	5,614,819,508
Other liabilities	25	4,002,771,029	3,126,548,220	4,102,518,536	3,294,044,122	2,655,088,383	3,001,524,762
Total liabilities		355,111,007,135	368,983,290,637	359,054,812,861	354,820,738,605	368,467,716,936	355,831,748,661

The accompanying notes to the consolidated and bank financial statements from page 286 to 440 are an integral part of these financial statements.

Statements of Financial Position (Cont'd)

As at 31 December 2021

	Notes	Consolidated			Separate		
		31 December 2021 Baht	(Restated) 31 December 2020 Baht	(Restated) 1 January 2020 Baht	31 December 2021 Baht	(Restated) 31 December 2020 Baht	(Restated) 1 January 2020 Baht
Liabilities and equity							
Equity							
Share capital	27						
Registered 34,822,261,748 ordinary shares of Baht 0.50 each		17,411,130,874	17,411,130,874	17,411,130,874	17,411,130,874	17,411,130,874	17,411,130,874
Issued and paid-up share capital 34,822,261,748 ordinary shares of Baht 0.50 each		17,411,130,874	17,411,130,874	17,411,130,874	17,411,130,874	17,411,130,874	17,411,130,874
Premium on share capital		10,145,965,854	10,145,965,854	10,145,965,854	10,145,965,854	10,145,965,854	10,145,965,854
Other reserves		1,100,842,521	1,541,465,035	1,266,454,961	1,127,058,864	1,593,402,211	1,310,987,496
Accretion of equity interests in subsidiary		(42,753,751)	(42,753,751)	(42,753,751)	-	-	-
Retained earnings							
Appropriated - statutory reserve	29	574,030,000	536,200,000	403,980,000	574,030,000	536,200,000	403,980,000
Unappropriated		14,213,649,170	11,951,850,548	10,917,224,825	10,800,283,396	9,545,031,964	7,586,712,004
Total equity		43,402,864,668	41,543,858,560	40,102,002,763	40,058,468,988	39,231,730,903	36,858,776,228
Total liabilities and equity		398,513,871,803	410,527,149,197	399,156,815,624	394,879,207,593	407,699,447,839	392,690,524,889

The accompanying notes to the consolidated and bank financial statements from page 286 to 440 are an integral part of these financial statements.

Statements of Comprehensive Income

For the year ended 31 December 2021

	Notes	Consolidated		Separate	
		2021 Baht	2020 Baht	2021 Baht	2020 Baht
Interest income	33	12,645,063,559	15,011,724,895	9,387,300,163	11,201,604,569
Interest expenses	34	(2,694,158,690)	(4,072,358,247)	(2,693,116,653)	(4,054,796,751)
Net interest income		9,950,904,869	10,939,366,648	6,694,183,510	7,146,807,818
Fees and service income		2,023,350,881	1,629,614,706	1,322,580,543	1,152,370,880
Fees and service expenses		(430,029,636)	(373,875,155)	(401,185,743)	(359,666,589)
Net fees and service income	35	1,593,321,245	1,255,739,551	921,394,800	792,704,291
Gains on financial instruments measured at fair value through profit or loss	36	1,150,650,828	940,068,305	1,150,650,828	940,068,305
Gains on investments	37	322,398,612	306,009,145	322,398,612	306,009,145
Gains on sale of non-performing loans		-	113,136,112	-	45,184,134
Other operating income	38	1,330,075,199	1,372,733,807	890,708,086	1,650,540,439
Total operating income		14,347,350,753	14,927,053,568	9,979,335,836	10,881,314,132
Other operating expenses					
Employee expenses		4,294,927,207	4,258,267,208	3,617,756,188	3,555,060,193
Directors' remuneration		16,683,200	11,740,100	16,395,200	11,451,500
Premises and equipment expenses		927,116,425	834,725,076	731,198,035	649,001,726
Taxes and duties		288,040,736	410,391,115	285,287,620	396,209,137
Others		2,649,154,158	3,384,090,654	1,337,595,498	1,891,063,068
Total other operating expenses		8,175,921,726	8,899,214,153	5,988,232,541	6,502,785,624
Expected credit losses	39	3,319,339,362	4,468,266,285	2,398,832,776	1,852,458,534
Profit before income tax expenses		2,852,089,665	1,559,573,130	1,592,270,519	2,526,069,974
Income tax expenses	40	(411,534,591)	(268,991,026)	(158,262,635)	(311,794,035)
Net profit for the years		2,440,555,074	1,290,582,104	1,434,007,884	2,214,275,939

The accompanying notes to the consolidated and bank financial statements from page 286 to 440 are an integral part of these financial statements.

Statements of Comprehensive Income (Cont'd)

For the year ended 31 December 2021

	Notes	Consolidated		Separate	
		2021 Baht	2020 Baht	2021 Baht	2020 Baht
Other comprehensive income					
Items that will be reclassified subsequently to profit or loss					
(Losses) gains on investments in debt instruments measured at fair value through other comprehensive income		(839,780,330)	237,077,203	(839,780,330)	237,077,203
(Losses) gains on fair value of hedging instruments for cash flow hedges		(166,467,983)	270,828,601	(166,467,983)	270,828,601
Losses arising from translating the financial statement of a foreign operation		(7,673,400)	(5,674,282)	(7,673,400)	(5,674,282)
Income tax relating to items that will be reclassified subsequently to profit or loss		203,022,741	(101,638,137)	203,022,741	(101,638,137)
Total items that will be reclassified subsequently to profit or loss		(810,898,972)	400,593,385	(810,898,972)	400,593,385
Items that will not be reclassified subsequently to profit or loss					
Changes in capital surplus from revaluation of assets		653,177,627	-	653,177,627	-
Gains (losses) on investment in equity instruments designated at fair value through other comprehensive income		29,545,581	(4,745,397)	29,545,581	(4,745,397)
Losses on financial liabilities designated at fair value relating to own credit risk		(356,174,788)	(109,829,298)	(356,174,788)	(109,829,298)
Remeasurements of post-employment benefit obligations		215,889,637	39,131,711	183,738,595	48,387,513
Income tax relating to items that will not be reclassified subsequently to profit or loss		(138,976,742)	235,002	(132,546,533)	(1,616,159)
Total items that will not be reclassified subsequently to profit or loss		403,461,315	(75,207,982)	377,740,482	(67,803,341)
Total other comprehensive (expenses) income		(407,437,657)	325,385,403	(433,158,490)	332,790,044
Total comprehensive income for the years		2,033,117,417	1,615,967,507	1,000,849,394	2,547,065,983

The accompanying notes to the consolidated and bank financial statements from page 286 to 440 are an integral part of these financial statements.

Statements of Comprehensive Income (Cont'd)

For the year ended 31 December 2021

	Note	Consolidated		Separate	
		2021 Baht	(Restated) 2020 Baht	2021 Baht	(Restated) 2020 Baht
Net profit attributable to:					
Shareholders of the Bank		2,440,555,074	1,290,582,104	1,434,007,884	2,214,275,939
Non-controlling interests		-	-	-	-
		2,440,555,074	1,290,582,104	1,434,007,884	2,214,275,939
Total comprehensive income attributable to:					
Shareholders of the Bank		2,033,117,417	1,615,967,507	1,000,849,394	2,547,065,983
Non-controlling interests		-	-	-	-
		2,033,117,417	1,615,967,507	1,000,849,394	2,547,065,983
Earnings per share for profit attributable to the shareholders of the Bank					
	42				
Basic earnings per share (Baht per share)		0.07	0.04	0.04	0.06
Weighted average number of ordinary shares (shares)		34,822,261,748	34,822,261,748	34,822,261,748	34,822,261,748

The accompanying notes to the consolidated and bank financial statements from page 286 to 440 are an integral part of these financial statements.

Statements of Changes in Equity

For the year ended 31 December 2021

Consolidated

	Attributable to owners of the Bank															
	Other reserves															
	Share premium	Revaluation surplus on assets	Revaluation surplus (deficit) on change in value of investments	Revaluation surplus on debt instruments measured through other comprehensive income	Revaluation surplus on debt instruments measured through other comprehensive income	Revaluation surplus on debt instruments measured through other comprehensive income	Revaluation surplus on debt instruments measured through other comprehensive income	Revaluation surplus on debt instruments measured through other comprehensive income	Revaluation surplus on debt instruments measured through other comprehensive income	Revaluation surplus on debt instruments measured through other comprehensive income	Revaluation surplus on debt instruments measured through other comprehensive income	Revaluation surplus on debt instruments measured through other comprehensive income	Revaluation surplus on debt instruments measured through other comprehensive income	Revaluation surplus on debt instruments measured through other comprehensive income		
	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht		
Balance as at 1 January 2021	17,411,130,874	10,145,965,854	1,866,529,503	-	552,988,178	298,149,828	298,149,828	(22,211,207)	(22,173,082)	(85,318,107)	(322,032,099)	(514,927,979)	154,465,035	536,200,000	11,951,850,548	415,438,668,560
Dividend paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(174,111,309)	(174,111,309)
Total comprehensive income (expenses) for the period	-	-	663,177,627	-	(839,780,330)	(166,467,983)	(7,673,400)	(29,545,581)	(356,174,788)	215,889,637	64,045,999	(407,437,657)	-	-	2,440,555,074	2,033,317,417
Appropriated - statutory reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	37,830,000	(37,830,000)	-
Transfer to retained earnings	-	-	(48,471,202)	-	-	-	-	-	-	-	9,694,241	(33,184,857)	-	-	33,184,857	-
Balance as at 31 December 2021	17,411,130,874	10,145,965,854	2,461,235,928	-	(286,792,152)	131,681,845	(29,884,607)	(186,675,397)	(441,492,895)	(441,877,339)	110,842,521	(42,753,751)	574,030,000	14,213,649,170	43,402,864,688	
Balance as at 1 January 2020	17,411,130,874	10,145,965,854	1,934,638,711	312,929,615	-	273,212,227	(16,536,925)	-	-	(36,116,380)	(429,146,686)	1,468,042,132	403,980,000	110,458,436,70	40,432,208,779	
Impact of the adoption of TFRS9	-	-	-	(312,929,615)	315,910,975	-	-	(229,079,722)	24,511,191	-	-	(201,587,717)	-	-	(128,618,845)	(330,206,016)
Financial instruments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Restated balance	17,411,130,874	10,145,965,854	1,934,638,711	-	315,910,975	273,212,227	(16,536,925)	(229,079,722)	24,511,191	(36,116,380)	(429,146,686)	1,286,454,961	403,980,000	10,917,224,825	40,102,002,763	
Dividend paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(174,111,710)	(174,111,710)
Total comprehensive income (expenses) for the period	-	-	-	-	237,077,203	270,828,601	(5,674,282)	(4,745,397)	(109,829,298)	39,131,711	(101,403,135)	325,385,403	-	-	129,058,210	161,967,507
Appropriated - statutory reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	132,220,000	(132,220,000)	-
Transfer to retained earnings	-	-	(78,109,208)	-	-	-	-	-	-	-	15,621,842	(50,375,329)	-	-	50,375,329	-
Balance as at 31 December 2020	17,411,130,874	10,145,965,854	1,866,529,503	-	552,988,178	298,149,828	(22,211,207)	(22,173,082)	(85,318,107)	(322,032,099)	(514,927,979)	154,465,035	536,200,000	11,951,850,548	415,438,668,560	

The accompanying notes to the consolidated and bank financial statements from page 286 to 440 are an integral part of these financial statements.

Statements of Changes in Equity

For the year ended 31 December 2021

Separate

	Other reserves													Total Equity		
	Issued and paid-up share capital	Share premium	Revaluation surplus on assets	Revaluation surplus (deficit) on investments	Gains (losses) on investments	Revaluation surplus (deficit) on investments measured at fair value through other comprehensive income	Revaluation surplus (deficit) on investments measured at fair value through other comprehensive income	Revaluation surplus (deficit) on investments measured at fair value through other comprehensive income	Revaluation surplus (deficit) on investments measured at fair value through other comprehensive income	Revaluation surplus (deficit) on investments measured at fair value through other comprehensive income	Revaluation surplus (deficit) on investments measured at fair value through other comprehensive income	Revaluation surplus (deficit) on investments measured at fair value through other comprehensive income	Revaluation surplus (deficit) on investments measured at fair value through other comprehensive income		Retained earnings	
Notes	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Balance as at 1 January 2021	17,411,130,874	10,145,965,854	1,866,529,503	-	552,988,778	298,149,828	(22,211,207)	(22,211,207)	(85,318,107)	(85,318,107)	(25,710,628)	(52,791,274)	159,340,221	536,200,000	9,545,031,964	39,231,730,903
Dividend paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(174,111,309)	(174,111,309)
Total comprehensive income (expenses) for the period	-	-	663,177,627	(839,780,330)	(166,467,983)	(767,340,000)	(767,340,000)	29,645,581	(356,174,788)	(356,174,788)	183,738,595	70,476,208	(433,168,490)	-	1,434,007,884	10,000,849,394
Appropriated - statutory reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	37,830,000	(37,830,000)	-
Transfer to retained earnings	-	-	(48,471,202)	-	-	-	-	5,692,104	-	-	-	9,694,241	(33,184,857)	-	33,184,857	-
Balance as at 31 December 2021	17,411,130,874	10,145,965,854	2,461,235,928	-	(286,792,152)	131,681,845	(29,884,607)	(186,575,397)	(441,492,895)	(441,492,895)	(73,372,033)	(44,771,825)	112,058,864	574,030,000	10,800,283,396	40,058,468,988
Balance as at 1 January 2020	17,411,130,874	10,145,965,854	1,934,638,711	312,929,615	-	273,212,227	(16,536,925)	-	-	-	(305,498,141)	(440,279,820)	1,512,574,667	403,980,000	7,351,158,175	36,824,809,570
Impact of the adoption of TFRS9	-	-	-	(312,929,615)	315,910,975	-	-	(229,079,722)	24,511,191	24,511,191	-	-	(201,587,171)	-	235,553,829	33,966,658
Financial instruments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Restated balance	17,411,130,874	10,145,965,854	1,934,638,711	-	315,910,975	273,212,227	(16,536,925)	(229,079,722)	24,511,191	24,511,191	(305,498,141)	(440,279,820)	1,310,987,496	403,980,000	7,586,712,004	36,858,776,228
Dividend paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(174,111,308)	(174,111,308)
Total comprehensive income (expenses) for the period	-	-	-	237,077,203	270,828,601	(5,674,282)	(4,746,397)	(109,829,298)	48,387,513	(103,254,296)	48,387,513	(103,254,296)	332,790,044	-	2,214,275,939	2,547,065,983
Appropriated - statutory reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	132,220,000	(132,220,000)	-
Transfer to retained earnings	-	-	(781,092,028)	-	-	-	-	12,112,037	-	-	-	15,621,842	(50,375,329)	-	50,375,329	-
Balance as at 31 December 2020	17,411,130,874	10,145,965,854	1,866,529,503	-	552,988,778	298,149,828	(22,211,207)	(22,211,207)	(85,318,107)	(85,318,107)	(25,710,628)	(52,791,274)	159,340,221	536,200,000	9,545,031,964	39,231,730,903

The accompanying notes to the consolidated and bank financial statements from page 286 to 440 are an integral part of these financial statements.

Statements of Cash Flows

For the year ended 31 December 2021

	Note	Consolidated		Separate	
		2021 Baht	(Restated) 2020 Baht	2021 Baht	(Restated) 2020 Baht
Cash flows from operating activities					
Profit before income tax expenses		2,852,089,665	1,559,573,130	1,592,270,519	2,526,069,974
Adjustments to reconcile net incomes before income tax to cash in (out) flows from operating activities:					
Depreciation and amortisation		682,833,735	691,322,108	598,269,940	608,622,299
Expected credit losses	39	3,319,339,362	4,468,266,285	2,398,832,776	1,852,458,534
Share-based payment	31	41,180,537	25,854,417	41,180,537	25,854,417
Provision for liabilities		318,059,767	155,711,110	297,635,017	138,769,927
Losses (reversal) on impairment of properties for sale and other assets		927,332,677	1,038,298,688	27,820,226	(2,936,179)
Gains on exchange rate of debt issued and borrowing and derivatives		(1,960,122,162)	(920,746,834)	(1,960,122,162)	(920,746,834)
Unrealised losses on revaluation of financial assets measured at fair value through profit or loss		2,491,548,095	510,273,026	2,491,548,095	510,273,026
Gains on sale of investments	37	(322,398,612)	(306,009,145)	(322,398,612)	(306,009,145)
Gains on disposal of premises and equipment		(9,775,090)	(5,995,613)	(9,775,090)	(5,363,272)
Losses from write off premises, equipment and intangible assets		92,694,163	102,322,778	91,267,769	102,249,659
Losses on impairment of premises, equipment and intangible assets		6,485,778	138,703,033	6,485,778	138,703,033
Gain on transferring of revaluation surplus of assets		(4,996,499)	-	(4,996,499)	-
Gains on modification and termination of leases		(1,058,782)	(446,664)	(1,045,281)	(446,664)
(Gains) losses on financial liabilities designated at fair value through profit or loss		(699,830,595)	966,869,263	(699,830,595)	966,869,263
Interest income	33	(12,645,063,559)	(15,011,724,895)	(9,387,300,163)	(11,201,604,569)
Dividend income		(12,445,667)	(10,245,396)	(12,445,667)	(755,659,304)
Interest expenses	34	2,694,158,690	4,072,358,247	2,693,116,653	4,054,796,751

The accompanying notes to the consolidated and bank financial statements from page 286 to 440 are an integral part of these financial statements.

Statements of Cash Flows (Cont'd)

For the year ended 31 December 2021

Note	Consolidated		Separate	
	2021 Baht	(Restated) 2020 Baht	2021 Baht	(Restated) 2020 Baht
Losses from operations before changes in operating assets and liabilities	(2,229,968,497)	(2,525,616,462)	(2,159,486,759)	(2,268,099,084)
(Increase) decrease in operating assets				
Interbank and money market items	(3,096,354,150)	(218,441,823)	(3,070,771,059)	(265,895,214)
Financial assets measured at fair value through profit or loss	112,946,949	(2,422,500,233)	112,946,949	(2,422,500,233)
Loans	8,673,112,091	3,129,138,978	12,888,257,250	6,165,353,391
Properties for sale	1,573,414,269	2,370,568,529	36,089,605	74,906,856
Credit support assets on derivatives	2,391,120,509	(1,083,582,107)	2,391,120,509	(1,083,582,107)
Other assets	(302,858,902)	227,503,689	(279,797,570)	147,675,240
Increase (decrease) in operating liabilities				
Deposits	(11,788,075,804)	(5,079,178,753)	(11,370,895,085)	(4,982,349,174)
Interbank and money market items	8,301,936,088	3,938,910,579	8,301,936,088	3,938,910,579
Liability payable on demand	176,167,643	(12,600,615)	176,167,643	(12,600,615)
Provisions	(162,834,181)	(196,101,384)	(160,297,536)	(181,922,457)
Credit support liabilities on derivatives	2,774,554,129	2,952,753,047	2,774,554,129	2,952,753,047
Other liabilities	849,144,728	(492,699,496)	616,257,033	(6,947,129)
Cash flows provided by operating activities	7,272,304,872	588,153,949	10,256,081,197	2,055,703,100
Cash received from interest income	11,684,693,808	13,875,785,186	8,424,132,846	10,064,766,872
Cash paid for interest expenses	(3,036,806,166)	(6,346,278,712)	(3,036,794,473)	(6,322,698,867)
Cash paid for income tax	(691,359,415)	(381,355,767)	(519,136,606)	(160,468,867)
Net cash flows provided by operating activities	15,228,833,099	7,736,304,656	15,124,282,964	5,637,302,238

The accompanying notes to the consolidated and bank financial statements from page 286 to 440 are an integral part of these financial statements.

Statements of Cash Flows (Cont'd)

For the year ended 31 December 2021

Note	Consolidated		Separate	
	2021 Baht	(Restated) 2020 Baht	2021 Baht	(Restated) 2020 Baht
Cash flows from investing activities				
Cash paid for purchases of investments in debt instruments measured at fair value through other comprehensive income	(46,972,029,478)	(36,098,538,904)	(46,972,029,478)	(36,098,538,904)
Proceeds from disposals and maturity of investments in debt instruments measured at fair value through other comprehensive income	35,650,374,631	31,097,145,355	35,650,374,631	31,097,145,355
Cash paid for purchases of investments in debt instruments measured at amortised cost	(2,841,930,760)	(2,605,255,006)	(2,841,930,760)	(2,605,255,006)
Proceeds from maturity of investments in debt instruments measured at amortised cost	659,950,000	461,800,000	659,950,000	461,800,000
Cash paid for purchases of investments in equity instruments designated at fair value through other comprehensive income	(399,566)	-	(399,566)	-
Proceeds from maturity of investments in equity instruments designated at fair value through other comprehensive income	690,050	9,791,713	690,050	9,791,713
Cash paid for investment in subsidiaries	-	-	-	(725,000,000)
Proceed from the capital reduction of investment in subsidiaries	-	-	28,874,475	-
Cash paid for purchases of premises and equipment	(175,320,940)	(186,002,100)	(151,936,679)	(164,644,697)
Proceeds from disposals of premises and equipment	13,592,742	7,600,355	13,592,757	6,963,414
Cash paid for purchases of intangible assets	(375,505,010)	(423,145,279)	(360,769,028)	(403,693,296)
Dividend received	12,445,667	10,245,396	12,445,667	755,659,304
Interest received	1,361,497,777	1,220,375,449	1,361,455,277	1,220,332,892
Net cash flows used in investing activities	(12,666,634,887)	(6,505,983,021)	(12,599,682,654)	(6,445,439,225)

The accompanying notes to the consolidated and bank financial statements from page 286 to 440 are an integral part of these financial statements.

Statements of Cash Flows (Cont'd)

For the year ended 31 December 2021

	Note	Consolidated		Separate	
		2021 Baht	(Restated) 2020 Baht	2021 Baht	(Restated) 2020 Baht
Cash flows from financing activities					
Proceeds from issuance of financial liabilities measured at fair value through profit or loss and borrowings		22,736,811,210	6,287,130,122	22,736,811,210	6,287,130,122
Cash paid for redemption of financial liabilities measured at fair value through profit or loss and borrowings		(25,097,656,632)	(7,657,251,430)	(25,097,656,632)	(5,657,251,431)
Cash paid for dividend	28	(174,111,309)	(174,111,309)	(174,111,309)	(174,111,309)
Cash paid for lease liabilities	16	(119,724,905)	(113,388,016)	(81,884,555)	(74,879,569)
Net cash flows (used in) provided by financing activities		(2,654,681,636)	(1,657,620,633)	(2,616,841,286)	380,887,813
Gains from foreign currency translation differences		(7,669,481)	(5,674,994)	(7,669,481)	(5,674,994)
Net decrease in cash and cash equivalents		(100,152,905)	(432,973,992)	(99,910,457)	(432,924,168)
Cash and cash equivalents at beginning of the year		918,593,772	1,351,567,764	917,689,843	1,350,614,011
Cash and cash equivalents at the end of the year		818,440,867	918,593,772	817,779,386	917,689,843

Supplemental disclosure of cash flows information

Non-cash transaction:

Properties for sale received from premises and equipment	85,175,078	39,281,470	85,175,078	39,281,470
Interest amortisation from premium or discount	448,375,550	381,042,146	448,375,550	381,042,146
Accounts receivable from sell of investments	-	52,608,586	-	52,608,586

Notes to the Consolidated and Separate Financial Statements

For the year ended 31 December 2021

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Notes to the Consolidated and Separate Financial Statements

For the year ended 31 December 2021

1. General information

CIMB Thai Bank Public Company Limited (“the Bank”) is a public limited company which is listed on the Stock Exchange of Thailand and is incorporated and domiciled in Thailand. The Bank has operated as a commercial bank in Thailand since 8 March 1949. The address of the Bank’s registered office is 44 Langsuan Road, Lumpini, Patumwan, Bangkok.

The Bank is listed on the Stock Exchange of Thailand. For reporting purposes, the Bank and its subsidiaries are referred to as the Group. Its parent company is CIMB Bank Berhad. CIMB Group Holdings Berhad is the parent company of the CIMB Group. Those companies are incorporated in Malaysia.

All subsidiaries were incorporated as limited companies under Thai laws, and all operate in Thailand, engaging mainly in the hire-purchase, leasing business and debt collection business.

These consolidated and separate financial statements were authorised by the Board of Directors on 22 February 2022.

2. Accounting policies

The principal accounting policies applied in the preparation of these consolidated and separate financial statements are set out below:

2.1 Basis of preparation of consolidated and separate financial statements

The consolidated and separate financial statements (“the financial statements”) have been prepared in accordance with Thai Generally Accepted Accounting Principles under the Accounting Act B.E. 2543, being those Thai Financial Reporting Standards issued under the Accounting Profession Act B.E. 2547, and the financial reporting requirements of the Securities and Exchange Commission under the Securities and Exchange Act. The presentation of financial statements and disclosures in the notes to financial statements have been prepared in the format as required by the Notification of the Bank of Thailand (BOT) no. SorNorSor 21/2561, “The Preparation and Format of the Financial Statements of Commercial Bank and Holding Parent Company of Financial Group” dated on 31 October 2018.

The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with Thai generally accepted accounting principles requires the use of certain critical accounting estimates. It also requires management to exercise judgement in the process of applying the Group’s accounting policies. The areas involving a higher degree of

judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 5 to the financial statements.

The Bank has prepared the separate financial statements for the benefit of the public, which presents its investment in subsidiaries under the cost method.

An English version of the financial statements has been prepared from the statutory financial statements that are in Thai-language version. In the event of a conflict or a difference in interpretation between the two languages, the Thai language financial statements shall prevail.

For the reporting periods ending between 1 January 2020 and 31 December 2021, the Group has chosen to apply the temporary measures to relieve the impact from COVID-19 as announced by TFAC and considering weight from forward-looking information which includes temporary crisis, less than weight from historical repayment ability data of debtor in assessing the expected credit loss of loan to customers. The Group changed weight on the worst case scenario together with the management's judgment in estimating the expected credit loss and applies staging guideline to debtors from BOT circular letter number TorPorTor ForNorSor (23) Wor 276/2563 directive dated 28 February 2020, regarding to "The relief programs for customers affected by Thai economic situations."

The accounting policies used in the preparation of the financial statements are consistent with those used in the annual financial statements for the year ended 31 December 2020, except for the following:

- As at 1 January 2021, the Group ceases applying the temporary relief measures for additional accounting options in the area of deferred tax assets and impairment of assets to address the impact of the COVID-19 outbreak situation according to the Notification of the Federation of Accounting Professions (TFAC) no. 16/2020 which were effective for reporting periods ending between 1 January 2020 and 31 December 2020. There is no impact from the ceasing of the exemption guidance; and
- accounting policy for recognition of financial assets measured at fair value through profit or loss and investments from settlement date to trade date as described in note 3 to the financial statements.

2.2 New and amended financial reporting standards that are effective for accounting period beginning on or after 1 January 2021 and have significant impacts to the Group

a) **Revised Conceptual Framework for Financial Reporting** added the following key principals and guidance:

- Measurement basis, including factors in considering difference measurement basis
- Presentation and disclosure, including classification of income and expenses in other comprehensive income
- Definition of a reporting entity, not necessarily a legal entity - could be a portion of an entity or companies more than one entity
- Derecognition of assets and liabilities

The amendment of conceptual framework also includes the revision to the definition of an asset and liability and criteria for including assets and liability in the financial statements, includes clarification to the prominence of stewardship in economic benefits of the Group, conservation and uncertainty of measurement of financial reporting.

- b) **Amendment to TFRS 9, Financial instruments and TFRS 7, Financial instruments: disclosures** amended to provide relief from applying specific hedge accounting requirements to the uncertainty arising from interest rate benchmark reform such as IBOR. The amendment also requires disclosure of hedging relationships directly affected by the uncertainty.
- c) **Amendment to TAS 1, Presentation of financial statements and TAS 8, Accounting policies, changes in accounting estimates and errors** amended to definition of materiality. The amendment allows for a consistent definition of materiality throughout the Thai Financial Reporting Standards and the Conceptual Framework for Financial Reporting. It also clarified when information is material and incorporates some of the guidance in TAS 1 about immaterial information.

2.3 Amended financial reporting standards that are effective for accounting period beginning or after 1 January 2022 which are relevant to the Group

Certain amended TFRSs have been issued that are not mandatory for the current reporting period and have not been early adopted by the Group.

- a) **Interest rate benchmark (IBOR) reform – phase 2, amendments to TFRS 9, TFRS 7, TFRS 16 and TFRS 4, and accounting guidance for insurance business** provide relief measures addressing transactions that might be affected by the benchmark interest rate reform, including the effects of changes to contractual cash flows or hedging relationship arising from the replacement of one benchmark with an alternative benchmark.

Key relief measures of the phase 2 amendments are as follows:

- When changing the basis for determining contractual cash flows for financial assets and financial liabilities (including lease liabilities), changes that are necessary as a direct result of the IBOR reform and which are considered economically equivalent, will not result in an immediate gain or loss in the income statement. TFRS 16 has also been amended to require lessees to use a similar practical expedient when accounting for lease modifications that change the basis for determining future lease payments as a result of the IBOR reform.
- Hedge accounting relief measures will allow most TFRS 9 hedge relationships that are directly affected by the IBOR reform to continue. However, additional ineffectiveness might need to be recorded.

TFRS 7 requires additional disclosure about:

- the nature and extent of risks arising from the IBOR reform to which the entity is exposed to
- how the entity manages those risks
- the entity's progress in transitioning from the IBOR to alternative benchmark rates and how the entity is managing this transition.

The Bank discloses impact of IBORs reform on the Bank's hedging relationship and additional information in note 2.15 and note 9 to the financial statements.

b) Accounting guidance on temporary relief measures for entities assisting debtors affected by the COVID-19 pandemic

TFAC announces accounting guidance based on BOT circular For. Nor. Sor 2. Wor. 802/2564 on temporary relief measures for entities assisting debtors affected by the COVID-19 pandemic to help debtors between 1 January 2022 and 31 December 2023. The key relief measures involve, for example, the consideration for debt staging for ECL calculation where there is debt restructuring, revising EIR for the restructured debt, and ECL calculation regarding unused credit line. However, the management is assessing the expected impacts that arise from applying the accounting guidance.

2.4 Revenue recognition

(a) Interest and discount on loans

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

(b) Interest and dividends on investments

Interest income from investments is recognised on a time-proportion basis using the effective interest method. Dividend income from investments is recognised when the right-to-receive payment is established.

(c) Fees and services income

The Group recognises fees and services income when diverse range of services have been rendered to its customers.

Fee and services income is generally recognised on the completion of a transaction. Such fees include insurance brokerage income, underwriting fees, collection fees, and other fees related to the completion of corporate finance transactions.

For a service that is provided over a period of time, fee and services income is recognised over the period during which the related service is provided or credit risk is undertaken. Such fees include the income from issuance of acceptances, avals and guarantees and management fees.

(d) Gains (losses) on sale of investments

Gains (losses) on sale of investments are recognised as income/expenses on the transaction date.

(e) Gains (losses) on sale of properties for sale

Gains (losses) on sale of properties for sale are recognised as income or expenses in statements of comprehensive income when control of the properties for sale have been transferred to the buyer, being when the ownership transferred, and there is no unfulfilled obligation that could affect the buyer acceptance of the properties for sale.

(f) Income from hire-purchase contracts

The subsidiaries calculate hire-purchase income using the effective interest rate method over the period of contracts.

The subsidiaries recognise hire-purchase income on the same basis used for interest income on loans.

(g) Other income

Other income is recognised as income on an accrual basis.

2.5 Expense recognition

(a) Interest expenses

Interests on borrowings and deposits are recognised as expenses using the effective interest rate method.

(b) Fees and service expenses and other expenses

Fee and service expenses and other expenses are recognised as expense on an accrual basis.

2.6 Cash

Cash includes cash on hand according to the BOT's Notification.

2.7 Financial instruments

Classification and measurements

The Group classifies its financial assets as follows:

- those to be measured subsequently at fair value either through profit or loss (FVPL) or through other comprehensive income (FVOCI)
- those to be measured at amortised cost

The Group initially recognises a financial asset on trade date, the date on which the Group commits to purchase or sell the asset, at its fair value plus transaction costs that are directly attributable to the acquisition of the financial asset, except financial assets that are measured at FVPL whose transaction costs are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories:

- Amortised cost: Assets that are held for collection of contractual cash flows that represent solely payments of principal and interest (SPPI) are measured at amortised cost. Interest income is included in interest income using the effective interest method. Any gain or loss on derecognition is presented in gains on investments, net and foreign exchange gains and losses is presented in gains on financial instruments measured at fair value through profit or loss. Impairment losses are presented as separate line item.
- FVOCI: Assets that are held for collection of contractual cash flows that represent SPPI and for selling are measured at FVOCI. Movements in the carrying amount are taken through OCI, except impairment gains or losses, interest income using the effective interest method, and foreign exchange gains and losses which are recognised in profit or loss. When the financial assets is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in gains on investments, net. Interest income is included in interest income. Impairment expenses are presented separately in the statement of comprehensive income.

- FVPL: Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on subsequent measurement is gains and losses is presented in gains on financial instruments measured at fair value through profit or loss.

The Group reclassifies debt instruments only when its business model for managing those assets changes.

Equity instruments

All equity instruments held must be irrevocably classified to measurement at fair value through other comprehensive income without subsequent recycling to profit or loss. Dividends from such investment continue to be recognised in statement of comprehensive income as other operating income.

Loans of commercial banking business

Loans are generally stated at the outstanding principal less the allowance for expected credit losses. Loans held within a business model whose objective is to hold assets in order to collect contractual cash flows and the contractual terms of the financial assets represent contractual cash flows that are solely payments of principal and interest on the principal amount outstanding.

Hire-purchase receivables

Hire-purchase receivables are stated at net realisable value from the contractual amounts net of unearned hire-purchase income.

Allowance for expected credit losses

The Group assesses expected credit loss on a forward looking basis for its financial assets carried at FVOCI and at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk, except lease receivables and other receivables which the Group applies the simplified approach in determining its expected credit loss.

Allowance for expected credit losses involves a three-stage expected credit loss impairment model. The stage dictates how the entity measures impairment losses which will be as the following stages:

- Stage 1 - from initial recognition of a financial assets to the date on which the credit risk of the asset has increased significantly relative to its initial recognition, a loss allowance is recognised equal to the credit losses expected to result from defaults occurring over the next 12 months.
- Stage 2 - following a significant increase in credit risk relative to the initial recognition of the financial assets, a loss allowance is recognised equal to the credit losses expected over the remaining life of the asset.
- Stage 3 - When a financial asset is considered to be credit-impaired, a loss allowance equal to full lifetime expected credit losses is to be recognised.

The Group measures the surplus reserve on the date of adoption for new financial reporting standards related to financial instruments by comparing the difference between allowance for expected credit losses according to requirement under new financial reporting standards related to financial instruments and total reserves that the Group had on 31 December 2019. In which, the Group will amortise the surplus reverse using the straight-line method over 5 years in accordance with notification number TorPorTor ForNorSor (23) Wor 1603/2562 to utilise surplus reserve from Bank of Thailand dated on 6 November 2019.

The Group presents bad debt recoveries of loan to customers written-off as part of other income.

Modification

The Group sometimes renegotiates or otherwise modifies the contractual cashflow. When this happens, the Group assesses whether the new terms are substantially different to the original terms or not. The Group does this by considering, among others, the following factors:

- If the borrower is in financial difficulty, whether the modification merely reduces the contractual cash flows to amounts the borrower is expected to be able to pay.
- Whether any substantial new terms are introduced, such as a profit share/equity-based return that substantially affects the risk profile of the loan.
- Significant extension of the loan term when the borrower is not financial difficulty.
- Significant change in the interest rate
- Change in the currency the loan is denominated in.
- Insertion of collateral, other security or credit enhancements that significantly affect the credit risk associated with the loan

If the terms are not substantially different, the renegotiation or modification does not result in derecognition, and the Group recalculates the gross carrying amount based on the revised cash flows of the financial assets and recognises a modification gain or loss in profit or loss. The new gross carrying amount is recalculated by discounting the modified cash flows at the original effective interest rate (or credit-adjusted effective interest rate for purchased or originated credit-impaired financial assets).

The Group will monitor debt restructuring without derecognition if the debtors can to repay in accordance with the debt restructuring contract for three consecutive months or three instalment payment periods, whichever period is longer. In which, it reflects that the status of debtors does not meet criteria for significant increase in credit risk. Eventually, the Group will consider reclassifying debtors' staging to 1 stage better. For example, the stage will be reclassified from Stage 2 to Stage 1.

However, regarding the debt restructuring for debtors in Stage 3; the monitoring repayment period will increase to be at least 9 months consecutively with no remaining principal and accrued interest due. After debtors have met the repayment criteria, it reflects the status of debtors does not meet criteria for significant increase in credit risk and can be reclassified as Stage 1 immediately.

For the reporting periods ending between 1 January 2020 and 31 December 2021, the Group has chosen to apply the temporary measures to relieve the impact from COVID-19 as announced by TFAC and considering weight from forward-looking information which includes temporary crisis, less than weight from historical repayment ability data of debtor in assessing the expected credit loss of loan to customers. The Group changed weight on the worst case scenario together with the management's judgment in estimating the expected credit loss and applies staging guideline to debtors from BOT circular letter number TorPorTor ForNorSor (23) Wor 276/2563 directive dated 28 February 2020, regarding to "The relief programs for customers affected by Thai economic situations."

If the terms are substantially different, the Group derecognises the original financial assets and recognises a new asset at fair value and recalculates a new effective interest rate for the asset. The date of renegotiation is consequently considered to be the date of initial recognition for impairment calculation purposes, including for the purpose of determining whether a significant increase in credit risk has occurred. However, the Group also assesses whether the new financial asset recognised is deemed to be credit-impaired at initial recognition, especially in circumstances where the renegotiation was driven by the debtor being unable to make the originally agreed payments. Difference in the carrying amount are also recognised in profit or loss as gain or loss on derecognition.

Derecognition other than on a modification

Financial assets, or a portion thereof, are derecognised when the contractual rights to receive the cash flows from the assets have expired, or when they have been transferred and either

- The Group transfers substantially all the risks and rewards of ownership, or
- The Group neither transfers nor retains substantially all the risks and rewards of ownership and the Group has not retained control.

The Group enters into transactions where it retains the contractual rights to receive cash flow from assets and assumes a contractual obligation to pay those cash flows to other entities and transfers substantially all of the risks and rewards. These transactions are accounted for as 'pass through' transfers that result in derecognition if the Group:

- Has no obligation to make payments unless it collects equivalent amounts from assets;
- Is prohibited from selling or pledging the assets; or
- Has an obligation to remit any cash it collections from the assets without material delay.

Classification and measurement of financial liabilities and equity

Financial instruments issued by the Group must be classified as financial liabilities or equity securities by considering contractual obligations.

- Where the Group has an unconditional contractual obligation to deliver cash or another financial asset to another entity, it is considered a financial liability unless there is a predetermined or possible settlement for a fixed amount of cash in exchange of a fixed number of the Group's own equity instruments.
- Where the Group has no contractual obligation or has an unconditional right to avoid delivering cash or another financial asset in settlement of the obligation, it is considered an equity instrument.

At initial recognition, the Group measures financial liabilities at fair value. The Group reclassifies all financial liabilities as subsequently measured at amortised cost, except for:

- Financial liabilities at fair value through profit or loss

This classification is applied to derivatives, financial liabilities held for trading and other financial liabilities designated as such at initial recognition. Financial liabilities designated at fair value through profit or loss when and only the Group demonstrates that it falls within one (or more) of following three criteria;

- a) When such designation eliminates or significantly reduces a measurement or recognition inconsistency ("accounting mismatch") that would otherwise arise,
- b) When a group of financial liabilities or both is managed and its performance is evaluated on fair value basis, in accordance with a documented risk management or investment strategy, and
- c) When an instrument contains an embedded derivative that meets particular conditions.

Gain or losses on financial liabilities designated at fair value through profit or loss are presented gain (losses) on financial instruments measured at fair value through profit or loss.

Derecognition of financial liabilities

Financial liabilities (or part of financial liabilities) are derecognised when they are extinguished or when the obligation specified in the contract is discharged, cancelled, or expired.

The exchange between the Group and its original lenders of debt instruments with substantially different terms, as well as substantial modifications of terms of existing financial liabilities, are accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. The terms are substantially different if the discounted present value of the cash flows under the new term including any fees paid net of any fees received and discounted using the original effective interest rate, is at least 10% different from the discounted present value of the remaining cash flows of the original financial liability.

If an exchange of debt instruments or modification of terms is accounted for as an extinguishment, any cost or fees incurred are recognised as part of gain or loss on the extinguishment. If the exchange or modification is not accounted for as an extinguishment, any costs or fees incurred adjusted the carrying amount of the liability and are amortised over remaining term of modified liability.

Financial guarantee

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value and subsequently at the higher of a) the amount of expected credit loss determined; and b) the amount initially recognised less the cumulative amount of income recognised.

Offsetting financial assets and financial liabilities

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right of set-off and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

2.8 Investments in subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred to the former owners of acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement.

Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measured are recognised in profit or loss.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in profit or loss. Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets of the subsidiary acquired is recorded as goodwill. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in profit or loss.

Intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

2.9 Properties for sale

Properties for sale consisting of immovable and movable assets are stated at the lower of cost or net realisable value less estimated selling expenses of the acquisition assets. Where the carrying value of properties for sale incurred impairment, the Group will recognise the provision for impairment of properties for sale in total.

The Group will recognise gain (loss) on sales of properties for sale as income or expenses in the whole amount in accordance with the notifications of the Bank of Thailand.

2.10 Premises, equipment and depreciation

Land and buildings comprise mainly office buildings and are shown at fair value based on every 5 years valuations by external independent valuers, less subsequent depreciation for buildings. All other equipment is stated at cost less accumulated depreciation.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

Increases in the carrying amount arising on revaluation of land and building are credited to statement of comprehensive income and shown as gain on asset revaluation in shareholders' equity. Decreases that offset previous increases of the same asset are charged in other comprehensive income and debited against gain on asset revaluation directly in equity; all other decreases are charged to profit or loss. Each period, the difference between depreciation based on the revalued carrying amount of the asset and depreciation based on the asset's original cost is transferred from 'gain on asset revaluation' to retained earnings.

Land is not depreciated. Depreciation on other assets is calculated using the straight line method to allocate their cost (and the revalued amount) to their residual values over their estimated useful lives, as follows;

Buildings	20 - 50 years
Buildings Improvement	5 years
Vehicle and equipment	5 years

At the end of each reporting period, the assets' residual values and useful lives are reviewed, and adjusted if appropriate.

The asset's carrying amount is written-down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (note 2.13 to the financial statements).

Gains and losses on disposals are determined by comparing proceeds with carrying amount and are recognised in the statements of comprehensive income.

When revalued assets are sold, the amounts included in gain on asset revaluation are transferred to retained earnings.

2.11 Right-of-use assets

The Group has leases which the rental contract are typically made for fixed periods of 1 to 15 years but may have extension options. Before 2020 financial year, leases of property, plant and equipment were classified as either finance or operating leases. Payments made under operating leases (net of any incentives received from the lessor) were charged to profit or loss on a straight-line basis over the period of the lease.

From 1 January 2020, leases are recognised as a right-of-use asset and a lease liability at the date at which the leased asset is available for use by the Group. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Right of use assets and lease liabilities are initially measured on a present value of rental payment which consist of:

- fixed payments, less any lease incentives receivable
- variable lease payment that are based on an index or a rate
- amounts expected to be payable by the lessee under residual value guarantees
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the lessee's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise of space for board and money exchange office.

2.12 Intangible assets

(a) Computer software

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives of 5 years and 10 years.

Costs associated with maintaining computer software programmes are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as intangible assets when the following criteria are met:

- It is technically feasible to complete the software product so that it will be available for use or sale;
- Management intends to complete the software product and use or sell it;
- There is an ability to use or sell the software product;
- It can be demonstrated how the software product will generate probable future economic benefits;
- Adequate technical, financial and other resources to complete the development and to use or sell the software product are available; and
- The expenditure attributable to the software product during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the software product include the software development employee costs and an appropriate portion of relevant overheads.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

(b) Other intangible assets

Expenditures on acquired licences are capitalised and amortised using the straight-line basis over their useful lives, generally over 5 years. Intangible assets are not revalued.

2.13 Impairment of assets

Assets that have an indefinite useful life, for example goodwill, are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest level for which there are separately identifiable cash flows. Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

2.14 Foreign currency translation

(a) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in Thai Baht, which is the Group's functional and presentation currency.

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit or loss.

When a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. Conversely, when a gain or loss on a non-monetary item is recognised in profit and loss, any exchange component of that gain or loss is recognised in profit and loss.

2.15 Derivatives and hedging activities

(a) Embedded derivative and derivatives that do not qualify for hedge accounting

Embedded derivative that is separately accounted for and derivatives that do not qualify for hedge accounting is initially recognised at fair value. Changes in the fair value are included in gains on financial instruments measured at fair value through profit or loss.

Fair value of derivatives is classified as a current or non-current following its remaining maturity.

(b) Hedge accounting

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. The Group designates certain derivatives as either:

- hedges of the fair value of i) recognised assets or liabilities or ii) unrecognised firm commitments (fair value hedges)
- hedges of a particular risk associated with the cash flows of i) recognised assets and liabilities and ii) highly probable forecast transactions (cash flow hedges); or
- hedges of a net investment in a foreign operation (net investment hedges).

At inception of the hedge relationship, the Group documents i) the economic relationship between hedging instruments and hedged items including whether changes in the cash flows of the hedging instruments are expected to offset changes in the cash flows of hedged items and ii) its risk management objective and strategy for undertaking its hedge transactions.

The full fair value of a hedging derivative is classified as a current or non-current asset or liability following the maturity of related hedged item.

The fair values of derivative financial instruments designated in hedge relationships and movements in the hedging reserve in shareholders' equity are shown in note 9.

Hedge effectiveness

Hedge effectiveness is determined at the inception of the hedge relationship, and through periodic prospective effectiveness assessments, to ensure that an economic relationship exists between the hedged item and hedging instrument.

For hedges of foreign currency purchases, the Group enters into hedge relationships where the critical terms of the hedging instrument match exactly with the terms of the hedged item. The Group therefore performs a qualitative assessment of effectiveness. If changes in circumstances affect the terms of the hedged item such that the critical terms no longer match exactly with the critical terms of the hedging instrument, the Group uses the hypothetical derivative method to assess effectiveness.

In hedges of foreign currency purchases, ineffectiveness may arise if the timing of the forecast transaction changes from what was originally estimated, or if there are changes in the credit risk of the derivative counterparty.

The Group enters into interest rate swaps that have similar critical terms as the hedged item, such as reference rate, reset dates, payment dates, maturities and notional amount. The Group does not hedge 100% of its loans, therefore the hedged item is identified as a proportion of the outstanding loans up to the notional amount of the swaps. As all critical terms matched during the year, there is an economic relationship.

Hedge ineffectiveness for interest rate swaps is assessed using the same principles as for hedges of foreign currency purchases. It may occur due to:

- the credit value/debit value adjustment on the interest rate swaps which is not matched by the loan, and
- differences in critical terms between the interest rate swaps and loans.

Cash flow hedges that qualify for hedge accounting

The effective portion of changes in the fair value of derivatives that are designated and qualified as cash flow hedges is recognised in the gains on fair value of hedging instruments for cash flow hedges within equity. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss within gains on financial instruments measured at fair value through profit or loss.

When forward contracts are used to hedge forecast transactions, the Group generally designates only the change in fair value of the forward contract related to the spot component as the hedging instrument. Gains or losses relating to the effective portion of the change in the spot component of the forward contracts are recognised in the gains on fair value of hedging instruments for cash flow hedges within equity. The change in the forward element of the contract that relates to the hedged item ('aligned forward element') is recognised within other comprehensive income in the costs of hedging reserve within equity.

In some cases, the Group may designate the full change in fair value of the forward contract (including forward points) as the hedging instrument. In such cases, the gains or losses relating to the effective portion of the change in fair value of the entire forward contract are recognised in the gains on fair value of hedging instruments for cash flow hedges within equity.

The Group reclassified particular accumulated hedge amounts in equity to profit or loss in the same periods as the hedged item affects profit or loss. The gain or loss relating to the effective portion of the interest rate swaps hedging floating rate loan, credit link debentures, credit link notes, and subordinated debentures is recognised in profit or loss within interest income or interest expense at the same time as the interest income or interest expense on the hedged item.

Net investment hedges

Hedges of net investments in foreign operations are accounted for similarly to cash flow hedges.

Any gain or loss on the hedging instrument relating to the effective portion of the hedge is recognised in other comprehensive income and accumulated in reserves in equity. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss within other gains/(losses). Gains and losses accumulated in equity are reclassified to profit or loss when the foreign operation is fully or partially disposed of or sold.

Interest rate benchmark (IBOR) reform

Interbank offered rates (IBORs), such as the London Interbank Offered Rate (LIBOR), play a critical role in global financial markets, serving as reference rates for derivatives, loans and investments, and as parameters in the valuation of financial instruments.

In recent years, regulators, central banks and market participants have been working towards a transition to alternative risk-free benchmark reference rates (RFRs) and market-led working groups in respective jurisdictions have recommended alternative risk-free reference rates, which are gradually being adopted in replacement of IBORs.

In response to the uncertainty about the long-term viability of these benchmark rates, and LIBOR in particular, the International Accounting Standards Board (IASB) has established a project to consider the financial reporting implications of the reform. The transition from IBORs is expected to have an impact on various elements of financial instrument accounting, including hedge accounting, as well as fair value methodologies and disclosures.

Financial Conduct Authority (FCA) has decided to no longer compel panel bank to participate in the USD LIBOR submission process after the end of 2021 and cease to oversight of these benchmark interest rates. Regulatory authorities and private sector working groups have been discussing alternative benchmark rates for USD LIBOR.

The Bank of Thailand (BOT), in collaboration with the Thai Bankers' Association (TBA) and the Association of International Banks (AIB), has established the 'Steering Committee on Commercial Banks Preparedness on LIBOR Discontinuation' whose key task is to ensure the smooth and fairest transition by focusing on 3 main areas:

1. Amendment of financial contracts referencing LIBOR and Thai Baht Interest Rate Fixing (THBFI) including loan, notes and derivative contracts.
2. Preparation of commercial banks for LIBOR transition.
3. Development plan for alternative Thai reference rate.

Impact of IBORs reform on the Bank's hedging relationship

The Bank has hedge accounted relationships referencing IBORs, with the most significant interest rate benchmarks to which the Bank's hedging relationships are exposed to USD LIBOR and THBFX.

The Bank's risk exposures that are directly affected by the interest rate benchmark reform are the cash flow hedge of financial instruments. These hedging relationships are designated using cross currency and interest rate swaps, for changes attributable of USD LIBOR and THBFX that are respective current benchmark interest rates. Additional information about the Bank's exposure to IBOR reform is presented in note 9 to the financial statements.

	Consolidate and Separate
	2021 Million Baht
Hedged items	
Floating rate loans	5,794
Credit linked debentures	3,643
Credit linked note	668

The Bank will continue to record any ongoing hedge ineffectiveness, including that generated by changes as a result of interest rate reform, within the Statement of Comprehensive Income. One of the source of ineffectiveness would be due to the IBORs reform takes effect at a different time and have a different impact on the hedged items (floating rate loan, credit link debentures, credit link notes, and subordinated debentures) and hedging instruments (the derivatives used to hedge the relevant hedged items).

Managing the process to transition

The Bank has established a steering committee to oversee the Bank's IBORs transition plan. This steering committee has put in place a transition project that includes the assessment and necessary actions necessary to accommodate the transition to RFRs as they apply internal processes and systems in pricing, risk management, and valuation models, as well as managing related tax and accounting implications. The Bank is continuing to monitor market developments in relation to the transition to RFRs from IBORs rates and their impact on the Bank's financial assets and liabilities to ensure that there are no unexpected consequences or disruption from the transition.

2.16 Embedded derivatives

The Group records embedded derivatives in compliance with the Bank of Thailand's Notification as follows:

- (a) If the economic characteristics and risks of an embedded derivative are not closely related to the economic characteristic and risk of host contract, the Group will separately account the embedded derivative from the host contract and measure the embedded derivative at fair value including a gain/loss in the statements of comprehensive income. The host contract will be accounted for under the related accounting standards. In case of the Group is unable to measure the embedded derivative separately, the Group will designate the entire hybrid contract as at fair value (based on arranger's price) included in the statements of comprehensive income.

(b) If the economic characteristics and risks of an embedded derivative are closely related to the economic characteristics and risks of the host contract, the Group will not separately account the embedded derivative from the host contract and classify the host contract under the related accounting standards.

2.17 Financial liabilities measured at fair value

Financial liabilities at fair value are recognised at fair value and derecognised when extinguished.

Measurement is initially at fair value, Day 1 Profit from fair value will be amortised as income using straight-line method until maturity or at early termination. Changes in the fair value of financial liabilities, measured at fair value through profit or loss, are recognised in the statements of comprehensive income as gain or loss on financial liabilities measured at fair value through profit loss. Except the portion of the fair value change due to own credit would be recognised in other comprehensive income. When matured, the fair value changes due to own credit are transferred to retained earnings.

2.18 Borrowings

Borrowings are initially recognised at the fair value, net of transaction costs incurred.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

2.19 Employee benefits and pension fund

Defined contribution plan

The Group operates a provident fund that is a defined contribution plan, the assets of which are held in a separate trust fund managed by external fund manager. The provident fund is funded by payments from employees and by the Group. Contributions to the provident fund are charged to the statements of comprehensive income in the period to which they relate.

Defined benefit plan

The Group has a policy to pay post-employment benefits to employees under the labour law applicable in Thailand.

The Group set provisions for employee benefits which comprises post-employment benefits under the labour law applicable in Thailand and pension fund.

The provision in respect of employee's benefits is measured, using the projected unit credit method which is calculated by an independent actuary in accordance with the actuarial technique. The present value of the defined benefit obligation is determined by discounting estimated future cash flows using yield on the government bonds which have terms to maturity approximating the terms of related liability. The estimated future cash flows shall reflect employee salaries, turnover rate, mortality, length of service and others. Actuarial gains and losses arise from experience adjustments and changes in actuarial assumptions. Actuarial gains and losses are charged or credited to equity in other comprehensive income in the year in which they arise. They are included in retained earnings in the statements of changes in equity / presented as a separate item in statements of changes in equity.

2.20 Provisions

The Group recognises provisions when the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated.

Where the Group expects a provision to be reimbursed, the reimbursement is recognised as a separate asset, but only when the reimbursement is highly likely.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

2.21 Share capital

Ordinary shares with discretionary dividends are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

2.22 Current and deferred income taxes

The tax expense for the year comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of reporting period in the countries where the Bank's subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is recognised, using the liability method, on temporary differences arising from differences between the tax base of assets and liabilities and their carrying amounts in the financial statements.

However, the deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit (loss). Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised. Deferred income tax is provided on temporary differences arising from investments in subsidiaries, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

2.23 Share-based payment

In March 2011, the Group established an Equity Ownership Plan (EOP). At the grant date, the Group records prepayment for the whole amount with fair value refers to market price on the same day of the ordinary shares of CIMB Group Holdings Berhad, which is the parent company of CIMB Group, and registers in the stock market in Malaysia multiplies with the number of shares granted to the employees. The Bank paid the amount to the related company in Malaysia which will purchase, own the shares until the transfer date on behalf of the Bank and other companies in the Group.

At the end of each reporting period, the Group sets up payment reserve as the proportion of time of the vesting period. The reserve presents as other liabilities.

The Bank reverses prepayment againsts share-based payment reserve with the preset amount when the related company in Malaysia transfers those ordinary shares to the employees at the end of vesting period.

2.24 Dividend payment

Dividend payment to the Bank's shareholders is recognised as a liability in the Bank's financial statements in the period in which the dividends are approved by the Bank's shareholders.

2.25 Segment reporting

Operating segments are presented in respect of the Group's business segments and reported to the chief operating decision-maker. The chief operating decision-maker is the person or group that allocates resources to and assesses the performance of the operating segments of an entity. The Group has determined the Management Committee as its chief operating decision-maker.

3. Change in accounting policy

The Group restated prior year financial statements due to a change in accounting policy for recognition of financial assets measured at fair value through profit or loss and investments from settlement date to trade date. The effects to the statement of financial position as at 1 January 2020 and 31 December 2020 are as follows:

	Consolidated					
	As at 31 December 2020			As at 1 January 2020		
	Previously reported Million Baht	Adjustments Million Baht	Restated Million Baht	Previously reported Million Baht	Adjustments Million Baht	Restated Million Baht
Statement of Financial Position						
Financial assets measured at fair value through profit or loss	34,427	807	35,234	32,768	(816)	31,952
Investments, net	61,546	(53)	61,493	53,992	-	53,992
Accounts receivable from sell of financial assets measured at fair value through profit or loss and investments	-	3,052	3,052	-	6,431	6,431
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	3,806	3,806	-	5,615	5,615

	Separate					
	As at 31 December 2020			As at 1 January 2020		
	Previously reported Million Baht	Adjustments Million Baht	Restated Million Baht	Previously reported Million Baht	Adjustments Million Baht	Restated Million Baht
Statement of Financial Position						
Financial assets measured at fair value through profit or loss	34,427	807	35,234	32,768	(816)	31,952
Investments, net	61,544	(53)	61,491	53,990	-	53,990
Accounts receivable from sell of financial assets measured at fair value through profit or loss and investments	-	3,052	3,052	-	6,431	6,431
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	3,806	3,806	-	5,615	5,615

Consolidated and Separate

	For the year ended 31 December 2020		
	Previously reported Million Baht	Adjustments Million Baht	Restated Million Baht
Statement of Cash flows			
Financial assets measured at fair value through profit or loss	2,142	(281)	2,423
Non-cash transaction:			
Account receivable from sell of investments	-	53	53

Additionally, the comparative figure has been reclassified to conform with the presentation in the current period.

4. Financial risk management

The Group's exposure to financial risks and how these risks could affect the future financial performance are as follows:

Risk	Exposure arising from	Measurement	Management
• Market risk – interest rate	• Financial assets and liabilities with value based on interest rate movement	• Interest rate risk Sensitivity analysis	• Interest rate products including derivatives
• Market risk – foreign exchange	• Financial assets and liabilities with value based on foreign exchange rate movement	• Foreign exchange rate risk Sensitivity analysis	• Foreign exchange product including derivatives
• Credit risk	• Interbank and money market items • Financial assets measured at fair value through profit or loss • Loan to customer • Investment in debt securities	• Aging analysis • Credit ratings	• Diversification of bank deposits, credit limits and letter of guarantee, • Investment guidelines for debt investments
• Liquidity risk	• Placement, Investment, Deposits, borrowings and other liabilities	• Rolling cash flow forecasts	• Liquidity Risk Management are operated in collaboration between 3 parties, namely (1) Asset and Liability Management, (2) Funding and Money Markets and (3) Capital & Balance Sheet Management with the liquidity ratios to manage the daily liquidity; including a monthly forward-looking projection of its liquidity position risk.

The Group's risk management is controlled by a central treasury department under policies approved by the Board of Directors. Group treasury identifies, evaluates and manages financial risks in close co-operation with the Group's operating units. The Risk Management Committee provides written principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative and other financial instruments as well as investment to efficiently manage Group's liquidity.

4.1 Financial risk

4.1.1 Market risk

Market risk is the risk that the Group may suffer loss as a result of changes in the value of positions taken, both on and off statements of financial position, due to movements in interest rates, foreign exchange rates, equity prices and commodity prices.

The Group has a Market Risk Management Unit, which is responsible for assessment of market risk, and uses tools and/ or systems that are widely accepted as efficient to help measure, monitor and manage market risk. This supports the Bank in ensuring that market risk is monitored and managed effectively, preventing the occurrence of unacceptable levels of market risk, and enabling the Group to take action to adjust market risk to appropriate levels in a timely manner.

4.1.1.1 Interest rate risk

Interest rate risk is the risk that changes in market interest rates which may lead to changes in the value of financial debt instruments measure at fair value and derivatives, which lead to fluctuations in revenue or the values of financial assets and liabilities.

Interest rate risk arises from interest rate structure, the characteristics and structure of the Bank's assets, liabilities and capital. The Bank has set risk limits for interest rate risk under the trading and banking accounts, with consent from the Board, in order to manage risk at an appropriate level.

The exposure of the Group's financial assets and liabilities to interest rate changes and the contractual re-pricing dates of the borrowings at the end of the reporting period are as follows:

Transaction	Consolidated			
	2021			
	Floating interest rate Million Baht	Fixed interest rate Million Baht	Non-interest bearing Million Baht	Total Million Baht
Financial assets				
Cash	-	-	818	818
Interbank and money market items	2,241	3,872	3,340	9,453
Financial assets measured at fair value through profit or loss	-	31,303	-	31,303
Derivative assets	24,598	2,572	19,249	46,419
Investments	-	74,175	107	74,282
Loans to customers	137,124	74,770	-	211,894
Credit support assets on derivatives	13,660	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	5,806	5,806
Other assets	243	-	471	714
Total financial assets	177,866	186,690	29,793	394,349
Financial liabilities				
Deposits	89,330	85,514	7,323	182,167
Interbank and money market items	23,803	30,937	657	55,397
Liabilities payable on demand	-	-	432	432
Financial liabilities measured at fair value through profit or loss	17,722	-	22	17,744
Derivative liabilities	25,459	1,992	15,257	42,708
Debt issued and borrowings	6,659	22,807	-	29,466
Lease liabilities	-	212	-	212
Credit support liabilities on derivatives	14,886	-	-	14,886
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	-	5,457	5,457
Total financial liabilities	177,859	141,462	29,148	348,469

Transaction	Consolidated			
	2020			
	Floating interest rate Million Baht	Fixed interest rate Million Baht	Non-interest bearing Million Baht	Total Million Baht
Financial assets				
Cash	-	-	919	919
Interbank and money market items	1,199	1,943	3,214	6,356
Financial assets measured at fair value through profit or loss	-	35,234	-	35,234
Derivative assets	41,033	2,095	14,433	57,561
Investments	-	61,415	79	61,494
Loans to customers	138,585	88,365	-	226,950
Credit support assets on derivatives	16,051	-	-	16,051
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	3,052	3,052
Other assets	-	324	222	546
Total financial assets	196,868	189,376	21,919	408,163
Financial liabilities				
Deposits	82,586	105,362	6,008	193,956
Interbank and money market items	19,757	25,460	1,878	47,095
Liabilities payable on demand	-	-	256	256
Financial liabilities measured at fair value through profit or loss	28,920	-	29	28,949
Derivative liabilities	36,864	2,010	18,347	57,221
Debt issued and borrowings	7,153	12,296	-	19,449
Lease liabilities	-	297	-	297
Credit support liabilities on derivatives	12,111	-	-	12,111
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	-	3,806	3,806
Total financial liabilities	187,391	145,425	30,324	363,140

Transaction	Separate			Total Million Baht
	2021			
	Floating interest rate Million Baht	Fixed interest rate Million Baht	Non-interest bearing Million Baht	
Financial assets				
Cash	-	-	818	818
Interbank and money market items	2,078	3,872	3,309	9,259
Financial assets measured at fair value through profit or loss	-	31,303	-	31,303
Derivative assets	24,598	2,572	19,249	46,419
Investments	-	74,173	107	74,280
Loans to customers	137,101	68,097	-	205,198
Credit support assets on derivatives	13,660	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	5,806	5,806
Other assets	243	-	298	541
Total financial assets	177,680	180,015	29,589	387,284
Financial liabilities				
Deposits	89,941	85,514	7,324	182,779
Interbank and money market items	23,803	30,937	657	55,397
Liabilities payable on demand	-	-	432	432
Financial liabilities measured at fair value through profit or loss	17,722	-	22	17,744
Derivative liabilities	25,459	1,992	15,257	42,708
Debt issued and borrowings	6,659	22,807	-	29,466
Lease liabilities	-	169	-	169
Credit support liabilities on derivatives	14,886	-	-	14,886
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	-	5,457	5,457
Total financial liabilities	178,470	141,419	29,149	349,038

Transaction	Separate			
	2020			
	Floating interest rate Million Baht	Fixed interest rate Million Baht	Non-interest bearing Million Baht	Total Million Baht
Financial assets				
Cash	-	-	918	918
Interbank and money market items	1,060	1,945	3,183	6,188
Financial assets measured at fair value through profit or loss	-	35,234	-	35,234
Derivative assets	41,033	2,095	14,433	57,561
Investments	-	61,413	79	61,492
Loans to customers	138,565	82,237	-	220,802
Credit support assets on derivatives	16,051	-	-	16,051
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	3,052	3,052
Other assets	-	324	222	546
Total financial assets	196,709	183,248	21,887	401,844
Financial liabilities				
Deposits	82,761	105,379	6,010	194,150
Interbank and money market items	19,757	25,460	1,878	47,095
Liabilities payable on demand	-	-	256	256
Financial liabilities measured at fair value through profit or loss	28,920	-	29	28,949
Derivative liabilities	36,864	2,010	18,347	57,221
Debt issued and borrowings	7,153	12,296	-	19,449
Lease liabilities	-	234	-	234
Credit support liabilities on derivatives	12,111	-	-	12,111
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	-	3,806	3,806
Total financial liabilities	187,566	145,379	30,326	363,271

		Consolidated						
		2021						
		Repricing or maturity date					Non- interest bearing Million Baht	Total Million Baht
		At call Million Baht	0 - 3 months Million Baht	3 - 12 months Million Baht	1 - 5 years Million Baht	Over 5 years Million Baht		
Transactions								
Financial assets								
Cash		-	-	-	-	-	818	818
Interbank and money market items		1,906	4,045	162	-	-	3,340	9,453
Financial assets measured at fair value through profit or loss		-	658	1,044	2,227	27,374	-	31,303
Derivative assets		-	17,664	8,596	311	599	19,249	46,419
Investments		-	1,885	8,290	35,937	28,061	109	74,282
Loans to customers		9,071	22,662	36,700	90,230	53,231	-	211,894
Credit support assets on derivatives		13,660	-	-	-	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments		-	-	-	-	-	5,806	5,806
Other assets		-	20	61	162	-	471	714
Total financial assets		24,637	46,934	54,853	128,867	109,265	29,793	394,349
Financial liabilities								
Deposits		89,330	46,382	37,265	1,867	-	7,323	182,167
Interbank and money market items		23,803	29,889	1,010	38	-	657	55,397
Liabilities payable on demand		-	-	-	-	-	432	432
Financial liabilities measured at fair value through profit or loss		-	1,428	16,294	-	-	22	17,744
Derivative liabilities		-	18,147	8,763	60	481	15,257	42,708
Debt issued and borrowings		-	11,097	5,546	-	12,823	-	29,466
Lease liabilities		-	20	60	130	2	-	212
Credit support liabilities on derivatives		14,886	-	-	-	-	-	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments		-	-	-	-	-	5,457	5,457
Total financial liabilities		128,019	106,963	68,938	2,095	13,306	29,148	348,469

		Consolidated						
		2020						
		Repricing or maturity date				Non- interest bearing Million Baht	Total Million Baht	
		At call Million Baht	0 - 3 months Million Baht	3 - 12 months Million Baht	1 - 5 years Million Baht			Over 5 years Million Baht
Transactions								
Financial assets								
Cash		-	-	-	-	-	919	919
Interbank and money market items		1,030	2,038	74	-	-	3,214	6,356
Financial assets measured at fair value through profit or loss		-	3	62	3,452	31,717	-	35,234
Derivative assets		-	31,294	11,427	78	329	14,433	57,561
Investments		-	3,447	2,882	35,074	20,012	79	61,494
Loans to customers		6,363	28,558	40,673	90,922	60,434	-	226,950
Credit support assets on derivatives		16,051	-	-	-	-	-	16,051
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments		-	-	-	-	-	3,052	3,052
Other assets		-	41	40	243	-	222	546
Total financial assets		23,444	65,381	55,158	129,769	112,492	21,919	408,163
Financial liabilities								
Deposits		82,585	46,223	57,383	1,757	-	6,008	193,956
Interbank and money market items		19,756	23,854	878	729	-	1,878	47,095
Liabilities payable on demand		-	-	-	-	-	256	256
Financial liabilities measured at fair value through profit or loss		-	21,123	7,757	40	-	29	28,949
Derivative liabilities		-	22,472	15,067	202	1,133	18,347	57,221
Debt issued and borrowings		-	4,247	3,974	-	11,228	-	19,449
Lease liabilities		-	28	81	185	3	-	297
Credit support liabilities on derivatives		12,111	-	-	-	-	-	12,111
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments		-	-	-	-	-	3,806	3,806
Total financial liabilities		114,452	117,947	85,140	2,913	12,364	30,324	363,140

	Separate						Total Million Baht
	2021						
	At call Million Baht	Repricing or maturity date				Non- interest bearing Million Baht	
	0 - 3 months Million Baht	3 - 12 months Million Baht	1 - 5 years Million Baht	Over 5 years Million Baht			
Transactions							
Financial assets							
Cash	-	-	-	-	-	818	818
Interbank and money market items	2,078	3,710	162	-	-	3,309	9,259
Financial assets measured at fair value through profit or loss	-	658	1,044	2,227	27,374	-	31,303
Derivative assets	-	17,664	8,596	311	599	19,249	46,419
Investments	-	1,885	8,290	35,935	28,061	109	74,280
Loans to customers	9,071	24,241	41,037	79,272	51,577	-	205,198
Credit support assets on derivatives	13,660	-	-	-	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	-	-	-	5,806	5,806
Other assets	-	20	61	162	-	298	541
Total financial assets	24,809	48,198	59,190	117,907	107,611	29,589	387,284
Financial liabilities							
Deposits	89,941	46,382	37,265	1,867	-	7,324	182,779
Interbank and money market items	23,803	29,889	1,010	38	-	657	55,397
Liabilities payable on demand	-	-	-	-	-	432	432
Financial liabilities measured at fair value through profit or loss	-	1,428	16,294	-	-	22	17,744
Derivative liabilities	-	18,147	8,763	60	481	15,257	42,708
Debt issued and borrowings	-	11,097	5,546	-	12,823	-	29,466
Lease liabilities	-	19	52	96	2	-	169
Credit support liabilities on derivatives	14,886	-	-	-	-	-	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	-	-	-	-	5,457	5,457
Total financial liabilities	128,630	106,962	68,930	2,061	13,306	29,149	349,038

	Separate						
	2020						
	Repricing or maturity date					Non- interest bearing Million Baht	Total Million Baht
At call Million Baht	0 - 3 months Million Baht	3 - 12 months Million Baht	1 - 5 years Million Baht	Over 5 years Million Baht			
Transactions							
Financial assets							
Cash	-	-	-	-	-	918	918
Interbank and money market items	1,061	1,870	74	-	-	3,183	6,188
Financial assets measured at fair value through profit or loss	-	3	62	3,452	31,717	-	35,234
Derivative assets	-	31,294	11,427	78	329	14,433	57,561
Investments	-	3,447	2,882	35,074	20,010	79	61,492
Loans to customers	6,363	39,486	49,716	67,459	57,778	-	220,802
Credit support assets on derivatives	16,051	-	-	-	-	-	16,051
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	-	-	-	3,052	3,052
Other assets	-	41	40	243	-	222	546
Total financial assets	23,475	76,141	64,201	106,306	109,834	21,887	401,844
Financial liabilities							
Deposits	82,761	46,228	57,394	1,757	-	6,010	194,150
Interbank and money market items	19,756	23,854	878	729	-	1,878	47,095
Liabilities payable on demand	-	-	-	-	-	256	256
Financial liabilities measured at fair value through profit or loss	-	21,122	7,757	41	-	29	28,949
Derivative liabilities	-	22,472	15,067	202	1,133	18,347	57,221
Debt issued and borrowings	-	4,248	3,973	-	11,228	-	19,449
Lease liabilities	-	20	56	155	3	-	234
Credit support liabilities on derivatives	12,111	-	-	-	-	-	12,111
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	-	-	-	-	3,806	3,806
Total financial liabilities	114,628	117,944	85,125	2,884	12,364	30,326	363,271

The Bank has average balances of the financial assets and liabilities that generating revenues and expenses, and the average interest and dividend rate for the year ended 31 December 2021 and 2020, can be summarised as follows:

	2021			2020		
	Average balances Million Baht	Interest and dividend Million Baht	Average rate (%)	Average balances Million Baht	Interest and dividend Million Baht	Average rate (%)
Performing financial assets						
Interbank and money market items, net	4,701	18	0.38	5,757	71	1.23
Financial assets measured at fair value through profit or loss	35,439	360	1.02	36,670	375	1.03
Investments, net	65,625	1,061	1.62	59,616	1,121	1.88
Loans to customers	208,362	11,167	5.36	227,305	13,371	5.88
Total performing financial assets	314,127	12,606		329,348	14,938	
Performing financial liabilities						
Deposits	179,726	1,299	0.72	196,135	2,360	1.20
Interbank and money market items	52,903	206	0.39	49,696	337	0.68
Financial liabilities measured at fair value through profit or loss	23,681	192	0.81	28,066	300	1.07
Debt issued and borrowings	25,458	580	2.28	24,093	713	2.96
Total performing financial liabilities	281,768	2,277		297,990	3,710	

Separate

	2021			2020		
	Average balances Million Baht	Interest and dividend Million Baht	Average rate (%)	Average balances Million Baht	Interest and dividend Million Baht	Average rate (%)
Performing financial assets						
Interbank and money market items, net	4,528	17	0.38	5,627	70	1.25
Financial assets measured at fair value through profit or loss	35,439	360	1.02	36,670	375	1.03
Investments, net	65,623	1,061	1.62	59,614	1,121	1.88
Loans	211,334	7,917	3.75	235,373	9,562	4.09
Total performing financial assets	316,924	9,355		337,284	11,128	
Performing financial liabilities						
Deposits	180,199	1,299	0.72	196,638	2,360	1.20
Interbank and money market items	52,712	206	0.39	48,231	337	0.70
Financial liabilities measured at fair value through profit or loss	23,681	192	0.81	28,066	300	1.07
Debt issued and borrowings	25,458	580	2.28	23,426	696	2.97
Total performing financial liabilities	282,050	2,277		296,361	3,693	

Sensitivity analysis of interest rate to net profit and equity

Profit or loss is sensitive to higher or lower interest income from financial asset, and higher or lower interest expenses from financial liabilities as a result of changes in interest rates. Other components of equity change as a result of an increase or decrease in the fair value of the cash flow hedges of borrowings and the fair value of debt investments at fair value through other comprehensive income.

	Consolidated and Separate	
	2021	
	+1 basis point Million Baht	-1 basis point Million Baht
Impact on net profit	(40)	40
Impact on equity	(15)	15
	(55)	55

	Consolidated and Separate	
	2020	
	+1 basis point Million Baht	-1 basis point Million Baht
Impact on net profit	(48)	48
Impact on equity	(6)	6
	(54)	54

4.1.1.2 Foreign exchange risk

Foreign exchange risk is the risk that changes in foreign exchange rates may result in changes in the value of financial instruments, and fluctuations in revenues or the value of financial assets and liabilities.

The Group's Treasury and Trading Division is responsible for managing foreign currency positions within risk limits set by the Risk Management Committee of the Group.

The Group's exposure to foreign currency risk at the end of the reporting period, expressed in Baht are as follows:

	Consolidated						Total Million Baht
	2021						
	Currency						
THB Million Baht	USD Million Baht	JPY Million Baht	EURO Million Baht	MYR Million Baht	Others Million Baht		
Transactions							
Financial assets							
Cash	815	-	-	-	-	3	818
Interbank and money market items	5,039	3,547	51	217	197	405	9,456
Financial assets measured at fair value through profit or loss	31,303	-	-	-	-	-	31,303
Derivative assets	(368,984)	421,263	(9,044)	(7,907)	4,046	7,045	46,419
Investments	74,281	-	-	1	-	-	74,282
Loans to customers and Accrued interest receivables	203,036	13,143	-	8	-	2	216,189
Credit support assets on derivatives	3,991	9,669	-	-	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	5,806	-	-	-	-	-	5,806
Other assets	968	-	-	-	-	-	968
Total financial assets	(43,745)	447,622	(8,993)	(7,681)	4,243	7,455	398,901
Financial liabilities							
Deposits	178,954	2,857	6	194	30	126	182,167
Interbank and money market items	54,515	729	1	-	151	1	55,397
Liabilities payable on demand	431	1	-	-	-	-	432
Financial liabilities measured at fair value through profit or loss	17,744	-	-	-	-	-	17,744
Derivative liabilities	(372,544)	434,802	(8,984)	(7,872)	(9,666)	6,972	42,708
Debt issued and borrowings	12,332	4,311	-	-	12,823	-	29,466
Lease liabilities	212	-	-	-	-	-	212
Credit support liabilities on derivatives	10,592	4,294	-	-	-	-	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	5,457	-	-	-	-	-	5,457
Other liabilities	152	16	-	-	228	-	396
Total financial liabilities	(92,155)	447,010	(8,977)	(7,678)	3,566	7,099	348,865

Transactions	Consolidated						Total Million Baht
	2020						
	Currency						
	THB Million Baht	USD Million Baht	JPY Million Baht	EURO Million Baht	MYR Million Baht	Others Million Baht	
Financial assets							
Cash	886	5	2	6	2	18	919
Interbank and money market items	3,670	1,485	26	5	747	424	6,357
Financial assets measured at fair value through profit or loss	35,234	-	-	-	-	-	35,234
Derivative assets	612,145	(629,083)	17,099	31,742	11,649	14,009	57,561
Investments	61,493	-	-	1	-	-	61,494
Loans to customers and Accrued interest receivables	217,660	11,961	-	7	-	1,169	230,797
Credit support assets on derivatives	7,605	8,446	-	-	-	-	16,051
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	3,052	-	-	-	-	-	3,052
Other assets	937	1	-	-	-	-	938
Total financial assets	942,682	(607,185)	17,127	31,761	12,398	15,620	412,403
Financial liabilities							
Deposits	187,044	6,347	8	96	197	264	193,956
Interbank and money market items	45,032	1,355	-	4	703	1	47,095
Liabilities payable on demand	255	1	-	-	-	-	256
Financial liabilities measured at fair value through profit or loss	28,949	-	-	-	-	-	28,949
Derivative liabilities	622,098	(627,921)	17,095	31,627	(654)	14,976	57,221
Debt issued and borrowings	4,329	3,892	-	-	11,228	-	19,449
Lease liabilities	297	-	-	-	-	-	297
Credit support liabilities on derivatives	4,730	7,381	-	-	-	-	12,111
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	3,806	-	-	-	-	-	3,806
Other liabilities	293	18	-	-	228	-	539
Total financial liabilities	896,833	(608,927)	17,103	31,727	11,702	15,241	363,679

	Separate						Total Million Baht
	2021						
	Currency						
THB Million Baht	USD Million Baht	JPY Million Baht	EURO Million Baht	MYR Million Baht	Others Million Baht		
Transactions							
Financial assets							
Cash	815	-	-	-	-	3	818
Interbank and money market items	4,845	3,547	51	217	197	405	9,262
Financial assets measured at fair value through profit or loss	31,303	-	-	-	-	-	31,303
Derivative assets	(368,984)	421,263	(9,044)	(7,907)	4,046	7,045	46,419
Investments	74,279	-	-	1	-	-	74,280
Loans to customers and Accrued interest receivables	196,337	13,143	-	8	-	2	209,490
Credit support assets on derivatives	3,991	9,669	-	-	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	5,806	-	-	-	-	-	5,806
Other assets	808	-	-	-	-	-	808
Total financial assets	(50,800)	447,622	(8,993)	(7,681)	4,243	7,455	391,846
Financial liabilities							
Deposits	179,566	2,857	6	194	30	126	182,779
Interbank and money market items	54,515	729	1	-	151	1	55,397
Liabilities payable on demand	431	1	-	-	-	-	432
Financial liabilities measured at fair value through profit or loss	17,744	-	-	-	-	-	17,744
Derivative liabilities	(372,544)	434,802	(8,984)	(7,872)	(9,666)	6,972	42,708
Debt issued and borrowings	12,332	4,311	-	-	12,823	-	29,466
Lease liabilities	169	-	-	-	-	-	169
Credit support liabilities on derivatives	10,592	4,294	-	-	-	-	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	5,457	-	-	-	-	-	5,457
Other liabilities	152	16	-	-	228	-	396
Total financial liabilities	(91,586)	447,010	(8,977)	(7,678)	3,566	7,099	349,434

Transactions	Separate						Total Million Baht
	2020						
	Currency						
	THB Million Baht	USD Million Baht	JPY Million Baht	EURO Million Baht	MYR Million Baht	Others Million Baht	
Financial assets							
Cash	885	5	2	6	2	18	918
Interbank and money market items	3,502	1,485	26	5	747	424	6,189
Financial assets measured at fair value through profit or loss	35,234	-	-	-	-	-	35,234
Derivative assets	612,145	(629,083)	17,099	31,742	11,649	14,009	57,561
Investments	61,491	-	-	1	-	-	61,492
Loans to customers and Accrued interest receivables	211,506	11,961	-	7	-	1,169	224,643
Credit support assets on derivatives	7,605	8,446	-	-	-	-	16,051
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	3,052	-	-	-	-	-	3,052
Other assets	937	1	-	-	-	-	938
Total financial assets	936,357	(607,185)	17,127	31,761	12,398	15,620	406,078
Financial liabilities							
Deposits	187,238	6,347	8	96	197	264	194,150
Interbank and money market items	45,032	1,355	-	4	703	1	47,095
Liabilities payable on demand	255	1	-	-	-	-	256
Financial liabilities measured at fair value through profit or loss	28,949	-	-	-	-	-	28,949
Derivative liabilities	622,098	(627,921)	17,095	31,627	(654)	14,976	57,221
Debt issued and borrowings	4,329	3,892	-	-	11,228	-	19,449
Lease liabilities	234	-	-	-	-	-	234
Credit support liabilities on derivatives	4,730	7,381	-	-	-	-	12,111
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	3,806	-	-	-	-	-	3,806
Other liabilities	289	17	-	-	228	-	534
Total financial liabilities	896,960	(608,928)	17,103	31,727	11,702	15,241	363,805

In addition to the financial assets and liabilities denominated in foreign currencies already disclosed in the relevant notes to the financial statements as at 31 December 2021 and 2020, the Bank has the following net foreign currency positions categorised by major foreign currencies:

(Unit: Equivalent to million USD)

	2021			2020		
	USD	EURO*	Other currencies*	USD	EURO*	Other currencies*
	Spot	421.58	0.92	(391.33)	102.28	(2.70)
Forward						
- Forward contract	(390.78)	(1.25)	410.79	(57.99)	2.70	377.17
Total	30.80	(0.33)	19.46	44.29	-	23.15

* EURO and other currencies are stated in USD equivalents.

Foreign exchange risk sensitivity analysis

The following table sets out the analysis of the exposure to assess the impact of a 1% change in exchange rate to the net profit and share's holder equity:

	Consolidated and Separate	
	2021 Million Baht	2020 Million Baht
+ 1%		
US Dollar	10	13
Others	6	7
	16	20
-1%		
US Dollar	(10)	(13)
Others	(6)	(7)
	(16)	(20)

The Bank engages in financial derivative activities as required in the normal course of business to meet its clients' needs and to manage risks arising from fluctuations in foreign exchange rates and interest rates.

As at 31 December 2021 and 2020, financial derivatives as classified by their maturities were as follows:

	2021			2020		
	Less than 1 year Million Baht	Over 1 year Million Baht	Total Million Baht	Less than 1 year Million Baht	Over 1 year Million Baht	Total Million Baht
Forward and spot contracts						
- Bought	769,392	2,351	771,743	603,595	6,866	610,461
- Sold	696,643	7,893	704,536	495,758	8,484	504,242
Cross-currency and interest rate swap contracts						
- Bought	43,351	232,033	275,384	39,340	179,714	219,054
- Sold	66,961	188,102	255,063	32,772	170,483	203,255
Interest rate swap contracts						
- Fixed-rate receiver	333,199	596,620	929,819	378,701	574,392	953,093
- Floating-rate receiver	428,514	754,286	1,182,800	461,171	706,643	1,167,814
Foreign exchange options						
- Call-option sales contract	-	-	-	334	-	334
- Put-option sales contract	4	-	4	406	-	406
- Call-option purchase contract	34	-	34	646	-	646
- Put-option purchase contract	-	-	-	318	-	318
Credit derivatives						
- Bought	668	5,443	6,111	-	5,675	5,675
- Sold	668	5,443	6,111	-	5,675	5,675
Fund option						
- Bought	409	-	409	1,599	417	2,016
- Sold	409	-	409	1,599	417	2,016
Equity option						
- Bought	767	359	1,126	-	323	323
- Sold	767	359	1,126	-	323	323
Bond forward						
- Sold	-	23,956	23,956	8,679	14,692	23,371

The Bank sets up policies and relevant risk limits by which it requires risk reporting and control procedures as a control over financial derivative activities. The Bank realises that financial derivatives involve credit risk and considers credit limits for its customers in general. The same credit approval process used when granting loans to a customer is adopted for financial derivative customers, so that the Bank is able to maintain risk at acceptable levels. However, financial derivatives may cause the Bank to incur gains or losses as they are sensitive to foreign exchange rates or interest rates, which can fluctuate materially as the market situation changes.

4.1.1.3 Equity position risk

Equity position risk is the risk that changes in the market prices of equity securities may result in changes in the value of equity instruments, fluctuations in revenues and the value of other financial assets. Equity position risk is not material to the Group

4.1.2 Credit risk

Credit risk is the risk that the Group will incur a loss because its customers, clients or counter parties failed to discharge their contractual obligations.

The Group's credit risk management processes are implemented under a credit risk management policy, and have been structured in order to maintain checks and balances and clear segregation of responsibilities between the marketing, credit approval, inspection and risk management functions. The Group manages credit risk at the customer standalone risk level and the portfolio level, developing different and appropriate credit risk rating tools to measure the risk at each level. For corporate customers and small-medium enterprise customers, risk grading tools and an SME rating, respectively, have been developed to grade customer credit risk levels. For individual retail customers, with multi-purpose credit, whether uncollateralised (personal cash) or collateralised (mortgage loan), including home loans, the Group has developed a credit scoring system for use in risk evaluation.

In respect of the credit review and approval process, the Group has appointed a Credit Committee to consider the granting of credit facilities at different levels, based on the credit limit, focusing on borrowers' ability to make repayment, the type of credit, the financial status of the borrower, the economic situation and the status of the borrowers' industry. Furthermore, the Group has established an independent Credit Review Unit to ensure that the credit approval process is transparent and effective.

The maximum credit risk exposure is the carrying value of the financial assets after deducting allowance for expected credit losses as stated in the statements of financial position, and the risk of off-statements of financial position commitments, e.g., loan guarantees and other guarantees.

Forward-looking macroeconomic factors

The Group applies three economic scenarios to reflect an unbiased probability-weighted range of possible future outcome in estimating ECL:

Base case: This represents 'most likely outcome' of future economic conditions which is aligned with information used by the Group for other purposes such as budgeting and stress testing.

Best and Worst cases: These represent the 'upside' and 'downside' outcome of future economic conditions which determined by a combination of statistical analysis and expert credit judgement.

Loan portfolio

As at 31 December 2021 and 2020, concentrations of credit risk relative to the loans and receivables summarised by type of industry are as follows:

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Agricultural and mining	5,593	7,446	5,593	7,446
Manufacturing and commerce	32,323	33,962	32,323	33,962
Real estate and construction	14,536	16,252	14,536	16,252
Public utilities and services	27,609	29,118	27,609	29,118
Personal cash	6,402	8,263	6,402	8,263
Housing loans	78,124	76,789	78,124	76,789
Hire-purchase receivable and financial lease receivable	33,535	39,063	-	-
Others	13,772	16,057	40,611	48,972
Total loans net of deferred revenue	211,894	226,950	205,198	220,802

As at 31 December 2021 and 2020, the Group had the following off-balance statement of financial position. These are calculated according to the period to maturity in the contract dates from the date of statement of the financial position:

	Consolidated and Separate					
	Counting from 2021			Counting from 2020		
	Less than 1 year Million Baht	Over 1 year Million Baht	Total Million Baht	Less than 1 year Million Baht	Over 1 year Million Baht	Total Million Baht
Avals of bills	8	-	8	9	8	17
Liabilities under unmatured import bills	653	-	653	157	-	157
Letters of credit	1,126	-	1,126	765	-	765
Bills on domestic letter of credit	-	-	-	31	-	31
Other guarantees	7,904	1,077	8,981	8,717	1,799	10,516

Investment in debt securities and interbank and money market items

Investment in debt securities is considered from credit rating of bond issuers or guarantors which has to pass the minimum requirement set by the Bank Committee.

Before entering into a transaction with other banks, the Bank is required to assess the counterparty's credit rating which is normally referred to the external rating agency. The Bank also takes into consideration the credit rating of the counterparty's country.

Credit Rating

The risk rating for the Group's financial assets is classified as the following table, and corresponds to the Standard & Poor's rating.

Loan to customers and Loan commitments and financial guarantee contracts

Rating classification	Internal rating
Good	1 - 10b
Satisfactory	11a - 13e
Impaired	14

Other financial assets

Rating classification	Internal rating	External rating
Investment Grade (IG)	1 - 6	AAA ~ BBB-
Non-Investment Grade	7 - 13e	BB+ and below

Credit quality description can be summarised as follows:

Good - There is a high likelihood of the asset being recovered in full and therefore, of no cause for concern to the Group and the Bank.

Satisfactory - There is concern over the counterparty's ability to make payments when due. However, these have not yet converted to actual delinquency and the counterparty is continuing to make payments when due and is expected to settle all outstanding amounts of principal and interest.

Impaired - The asset is being impaired.

Investment Grade - It refers to the credit quality of the financial asset where there is a relatively low risk of credit default as the issuer of the financial asset has a high likelihood to meet payment obligations.

Non-investment Grade - There is concern over the credit quality of the financial asset due to the risk that the issuer is unable to repay its obligation when due.

No rating - This includes exposures under the Simplified Approach or those where ratings are not available or portfolio average were applied.

Maximum exposure to credit risk

The Group has the maximum credit risk exposure in the event of other parties failing to perform their obligation. No account is taken of any collateral held and the maximum exposure to loss is considered to be the statement of financial position carrying amount or, off-statement of financial position transaction and financial guarantee but not including derivative instruments.

The exposure to the credit risk of the Group which not equals their carrying amount in the statement of financial position as at reporting date, as follows:

	Consolidated	
	2021	2020
	Maximum exposure to credit risk Million Baht	Maximum exposure to credit risk Million Baht
Credit risk exposures of on-statement of financial position assets:		
Financial assets measured at fair value through profit or loss	31,814	33,253
Investments	74,471	60,863
	106,285	94,116
Credit risk exposure of off-statement of financial position items:		
Financial guarantees	10,767	11,468
Loan commitments	31,992	42,567
	42,759	54,035

	Separate	
	2021	2020
	Maximum exposure to credit risk Million Baht	Maximum exposure to credit risk Million Baht
Credit risk exposures of on-statement of financial position assets:		
Financial assets measured at fair value through profit or loss	31,814	33,253
Investments	74,469	60,861
	106,283	94,114
Credit risk exposure of off-statement of financial position items:		
Financial guarantees	10,767	11,468
Loan commitments	31,992	42,567
	42,759	54,035

Collateral

The Group employs a range of policies and practices to mitigate credit risk. The most common of these is accepting collateral for funds advanced. The Group has internal policies on the acceptability of specific classes of collateral or credit risk mitigation.

The Group prepares a valuation of the collateral obtained as part of the loan origination process. This assessment is reviewed periodically. The main collateral type accepted and given value by the Group are:

- Mortgage over residential;
- Commercial real estate or immovable property;
- Business assets such as properties, equipment, fixed deposit, debentures, personal guarantees and corporate guarantees;
- Financial instruments such as marketable securities; and
- Others

The following table shown loan to customers classified as Commercial lending, Retail lending and collateral held to mitigate potential losses:

Consolidated				
2021				
	Gross carrying amount	Expected credit losses	Net carrying amount exclude excess provision	Fair value of collateral held
	Million Baht	Million Baht	Million Baht	Million Baht
Non-retail lending	85,603	(3,169)	82,434	25,827
Retail lending	130,586	(3,622)	126,964	86,855
Total	216,189	(6,791)	209,398	112,682

Consolidated				
2020				
	Gross carrying amount	Expected credit losses	Net carrying amount exclude excess provision	Fair value of collateral held
	Million Baht	Million Baht	Million Baht	Million Baht
Non-retail lending	94,614	(2,555)	92,059	29,293
Retail lending	136,183	(4,333)	131,850	86,852
Total	230,797	(6,888)	223,909	116,145

		Separate			
		2021			
	Gross carrying amount Million Baht	Expected credit losses Million Baht	Net carrying amount exclude excess provision Million Baht	Fair value of collateral held Million Baht	
Non-retail lending	112,471	(3,254)	109,217	25,827	
Retail lending	97,019	(2,070)	94,949	86,855	
Total	209,490	(5,324)	204,166	112,682	

		Separate			
		2020			
	Gross carrying amount Million Baht	Expected credit losses Million Baht	Net carrying amount exclude excess provision Million Baht	Fair value of collateral held Million Baht	
Non-retail lending	127,554	(2,592)	124,962	29,293	
Retail lending	97,089	(2,532)	94,557	86,852	
Total	224,643	(5,124)	219,519	116,145	

Impairment of financial assets

The Group and the Bank has 2 types of financial assets that are subject to the expected credit loss model:

- Investment in debt instruments measured at amortised cost and FVOCI
- Loan to related parties

While cash and cash equivalents are also subject to the impairment requirements of TFRS 9, the identified impairment loss was immaterial.

Investment in debt instrument

The Group and the Bank considers that all investment in debt instrument measured at amortised cost and FVOCI have low credit risk, and the loss allowance recognised during the year was therefore limited to 12 months expected losses. Management consider 'low credit risk' for bonds to be an investment grade credit rating with at least one major rating agency. Other instruments are considered to be low credit risk when they have a low risk of default and the issuer has a strong capacity to meet its contractual cash flow obligations.

Loans to related parties

Loans to related parties measured at amortised cost are considered to have low credit risk, and the loss allowance recognised during the year was therefore limited to 12 months expected losses. Lifetime expected credit losses is recognised for the loans that the credit risk is significant increased.

The reconciliation of allowance for expected credit loss to related parties for the year ended 31 December 2021 and 2020 are as follows:

	Separate	
	2021 Million Baht	2020 Million Baht
Opening allowance for expected credit loss		
- calculated under TFRS 9	37	25
Increase in allowance for expected credit loss recognised in profit or loss during the period/ year	47	12
Ending allowance for expected credit loss	84	37

Credit related commitments

Commitment to extend credit represents unutilised portion of approved credit in the form of loans financing, financial guarantees or letters of credit. In terms of credit risk, the Group has potentially exposed to loss in an amount equal to the total unutilised commitments. However, the potential amount of loss is less than the total unutilised commitments, as the rate of utilised commitments are low. The Group monitors the term to maturity of credit commitments because longer-term commitments generally have a greater degree of credit risk than short-term commitments.

Credit quality of loans to customers

Loan to customers can be classified as past due not over 30 days, past due between 31 and 90 days and past due more than 90 days.

Loan to customers classified by credit quality are as following table:

		Consolidated				
		2021				
		Financial assets with an insignificant increase in credit risk	Financial assets with a significant increase in credit risk	Credit-impaired financial assets	Purchased or originated credit-impaired financial assets	Total
		Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Not past due and past due not over 30 days		188,770	14,101	870	-	203,741
Past due between 31 and 90 days		-	4,899	206	-	5,105
Past due more than 90 days		-	-	7,285	58	7,343
Gross carrying amount		188,770	19,000	8,361	58	216,189
Less Allowance for expected credit losses		(1,488)	(1,890)	(3,389)	(24)	(6,791)
Net carrying amount		187,282	17,110	4,972	34	209,398

		Consolidated				
		2020				
		Financial assets with an insignificant increase in credit risk	Financial assets with a significant increase in credit risk	Credit-impaired financial assets	Purchased or originated credit-impaired financial assets	Total
		Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Not past due and past due not over 30 days		200,367	14,825	809	-	216,001
Past due between 31 and 90 days		-	4,388	868	-	5,256
Past due more than 90 days		-	-	9,482	58	9,540
Gross carrying amount		200,367	19,213	11,159	58	230,797
Less Allowance for expected credit losses		(1,891)	(1,482)	(3,491)	(24)	(6,888)
Net carrying amount		198,476	17,731	7,668	34	223,909

Separate

	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Not past due and past due not over 30 days	187,124	12,726	868	-	200,718
Past due between 31 and 90 days	-	1,552	202	-	1,754
Past due more than 90 days	-	-	6,960	58	7,018
Gross carrying amount	187,124	14,278	8,030	58	209,490
Less Allowance for expected credit losses	(928)	(1,115)	(3,257)	(24)	(5,324)
Net carrying amount	186,196	13,163	4,773	34	204,166

Separate

	2020				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Not past due and past due not over 30 days	198,709	13,013	806	-	212,528
Past due between 31 and 90 days	-	2,100	864	-	2,964
Past due more than 90 days	-	-	9,093	58	9,151
Gross carrying amount	198,709	15,113	10,763	58	224,643
Less Allowance for expected credit losses	(1,060)	(708)	(3,332)	(24)	(5,124)
Net carrying amount	197,649	14,405	7,431	34	219,519

The table below presents credit quality of the interbank and money market items (asset), investments, loans and accrued interest receivables, credit support assets on derivatives, other assets and loans commitments and financial guarantees classified by rating:

		Consolidated				
		2021				
	Financial assets with an insignificant increase in credit risk	Financial assets with a significant increase in credit risk	Credit-impaired financial assets	Purchased or originated credit-impaired financial assets	Total	
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	
Interbank and money market (Asset)						
Sovereign	1,582	-	-	-	1,582	
Investment grade	7,279	-	-	-	7,279	
Non-investment grade	595	-	-	-	595	
No rating	-	-	-	-	-	
<u>Less</u> Allowance for expected credit losses	-	-	-	-	-	
Net carrying amount	9,456	-	-	-	9,456	
Investments						
Sovereign	66,165	-	-	-	66,165	
Investment grade	6,117	-	-	-	6,117	
Non-investment grade	1,892	-	-	-	1,892	
No rating	-	-	1	-	1	
Gross carrying amount	74,174	-	1	-	74,175	
<u>Less</u> Allowance for expected credit losses	-	-	(1)	-	(1)	
Net carrying amount	74,174	-	-	-	74,174	

	Consolidated				
	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Loans and accrued interest receivables					
Good	61,093	3,765	-	-	64,858
Satisfactory	1,798	7,749	33	-	9,580
Impaired	-	-	4,195	58	4,253
No rating	125,879	7,486	4,133	-	137,498
Gross carrying amount	188,770	19,000	8,361	58	216,189
Less Allowance for expected credit losses	(1,488)	(1,890)	(3,389)	(24)	(6,791)
Net carrying amount before excess provision	187,282	17,110	4,972	34	209,398
Credit support assets on derivatives					
Sovereign	2,892	-	-	-	2,892
Investment grade	10,768	-	-	-	10,768
Non-investment grade	-	-	-	-	-
No rating	-	-	-	-	-
Carrying amount	13,660	-	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments					
Sovereign	5,782	-	-	-	5,782
Investment grade	24	-	-	-	24
Non-investment grade	-	-	-	-	-
No rating	-	-	-	-	-
Carrying amount	5,806	-	-	-	5,806
Other assets					
Sovereign	208	-	-	-	208
Investment grade	46	-	-	-	46
Non-investment grade	282	-	-	-	282
No rating	311	-	-	-	311
Gross carrying amount	847	-	-	-	847
Less Allowance for expected credit losses	(58)	-	-	-	(58)
Net carrying amount	789	-	-	-	789

Consolidated

	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Loans commitments and financial guarantees					
Good	6,900	112	-	-	7,012
Satisfactory	68	336	-	-	404
Impaired	-	-	345	-	345
No rating	2,057	4	-	-	2,061
Gross carrying amount	9,025	452	345	-	9,822
Less Allowance for expected credit losses	(129)	(24)	(815)	-	(968)
Net carrying amount	8,896	428	(470)	-	8,854

Consolidated					
2020					
	Financial assets with an insignificant increase in credit risk	Financial assets with a significant increase in credit risk	Credit-impaired financial assets	Purchased or originated credit-impaired financial assets	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Interbank and money market (Asset)					
Sovereign	2,131	-	-	-	2,131
Investment grade	2,724	-	-	-	2,724
Non-investment grade	1,502	-	-	-	1,502
No rating	-	-	-	-	-
<u>Less</u> Allowance for expected credit losses	-	-	-	-	-
Net carrying amount	6,357	-	-	-	6,357
Investments					
Sovereign	53,140	-	-	-	53,140
Investment grade	6,924	-	-	-	6,924
Non-investment grade	1,210	141	-	-	1,351
No rating	-	-	1	-	1
Gross carrying amount	61,274	141	1	-	61,416
<u>Less</u> Allowance for expected credit losses	-	-	(1)	-	(1)
Net carrying amount	61,274	141	-	-	61,415
Loans and accrued interest receivables					
Good	67,997	1,243	-	-	69,240
Satisfactory	1,924	9,792	243	-	11,959
Impaired	-	-	5,816	58	5,874
No rating	130,446	8,178	5,100	-	143,724
Gross carrying amount	200,367	19,213	11,159	58	230,797
<u>Less</u> Allowance for expected credit losses	(1,891)	(1,482)	(3,491)	(24)	(6,888)
Net carrying amount before excess provision	198,476	17,731	7,668	34	223,909
Credit support assets on derivatives					
Sovereign	345	-	-	-	345
Investment grade	14,154	-	-	-	14,154
Non-investment grade	1,552	-	-	-	1,552
No rating	-	-	-	-	-
Carrying amount	16,051	-	-	-	16,051

	Consolidated				
	2020				
	Financial assets with an insignificant increase in credit risk	Financial assets with a significant increase in credit risk	Credit-impaired financial assets	Purchased or originated credit-impaired financial assets	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments					
Sovereign	2,999	-	-	-	2,999
Investment grade	53	-	-	-	53
Non-investment grade	-	-	-	-	-
No rating	-	-	-	-	-
Carrying amount	3,052	-	-	-	3,052
Other assets					
Sovereign	219	-	-	-	219
Investment grade	492	-	-	-	492
Non-investment grade	-	1	-	-	1
No rating	237	-	-	-	237
Gross carrying amount	948	1	-	-	949
Less Allowance for expected credit losses	(48)	-	-	-	(48)
Net carrying amount	900	1	-	-	901
Loans commitments and financial guarantees					
Good	9,137	158	-	-	9,295
Satisfactory	253	213	-	-	466
Impaired	-	-	195	-	195
No rating	2,378	6	203	-	2,587
Gross carrying amount	11,768	377	398	-	12,543
Less Allowance for expected credit losses	(126)	(5)	(680)	-	(811)
Net carrying amount	11,642	372	(282)	-	11,732

Separate

	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Interbank and money market (Asset)					
Sovereign	1,572	-	-	-	1,572
Investment grade	7,095	-	-	-	7,095
Non-investment grade	595	-	-	-	595
No rating	-	-	-	-	-
<u>Less</u> Allowance for expected credit losses	-	-	-	-	-
Net carrying amount	9,262	-	-	-	9,262
Investments					
Sovereign	66,163	-	-	-	66,163
Investment grade	6,117	-	-	-	6,117
Non-investment grade	1,892	-	-	-	1,892
No rating	-	-	1	-	1
Gross carrying amount	74,172	-	1	-	74,173
<u>Less</u> Allowance for expected credit losses	-	-	(1)	-	(1)
Net carrying amount	74,172	-	-	-	74,172
Loans and accrued interest receivables					
Good	87,962	3,765	-	-	91,727
Satisfactory	1,798	7,749	33	-	9,580
Impaired	-	-	3,864	58	3,922
No rating	97,364	2,764	4,133	-	104,261
Gross carrying amount	187,124	14,278	8,030	58	209,490
<u>Less</u> Allowance for expected credit losses	(928)	(1,115)	(3,257)	(24)	(5,324)
Net carrying amount before excess provision	186,196	13,163	4,773	34	204,166

Separate

	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Credit support assets on derivatives					
Sovereign	2,892	-	-	-	2,892
Investment grade	10,768	-	-	-	10,768
Non-investment grade	-	-	-	-	-
No rating	-	-	-	-	-
Carrying amount	13,660	-	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments					
Sovereign	5,782	-	-	-	5,782
Investment grade	24	-	-	-	24
Non-investment grade	-	-	-	-	-
No rating	-	-	-	-	-
Carrying amount	5,806	-	-	-	5,806
Other assets					
Sovereign	208	-	-	-	208
Investment grade	46	-	-	-	46
Non-investment grade	282	-	-	-	282
No rating	272	-	-	-	272
Gross carrying amount	808	-	-	-	808
Less Allowance for expected credit losses	(58)	-	-	-	(58)
Net carrying amount	750	-	-	-	750

Separate

	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Loans commitments and financial guarantees					
Good	8,825	112	-	-	8,937
Satisfactory	68	336	-	-	404
Impaired	-	-	345	-	345
No rating	2,057	4	-	-	2,061
Gross carrying amount	10,950	452	345	-	11,747
<u>Less</u> Allowance for expected credit losses	(136)	(24)	(815)	-	(975)
Net carrying amount	10,814	428	(470)	-	10,772

	Separate				
	2020				
	Financial assets with an insignificant increase in credit risk	Financial assets with a significant increase in credit risk	Credit-impaired financial assets	Purchased or originated credit-impaired financial assets	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Interbank and money market (Asset)					
Sovereign	2,062	-	-	-	2,062
Investment grade	2,625	-	-	-	2,625
Non-investment grade	1,502	-	-	-	1,502
No rating	-	-	-	-	-
<u>Less</u> Allowance for expected credit losses	-	-	-	-	-
Net carrying amount	6,189	-	-	-	6,189
Investments					
Sovereign	53,140	-	-	-	53,140
Investment grade	6,922	-	-	-	6,922
Non-investment grade	1,210	141	-	-	1,351
No rating	-	-	1	-	1
Gross carrying amount	61,272	141	1	-	61,414
<u>Less</u> Allowance for expected credit losses	-	-	(1)	-	(1)
Net carrying amount	61,272	141	-	-	61,413
Loans and accrued interest receivables					
Good	100,937	1,243	-	-	102,180
Satisfactory	1,924	9,792	243	-	11,959
Impaired	-	-	5,420	58	5,478
No rating	95,848	4,078	5,100	-	105,026
Gross carrying amount	198,709	15,113	10,763	58	224,643
<u>Less</u> Allowance for expected credit losses	(1,060)	(708)	(3,332)	(24)	(5,124)
Net carrying amount before excess provision	197,649	14,405	7,431	34	219,519
Credit support assets on derivatives					
Sovereign	345	-	-	-	345
Investment grade	14,154	-	-	-	14,154
Non-investment grade	1,552	-	-	-	1,552
No rating	-	-	-	-	-
Carrying amount	16,051	-	-	-	16,051

	Separate				
	2020				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit- impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments					
Sovereign	2,999	-	-	-	2,999
Investment grade	53	-	-	-	53
Non-investment grade	-	-	-	-	-
No rating	-	-	-	-	-
Carrying amount	3,052	-	-	-	3,052
Other assets					
Sovereign	219	-	-	-	219
Investment grade	492	-	-	-	492
Non-investment grade	-	1	-	-	1
No rating	174	-	-	-	174
Gross carrying amount	885	1	-	-	886
<u>Less</u> Allowance for expected credit losses	(48)	-	-	-	(48)
Net carrying amount	837	1	-	-	838
Loans commitments and financial guarantees					
Good	11,757	158	-	-	11,915
Satisfactory	253	213	-	-	466
Impaired	-	-	195	-	195
No rating	2,378	6	203	-	2,587
Gross carrying amount	14,388	377	398	-	15,163
<u>Less</u> Allowance for expected credit losses	(129)	(5)	(680)	-	(814)
Net carrying amount	14,259	372	(282)	-	14,349

4.1.3 Liquidity risk

Liquidity risk is the risk that the Group will be unable to pay its debts and obligations when due because of an inability to convert assets into cash, or because of its failure to procure enough funds.

The Treasury group of the Bank is responsible for liquidity management, including procurement of both short and long-term sources of funds, and debt security investment management. The overall liquidity risk management is under the responsibility of the Asset and Liability Management Committee, who monitor and control risk, using tools to manage liquidity risk, such as minimum liquidity asset requirements, liquidity gap, liquidity ratio and liquidity risk limits.

The period to maturity calculated from the statements of financial position date of financial instruments outstanding as at 31 December 2021 and 2020 were as follows:

Consolidated						
2021						
Transaction	At call Million Baht	Less than or equal to 1 year Million Baht	1 - 5 years Million Baht	Over 5 years Million Baht	No maturity Million Baht	Total Million Baht
Financial assets						
Cash	818	-	-	-	-	818
Interbank and money market items	5,581	3,875	-	-	-	9,456
Financial assets measured at fair value through profit or loss	-	1,702	2,227	27,374	-	31,303
Derivative assets	-	20,135	12,485	13,799	-	46,419
Investments	-	10,175	35,937	28,061	109	74,282
Loans to customers and accrued interest receivables	9,370(1)	29,151	63,907	113,761	-	216,189
Credit support assets on derivatives	13,660	-	-	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	5,806	-	-	-	5,806
Other assets	-	646	237	1	84	968
Total financial assets	29,429	71,490	114,793	182,996	193	398,901
Financial liabilities						
Deposits	98,227	82,073	1,867	-	-	182,167
Interbank and money market items	24,460	30,899	38	-	-	55,397
Liabilities payable on demand	432	-	-	-	-	432
Financial liabilities measured at fair value through profit or loss	-	1,496	3,414	12,834	-	17,744
Derivative liabilities	-	19,230	13,022	10,456	-	42,708
Debt issued and borrowings	-	11,200	4,507	13,759	-	29,466
Lease liabilities	-	102	113	2	-	217
Credit support liabilities on derivatives	14,886	-	-	-	-	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	5,457	-	-	-	5,457
Other liabilities	-	396	-	-	-	396
Total financial liabilities	138,005	150,853	22,961	37,051	-	348,870

(1) As at 31 December 2021, portions of loans classified as maturity-at-call in the consolidated financial statements, of Baht 3,572 million, are outstanding balances of defaulted loans classified as credit-impaired financial assets. However, repayment schedules of these loans are dependent upon new restructuring conditions.

Consolidated						
2020						
Transaction	At call Million Baht	Less than or equal to 1 year Million Baht	1 - 5 years Million Baht	Over 5 years Million Baht	No maturity Million Baht	Total Million Baht
Financial assets						
Cash	919	-	-	-	-	919
Interbank and money market items	4,940	1,417	-	-	-	6,357
Financial assets measured at fair value through profit or loss	-	65	3,452	31,717	-	35,234
Derivative assets	-	19,571	18,374	19,616	-	57,561
Investments	-	6,328	35,076	20,011	79	61,494
Loans to customers and accrued interest receivables	11,837 ⁽¹⁾	31,036	74,878	113,046	-	230,797
Credit support assets on derivatives	16,051	-	-	-	-	16,051
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	3,052	-	-	-	3,052
Other assets	-	591	269	3	75	938
Total financial assets	33,747	62,060	132,049	184,393	154	412,403
Financial liabilities						
Deposits	93,495	98,704	1,757	-	-	193,956
Interbank and money market items	22,458	23,908	729	-	-	47,095
Liabilities payable on demand	256	-	-	-	-	256
Financial liabilities measured at fair value through profit or loss	-	3,439	12,491	13,019	-	28,949
Derivative liabilities	-	20,423	19,335	17,463	-	57,221
Debt issued and borrowings	-	1,909	2,140	15,400	-	19,449
Lease liabilities	-	113	191	2	-	306
Credit support liabilities on derivatives	12,111	-	-	-	-	12,111
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	3,806	-	-	-	3,806
Other liabilities	-	539	-	-	-	539
Total financial liabilities	128,320	152,841	36,643	45,884	-	363,688

(1) As at 31 December 2020, portions of loans classified as maturity-at-call in the consolidated financial statements, of Baht 5,526 million, are outstanding balances of defaulted loans classified as sub-standard or higher. However, repayment schedules of these loans are dependent upon new restructuring conditions.

Transaction	Separate					Total Million Baht
	2021					
	At call Million Baht	Less than or equal to 1 year Million Baht	1 - 5 years Million Baht	Over 5 years Million Baht	No maturity Million Baht	
Financial assets						
Cash	818	-	-	-	-	818
Interbank and money market items	5,387	3,875	-	-	-	9,262
Financial assets measured at fair value through profit or loss	-	1,702	2,227	27,375	-	31,303
Derivative assets	-	20,135	12,485	13,799	-	46,419
Investments	-	10,175	35,935	28,061	109	74,280
Loans to customers and accrued interest receivables	9,370(1)	35,067	52,947	112,106	-	209,490
Credit support assets on derivatives	13,660	-	-	-	-	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	5,806	-	-	-	5,806
Other assets	-	486	237	1	84	808
Total financial assets	29,235	77,246	103,831	181,340	193	391,846
Financial liabilities						
Deposits	98,839	82,073	1,867	-	-	182,779
Interbank and money market items	24,460	30,899	38	-	-	55,397
Liabilities payable on demand	432	-	-	-	-	432
Financial liabilities measured at fair value through profit or loss	-	1,496	3,414	12,834	-	17,744
Derivative liabilities	-	19,230	13,022	10,456	-	42,708
Debt issued and borrowings	-	11,200	4,507	13,759	-	29,466
Lease liabilities	-	74	98	2	-	174
Credit support liabilities on derivatives	14,886	-	-	-	-	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	5,457	-	-	-	5,457
Other liabilities	-	396	-	-	-	396
Total financial liabilities	138,617	150,825	22,946	37,051	-	349,439

(1) As at 31 December 2021, portions of loans classified as maturity-at-call in the separate financial statements, of Baht 3,572 million, are outstanding balances of defaulted loans classified as credit-impaired financial assets. However, repayment schedules of these loans are dependent upon new restructuring conditions.

Transaction	Separate					Total Million Baht
	2020					
	At call Million Baht	Less than or equal to 1 year Million Baht	1 - 5 years Million Baht	Over 5 years Million Baht	No maturity Million Baht	
Financial assets						
Cash	918	-	-	-	-	918
Interbank and money market items	4,771	1,418	-	-	-	6,189
Financial assets measured at fair value through profit or loss	-	65	3,452	31,717	-	35,234
Derivative assets	-	19,571	18,374	19,616	-	57,561
Investments	-	6,328	35,074	20,011	79	61,492
Loans to customers and accrued interest receivables	11,837 ⁽¹⁾	51,009	51,407	110,390	-	224,643
Credit support assets on derivatives	16,051	-	-	-	-	16,051
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	3,052	-	-	-	3,052
Other assets	-	591	269	3	75	938
Total financial assets	33,577	82,034	108,576	181,737	154	406,078
Financial liabilities						
Deposits	93,673	98,720	1,757	-	-	194,150
Interbank and money market items	22,458	23,908	729	-	-	47,095
Liabilities payable on demand	256	-	-	-	-	256
Financial liabilities measured at fair value through profit or loss	-	3,439	12,491	13,019	-	28,949
Derivative liabilities	-	20,423	19,335	17,463	-	57,221
Debt issued and borrowings	-	1,909	2,140	15,400	-	19,449
Lease liabilities	-	79	161	2	-	242
Credit support liabilities on derivatives	12,111	-	-	-	-	12,111
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	3,806	-	-	-	3,806
Other liabilities	-	534	-	-	-	534
Total financial liabilities	128,498	152,818	36,613	45,884	-	363,813

(1) As at 31 December 2020, portions of loans classified as maturity-at-call in the separate financial statements, of Baht 5,526 million, are outstanding balances of defaulted loans classified as sub-standard or higher. However, repayment schedules of these loans are dependent upon new restructuring conditions.

4.1.4 Fair value risk

The Group has estimated the fair value of financial instruments as follows:

Transaction	Consolidated			
	2021		2020	
	Book value Million Baht	Fair value Million Baht	Book value Million Baht	Fair value Million Baht
Financial assets				
Cash	818	818	919	919
Interbank and money market items, net	9,456	9,456	6,357	6,357
Financial assets measured at fair value through profit or loss	31,303	31,303	35,234	35,234
Derivatives assets	46,419	46,419	57,561	57,561
Investments, net	74,281	74,899	61,493	62,788
Loans to customers and accrued interest receivables, net	207,849	206,326	221,844	220,317
Credit support assets on derivatives	13,660	13,660	16,051	16,051
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	5,806	5,806	3,052	3,052
Other assets	1,108	1,105	696	697
Total financial assets	390,700	389,792	403,207	402,976
Financial liabilities				
Deposits	182,167	182,179	193,956	193,974
Interbank and money market items	55,397	55,397	47,095	47,095
Liability payable on demand	432	432	256	256
Financial liabilities measured at fair value through profit or loss	17,744	17,744	28,949	28,949
Derivatives liabilities	42,708	42,708	57,221	57,221
Debt issued and borrowings	29,466	29,488	19,449	19,734
Lease liabilities	212	212	297	297
Credit support liabilities on derivatives	14,886	14,886	12,111	12,111
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	5,457	5,457	3,806	3,806
Total financial liabilities	348,469	348,503	363,140	363,443

Separate

Transaction	2021		2020	
	Book value Million Baht	Fair value Million Baht	Book value Million Baht	Fair value Million Baht
Financial assets				
Cash	818	818	918	918
Interbank and money market items, net	9,262	9,262	6,189	6,189
Financial assets measured at fair value through profit or loss	31,303	31,303	35,234	35,234
Derivatives assets	46,419	46,419	57,561	57,561
Investments, net	74,279	74,897	61,491	62,786
Loans to customers and accrued interest receivables, net	202,709	201,327	217,576	216,202
Credit support assets on derivatives	13,660	13,660	16,051	16,051
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	5,806	5,806	3,052	3,052
Other assets	808	805	413	413
Total financial assets	385,064	384,297	398,485	398,406
Financial liabilities				
Deposits	182,779	182,790	194,150	194,169
Interbank and money market items	55,397	55,397	47,095	47,095
Liability payable on demand	432	432	256	256
Financial liabilities measured at fair value through profit or loss	17,744	17,744	28,949	28,949
Derivatives liabilities	42,708	42,708	57,221	57,221
Debt issued and borrowings	29,466	29,488	19,449	19,734
Lease liabilities	169	169	234	234
Credit support liabilities on derivatives	14,886	14,886	12,111	12,111
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	5,457	5,457	3,806	3,806
Total financial liabilities	349,038	349,071	363,271	363,575

4.2 Capital risk management

The Group's objectives when managing capital are to safeguard the ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders, and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt obligations.

Moreover, the Bank is required to manage its capital funds in accordance with the Act on Undertaking of Banking Business B.E. 2551. The Bank's capital fund is presented in note 30 to the financial statements.

5. Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

(a) Allowance for expected credit losses

The Group assesses expected credit loss on a forward-looking basis for its financial assets classified as debt instrument carried at FVOCI and at amortised cost, loan commitments, and financial guarantee contracts.

Expected credit losses are a probability-weighted estimate of credit losses (i.e. present value of a cash shortfall) over the expected life of the financial instrument. A cash shortfall is the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive discounted at the original effective interest rate for the financial assets that are not purchased or originated credit-impaired financial assets or credit adjusted effective interest rate for purchased or originated credit-impaired financial assets. The Group estimates cash flows by considering all contractual terms of the financial instrument through the expected life of that financial instrument. The cash flows that are considered shall include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms. There is a presumption that the expected life of a financial instrument can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the expected life of a financial instrument, the Group uses the remaining contractual term of the financial instrument.

For loan commitments, an expected credit losses is the present value of the difference between the contractual cash flows that are due to the entity if the holder of the loan commitment draws down the loan and the cash flows that the entity expects to receive if the loan is drawn down. The Group's estimate of expected credit losses on loan commitments shall be consistent with its expectations of drawdowns on that loan commitment and the expected portion of the loan commitment that will be drawn down over the expected life of the loan commitment when estimating lifetime expected credit losses.

For a financial guarantee contract, the entity is required to make payments only in the event of a default by the debtor in accordance with the terms of the instrument that is guaranteed. Accordingly, cash shortfalls are the expected payments to reimburse the holder for a credit loss that it incurs less any amounts that the entity expects to receive from the holder, the debtor or any other party. If the asset is fully guaranteed, the estimation of cash shortfalls for a financial guarantee contract would be consistent with the estimations of cash shortfalls for the asset subject to the guarantee.

For a financial asset that is credit-impaired at the reporting date, but that is not a purchased or originated credit impaired financial asset, the Group measures the expected credit losses as the difference between the asset's gross carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. Any adjustment is recognised in profit or loss as an impairment gain or loss.

The Group measures expected credit losses of a financial instrument in a way that reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of money; and
- reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

The Group measures expected credit losses using the following approaches:

A. General approach

At each reporting date, the Group applies general approach to measure expected credit losses on debt instruments measured at amortised cost, debt instruments measured at fair value through other comprehensive income, loan commitments, and financial guarantee contracts except for those that are under simplified approach. The Group always accounts for expected credit losses which involves a three-stage expected credit loss impairment model. The stage dictates how the entity measures impairment losses and applies the effective interest rate method. In which, the three-stage expected credit loss impairment will be as the following stages:

- Stage 1 - from initial recognition of a financial assets to the date on which the credit risk of the asset has not increased significantly relative to its initial recognition, a loss allowance is recognised equal to the credit losses expected to result from defaults occurring over the next 12 months.
- Stage 2 - following a significant increase in credit risk relative to the initial recognition of the financial assets, a loss allowance is recognised equal to the credit losses expected over the remaining life of the asset.
- Stage 3 - When a financial asset is considered to be credit-impaired, a loss allowance equal to full lifetime expected credit losses is to be recognised.

Under each stage expected credit loss impairment model except for significant exposures in loans to customer, the impairment will be assessed by using collective approach model with forward looking information adjustment. The impairment of some significant exposures in loans to customer will be assessed by using individual assessment approach.

Significant increase in credit risk

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. To make that assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and consider reasonable and supportable information, that is available increases in credit risk since initial recognition.

B. Simplified approach

The Group applies simplified approach to measure expected credit losses which uses a lifetime expected credit loss for other receivables.

Purchased or originated credit-impaired financial asset

The Group measures expected credit losses from the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the entity expects to receive discounted at credit adjusted effective interest rate. The Group an entity shall recognise in profit or loss the amount of the change in lifetime expected credit losses as an impairment gain or loss. An entity shall recognise favourable changes in lifetime expected credit losses as an impairment gain, even if the lifetime expected credit losses are less than the amount of expected credit losses that were included in the estimated cash flows on initial recognition.

(b) Fair value of financial derivative instruments

In determining the fair value of financial derivative instruments, the management has made judgment by using a variety of acceptable valuation techniques. The input parameter to the models used is taken from observable markets, and includes consideration of maturity, interest rate, correlation and volatility, etc.

(c) Impairment of investments

Investments are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. In determining the impairment losses, management believed that estimations are reasonable.

(d) Allowance for impairment of property for sale

The Group assesses allowance for impairment of property for sale when net realisable value falls below the carrying value. The management uses judgment to estimate impairment losses, taking into consideration the latest appraised value of assets, the type and nature of the assets. However, the use of different estimates and assumptions could affect the amounts of the allowance for impairment. Therefore, allowance for impairment may be adjusted in the future.

(e) Building, equipment and intangible assets

Management determines the estimated useful lives and residual values for the Group' building, equipment and intangible assets. Management will revise the depreciation charge where useful lives and residual values are different than previously estimated, or it will write off or write down technically obsolete or assets that have been abandoned or sold.

(f) Provision for post retirement benefits and pension fund

The Group has a commitment on provision of post-retirement benefits and pension funds for employees. The present value of employee benefit liabilities recognised in the statement of financial position is determined on the present value of estimated future cash outflows for staff. The assumptions used in determining the net year cost for employee benefits includes the salary and years of services of respective employees which are payable in the future and discount rate. Any changes in these assumptions will impact the cost recorded for employee benefits.

6. Classification of financial assets and financial liabilities

The following table analyses the carrying amounts of the financial assets and liabilities by category and by statement of financial position heading.

Transaction	Consolidated					
	2021					
	Measured at fair value through profit or loss	Designated at fair value through profit or loss	Measured at fair value through other comprehensive income	Designated at fair value through other comprehensive income	Amortized Cost	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Financial assets						
Cash	-	-	-	-	818	818
Interbank and money market items, net	-	-	-	-	9,456	9,456
Financial assets measured at fair value through profit or loss	16,872	14,431	-	-	-	31,303
Derivative assets	46,419	-	-	-	-	46,419
Investments, net	-	-	50,322	107	23,852	74,281
Loans to customers and accrued interest receivables, net	-	-	-	-	207,849	207,849
Credit support assets on derivatives	-	-	-	-	13,660	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	-	-	5,806	5,806
Other assets	-	-	-	-	968	968
Total financial assets	63,291	14,431	50,322	107	262,409	390,560
Financial liabilities						
Deposits	-	-	-	-	182,167	182,167
Interbank and money market items	-	-	-	-	55,397	55,397
Liabilities payable on demand	-	-	-	-	432	432
Financial liabilities measured at fair value through profit or loss	-	17,744	-	-	-	17,744
Derivative liabilities	42,708	-	-	-	-	42,708
Debt issued and borrowings	-	-	-	-	29,466	29,466
Lease liabilities	-	-	-	-	212	212
Credit support liabilities on derivatives	-	-	-	-	14,886	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	-	-	-	5,457	5,457
Other liabilities	-	-	-	-	396	396
Total financial liabilities	42,708	17,744	-	-	288,413	348,865

Transaction	Consolidated					
	2020					
	Measured at fair value through profit or loss Million Baht	Designated at fair value through profit or loss Million Baht	Measured at fair value through other comprehensive income Million Baht	Designated at fair value through other comprehensive income Million Baht	Amortized Cost Million Baht	Total Million Baht
Financial assets						
Cash	-	-	-	-	919	919
Interbank and money market items, net	-	-	-	-	6,357	6,357
Financial assets measured at fair value through profit or loss	21,541	13,693	-	-	-	35,234
Derivative assets	57,561	-	-	-	-	57,561
Investments, net	-	-	39,744	78	21,671	61,493
Loans to customers and accrued interest receivables, net	-	-	-	-	221,844	221,844
Credit support assets on derivatives	-	-	-	-	16,051	16,051
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	-	-	3,052	3,052
Other assets	-	-	-	-	938	938
Total financial assets	79,102	13,693	39,744	78	270,832	403,449
Financial liabilities						
Deposits	-	-	-	-	193,956	193,956
Interbank and money market items	-	-	-	-	47,095	47,095
Liabilities payable on demand	-	-	-	-	256	256
Financial liabilities measured at fair value through profit or loss	-	28,949	-	-	-	28,949
Derivative liabilities	57,221	-	-	-	-	57,221
Debt issued and borrowings	-	-	-	-	19,449	19,449
Lease liabilities	-	-	-	-	297	297
Credit support liabilities on derivatives	-	-	-	-	12,111	12,111
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	-	-	-	3,806	3,806
Total financial liabilities	57,221	28,949	-	-	276,970	363,140

Separate

Transaction	2021					
	Measured at fair value through profit or loss Million Baht	Designated at fair value through profit or loss Million Baht	Measured at fair value through other comprehensive income Million Baht	Designated at fair value through other comprehensive income Million Baht	Amortized Cost Million Baht	Total Million Baht
Financial assets						
Cash	-	-	-	-	818	818
Interbank and money market items, net	-	-	-	-	9,262	9,262
Financial assets measured at fair value through profit or loss	16,872	14,431	-	-	-	31,303
Derivative assets	46,419	-	-	-	-	46,419
Investments, net	-	-	50,322	107	23,850	74,279
Loans to customers and accrued interest receivables, net	-	-	-	-	202,709	202,709
Credit support assets on derivatives	-	-	-	-	13,660	13,660
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	-	-	5,806	5,806
Other assets	-	-	-	-	808	808
Total financial assets	63,291	14,431	50,322	107	256,913	385,064
Financial liabilities						
Deposits	-	-	-	-	182,779	182,779
Interbank and money market items	-	-	-	-	55,397	55,397
Liabilities payable on demand	-	-	-	-	432	432
Financial liabilities measured at fair value through profit or loss	-	17,744	-	-	-	17,744
Derivative liabilities	42,708	-	-	-	-	42,708
Debt issued and borrowings	-	-	-	-	29,466	29,466
Lease liabilities	-	-	-	-	169	169
Credit support liabilities on derivatives	-	-	-	-	14,886	14,886
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	-	-	-	5,457	5,457
Other liabilities	-	-	-	-	396	396
Total financial liabilities	42,708	17,744	-	-	288,982	349,434

Transaction	Separate					
	2020					
	Measured at fair value through profit or loss Million Baht	Designated at fair value through profit or loss Million Baht	Measured at fair value through other comprehensive income Million Baht	Designated at fair value through other comprehensive income Million Baht	Amortized Cost Million Baht	Total Million Baht
Financial assets						
Cash	-	-	-	-	918	918
Interbank and money market items, net	-	-	-	-	6,189	6,189
Financial assets measured at fair value through profit or loss	21,541	13,693	-	-	-	35,234
Derivative assets	57,561	-	-	-	-	57,561
Investments, net	-	-	39,744	78	21,669	61,491
Loans to customers and accrued interest receivables, net	-	-	-	-	217,576	217,576
Credit support assets on derivatives	-	-	-	-	16,051	16,051
Accounts receivables from sell of financial assets measured at fair value through profit or loss and investments	-	-	-	-	3,052	3,052
Other assets	-	-	-	-	938	938
Total financial assets	79,102	13,693	39,744	78	266,393	399,010
Financial liabilities						
Deposits	-	-	-	-	194,150	194,150
Interbank and money market items	-	-	-	-	47,095	47,095
Liabilities payable on demand	-	-	-	-	256	256
Financial liabilities measured at fair value through profit or loss	-	28,949	-	-	-	28,949
Derivative liabilities	57,221	-	-	-	-	57,221
Debt issued and borrowings	-	-	-	-	19,449	19,449
Lease liabilities	-	-	-	-	234	234
Credit support liabilities on derivatives	-	-	-	-	12,111	12,111
Accounts payables from purchase of financial assets measured at fair value through profit or loss and investments	-	-	-	-	3,806	3,806
Total financial liabilities	57,221	28,949	-	-	277,101	363,271

7. Interbank and money market items, net (assets)

	Consolidated	
	2021 Million Baht	2020 Million Baht
Domestic:		
Bank of Thailand and Financial Institutions Development Fund	1,225	1,701
Commercial banks	185	154
Specialised financial institutions	10	15
Other financial institutions	3,601	1,800
Total domestic items	5,021	3,670
<u>Add</u> Accrued interest receivable	2	-
<u>Less</u> Allowance for expected credit losses	-	-
Domestic items, net	5,023	3,670
Foreign:		
USD	3,547	1,485
JPY	51	26
EURO	217	4
Other currencies	617	1,171
Total foreign items	4,432	2,686
<u>Add</u> Accrued interest receivable	1	1
<u>Less</u> Allowance for expected credit losses	-	-
Foreign items	4,433	2,687
Domestic and foreign items, net	9,456	6,357

	Separate	
	2021 Million Baht	2020 Million Baht
Domestic:		
Bank of Thailand and Financial Institutions Development Fund	1,225	1,701
Commercial banks	1	1
Other financial institutions	3,601	1,800
Total domestic items	4,827	3,502
<u>Add</u> Accrued interest receivable	2	-
<u>Less</u> Allowance for expected credit losses	-	-
Domestic items, net	4,829	3,502
Foreign:		
USD	3,547	1,485
JPY	51	26
EURO	217	4
Other currencies	617	1,171
Total foreign items	4,432	2,686
<u>Add</u> Accrued interest receivable	1	1
<u>Less</u> Allowance for expected credit losses	-	-
Foreign items	4,433	2,687
Domestic and foreign items, net	9,262	6,189

8. Financial assets measured at fair value through profit or loss

8.1 Financial assets for trading

	Consolidated and Separate	
	2021 Fair value Million Baht	2020 Fair value Million Baht
Government and state enterprise securities	13,018	20,733
Private enterprise debt securities	3,854	808
Total	16,872	21,541

8.2 Financial assets designated at fair value through profit or loss

	Consolidated and Separate	
	2021	2020
	Fair value Million Baht	Fair value Million Baht
Government and state enterprise securities	14,431	13,693

9. Derivatives

9.1 Trading derivatives

Fair value and notional amount classified by type of risk

	2021			2020		
	Fair value			Fair value		
	Asset Million Baht	Liability Million Baht	Notional amount Million Baht	Asset Million Baht	Liability Million Baht	Notional amount Million Baht
Exchange rate	28,125	28,338	1,973,243	28,493	28,773	1,508,692
Interest rate	15,831	12,751	2,080,172	27,875	23,431	2,095,645
Others	1,557	1,142	39,248	367	3,258	39,399
Total	45,513	42,231	4,092,663	56,735	55,462	3,643,736

9.2 Derivative for hedging

9.2.1 Fair value hedge

The amounts relating to items designated as hedging instruments and hedge ineffectiveness are as follows:

Consolidated and Separate						
2021						
Fair value						
Asset	Liability	Notional amount	Changes in Fair value used for calculating hedge ineffectiveness	Hedge ineffectiveness recognised in profit or loss	Nominal amount directly impacted by IBOR reform	
Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Interest rate	56	44	15,075	22	15	-
Total	56	44	15,075	22	15	-

Consolidated and Separate						
2020						
Fair value						
Asset	Liability	Notional amount	Changes in Fair value used for calculating hedge ineffectiveness	Hedge ineffectiveness recognised in profit or loss		
Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Interest rate	-	1	1,100	-	-	-
Total	-	1	1,100	-	-	-

The amounts relating to items designated as hedged items are as follows:

Consolidated and Separate

	2021					
	Carrying amount				Line item in the statements of financial position in which the hedged item is included	Change in fair value used for calculating hedge ineffectiveness
	Accumulated amount of fair value hedge adjustments on the hedged item included in the carrying amount of the hedged item					
	Asset	Liability	Asset	Liability		
Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	
Hedged items						
THB fixed rate bonds	11,509	-	(7)	-	Investment, net	(7)
Total	11,509	-	(7)	-		(7)

Consolidated and Separate

	2020					
	Carrying amount				Line item in the statements of financial position in which the hedged item is included	Change in fair value used for calculating hedge ineffectiveness
	Accumulated amount of fair value hedge adjustments on the hedged item included in the carrying amount of the hedged item					
	Asset	Liability	Asset	Liability		
Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	
Hedged items						
THB fixed rate bonds	1,126	-	-	-	Investment, net	-
Total	1,126	-	-	-		-

Fair value hedges are used to hedge the exposure to changes in fair value of financial assets and financial liabilities due to movements in market interest rates. The Bank enters into interest rate swaps to hedge against interest rate risk of bond. The Bank recognises gains (losses) from changes in fair value of derivatives, derivative from hedging and hedged items in the statements of comprehensive income.

9.2.2 Cash flow hedge

Consolidated and Separate							
2021							
Fair Value		Notional amount	Changes in Fair value used for calculating hedge ineffectiveness	Cash flow hedge reserve	Cost of hedging reserve	Nominal amount directly impacted by IBOR reform	
Asset	Liability						
Exchange rate	818	433	33,520	137	156	(56)	33,520
Interest rate	32	-	2,450	30	32	-	-
Total	850	433	35,970	167	188	(56)	33,520

Consolidated and Separate							
2020							
Fair Value		Notional amount	Changes in Fair value used for calculating hedge ineffectiveness	Cash flow hedge reserve	Cost of hedging reserve		
Asset	Liability						
Exchange rate	764	1,758	30,024	(294)	354	(118)	
Interest rate	62	-	2,450	28	62	-	
Total	826	1,758	32,474	(266)	416	(118)	

The following table shows a reconciliation of the components of equity that relate to cash flow hedge relationships ;

Consolidated and Separate		
Cash flow hedge reserve		
	2021 Million Baht	2020 Million Baht
Beginning balance	298	27
Effective portion of changes in fair value	(228)	376
Cost of hedging reserve	62	(105)
Ending balances	132	298

Cash flow hedges are used to protect against exposure to variability in future cash flows attributable to movements in foreign exchange rates and interest rates of financial assets and financial liabilities. The Bank hedges cash flows from loan, structure bill of exchange, credit linked note and subordinated debentures against foreign exchange rates risk and interest rates risk using Cross Currency and Interest Rate Swap contract, and Interest Rate Swap contract with CIMB Bank Berhad and other parties.

10. Investments, net

10.1 Classified by type of investment

	Consolidated	
	2021	2020
	Amortised cost Million Baht	Amortised cost Million Baht
Investments in debt instruments measured at amortized cost		
Government and state enterprise securities	23,852	21,667
Private debt securities	1	6
Total	23,853	21,673
Less Allowance for expected credit losses	(1)	(1)
Total	23,852	21,672

	Consolidated	
	2021	2020
	Fair value Million Baht	Fair value Million Baht
Investments in debt instruments measured at fair value through other comprehensive income		
Government and state enterprise securities	44,567	33,226
Private debt securities	5,755	6,517
Total	50,322	39,743
Less Allowance for expected credit losses	-	-
Total	50,322	39,743

Consolidated

	2021		2020	
	Fair value Million Baht	Dividend receives Million Baht	Fair value Million Baht	Dividend receives Million Baht
Investments in equity instruments designated at fair value through other comprehensive income				
Domestic marketable equity securities	59	4	52	3
Domestic non-marketable equity securities	48	8	26	7
Total	107	12	78	10
Investments, net	74,281	12	61,493	10

Separate

	2021	2020
	Amortised cost Million Baht	Amortised cost Million Baht
Investments in debt instruments measured at amortized cost		
Government and state enterprise securities	23,850	21,665
Private debt securities	1	6
Total	23,851	21,671
Less Allowance for expected credit losses	(1)	(1)
Total	23,850	21,670

Separate

	2021	2020
	Fair value Million Baht	Fair value Million Baht
Investments in debt instruments measured at fair value through other comprehensive income		
Government and state enterprise securities	44,567	33,226
Private debt securities	5,755	6,517
Total	50,322	39,743
Less Allowance for expected credit losses	-	-
Total	50,322	39,743

Separate

	2021		2020	
	Fair value Million Baht	Dividend receives Million Baht	Fair value Million Baht	Dividend receives Million Baht
Investments in equity instruments designated at fair value through other comprehensive income				
Domestic marketable equity securities	59	4	52	3
Domestic non-marketable equity securities	48	9	26	7
Total	107	13	78	10
Investments, net	74,279	13	61,491	10

As at 31 December 2021 and 31 December 2020, the Bank had investments pledged as collateral, as mentioned in note 43 to the financial statements.

Investments in equity instruments designated at fair value through other comprehensive income that are derecognised for the year ended 31 December 2021 and 2020 are as follows:

Consolidated and Separate

	2021			
	Fair value at the date of the derecognition Million Baht	Dividends received Million Baht	Retained earnings due to the derecognition Million Baht	Explanation for the derecognition Million Baht
Investments in equity instruments designated at fair value through other comprehensive income that are derecognized	1	-	6	Sale
Total	1	-	6	

Consolidated and Separate

	2020			
	Fair value at the date of the derecognition Million Baht	Dividends received Million Baht	Retained earnings due to the derecognition Million Baht	Explanation for the derecognition Million Baht
Investments in equity instruments designated at fair value through other comprehensive income that are derecognized	-	-	(5)	Sale
Total	-	-	(5)	

10.2 Investments representing shareholdings in which the Group holds more than 10%

The following are investments in equity instrument designated at fair value through other comprehensive income in which the Group holds more than 10% of the paid-up share capital of the investee companies, but those companies were not classified as subsidiaries and associated companies. The investments classified by industry are as follows:

	Consolidated and Separate	
	2021 Million Baht	2020 Million Baht
Property development	1	1
Public utilities and services	17	17
Bank and finance	4	4
Total	22	22
Less Allowance for revaluation	(22)	(22)
Investments representing shareholdings in which the Group hold more than 10%, net	-	-

10.3 Investments in companies having problems relating to financial position and operating results

As at 31 December 2021 and 2020, the Group had the following investments in companies, having problems relating to financial positions and operating results:

	Consolidated and Separate			
	2021		2020	
	Number of companies	Cost Million Baht	Allowance for revaluation Million Baht	Book value Million Baht
Business continuity and/or weak financial status and operating performance	49	35	(33)	2
Defaulted debt securities	18	1	(1)	-
	67	36	(34)	2

11. Investments in subsidiaries, net

Company name	Nature of business	Type of securities	Percentage of holding		Separate Cost method	
			2021 %	2020 %	2021 Million Baht	2020 Million Baht
Subsidiaries - included in consolidated financial statements						
CIMB Thai Auto Co., Ltd.	Leasing/hire-Purchase of automobile	Common stock	99.99	99.99	2,328	2,328
Worldlease Co., Ltd.	Hire-purchase and motorcycles motorcycle trading	Common stock	99.99	99.99	567	567
CT Coll Co., Ltd.	Debt collection	Common stock	99.99	99.99	9	38
Investments in subsidiaries, net					2,904	2,933

All subsidiary undertakings are included in the consolidation. The proportion of the voting rights in the subsidiary undertakings held directly by the parent company do not differ from the proportion of ordinary shares held. There are no other type of shares issued by subsidiaries other than ordinary shares.

On 13 May 2020, Worldlease Company Limited has increase registered its capital of Baht 400 million from the current amount of Baht 600 million to Baht 1,000 million according to the Annual General Meeting of Shareholders approval on 30 April 2020. The Bank partially paid a subscription of Baht 100 million from the capital increase.

On 30 June 2020, CIMB Thai Auto Company Limited has increase registered its capital of Baht 2,500 million from the current amount of Baht 5,500 million to Baht 8,000 million according to the Board of Director approval on 29 April 2020. The Bank partially paid a subscription of Baht 625 million from the capital increase.

On 22 July 2021, CT Coll Company Limited has decrease registered its capital at the Department of Business Development from the registered capital of Baht 39 million to the remaining Baht 10 million by reducing the par value from the original price of Baht 100 per share to the remaining value of Baht 25 per share, totaling 385,000 share according to the Annual General Meeting of Shareholders approval on 30 April 2021. The Company return capital of Baht 29 million to its shareholders. Subsequently, on 31 August 2021, Extra General Shareholders Meeting No. 1/2021 passes resolution to approve the dissolution of the Company and appoint the Company's liquidator. The dissolution of the Company had been registered with the Ministry of Commerce on the same date. The company is now in the process of liquidation.

12. Loans and accrued interest receivables, net

12.1 Classified by loan type

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Bank overdrafts	4,400	5,409	4,400	5,409
Loans	160,230	167,441	160,980	169,321
Bills	13,669	15,021	39,784	46,056
Hire-purchase receivables	33,535	39,063	-	-
Others	60	16	34	16
Total loans to customers	211,894	226,950	205,198	220,802
Add Accrued interest receivable and undue interest receivable	4,295	3,847	4,292	3,841
Total loans to customers and accrued interest receivable	216,189	230,797	209,490	224,643
Less Allowance for expected credit losses (Note 13)	(8,340)	(8,953)	(6,781)	(7,067)
Loans to customer and accrued interest receivables, net	207,849	221,844	202,709	217,576

12.2 Classified by location of receivables

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Domestic	211,697	225,252	205,001	219,104
Foreign	197	1,698	197	1,698
Total	211,894	226,950	205,198	220,802

12.3 Classified by classification

The Group classified loans by classification as summarised below:

	Consolidated	
	2021	2020
	Loans and accrued interest receivable	
	Million Baht	Million Baht
Financial assets with an insignificant increase in credit risk	188,770	200,367
Financial assets with a significant increase in credit risk	19,000	19,213
Credit-impaired financial assets	8,361	11,159
Purchased or originated credit-impaired financial assets	58	58
Total	216,189	230,797

	Separate	
	2021	2020
	Loans and accrued interest receivable	
	Million Baht	Million Baht
Financial assets with an insignificant increase in credit risk	187,124	198,709
Financial assets with a significant increase in credit risk	14,278	15,113
Credit-impaired financial assets	8,030	10,763
Purchased or originated credit-impaired financial assets	58	58
Total	209,490	224,643

12.4 Credit-impaired financial assets

As at 31 December 2021 and 2020, the Group had the following credit-impaired financial according to Thai Financial Reporting Standard 9 excluded accrued interest receivables as summarised below:

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Credit-impaired financial assets before allowance for expected credit losses	7,923	10,462	7,612	10,100

12.5 Hire purchase and finance lease receivables

As at 31 December 2021, subsidiaries had receivables under hire purchase agreements and financial leases amount to Baht 31,891 million (31 December 2020 : Baht 37,140 million), mostly comprising hire purchase agreements and financial leases for cars and motorcycles. The term of the agreements are generally between 3 - 7 years and interest is mostly charged at a fixed rate.

Consolidated				
2021				
Amounts due under lease agreement				
	Less than 1 year Million Baht	1 - 5 years Million Baht	Over 5 years Million Baht	Total Million Baht
Gross investment in the lease	11,382	27,956	1,776	41,114
<u>Less</u> Unearned finance income	(2,885)	(4,568)	(126)	(7,579)
Present value of minimum lease payments receivable	8,497	23,388	1,650	33,535
<u>Less</u> Allowance for expected credit losses				(1,644)
Net receivables under hire-purchase agreements and financial leases				31,891

Consolidated				
2020				
Amounts due under lease agreement				
	Less than 1 year Million Baht	1 - 5 years Million Baht	Over 5 years Million Baht	Total Million Baht
Gross investment in the lease	14,628	31,741	2,911	49,280
<u>Less</u> Unearned finance income	(4,542)	(5,416)	(259)	(10,217)
Present value of minimum lease payments receivable	10,086	26,325	2,652	39,063
<u>Less</u> Allowance for expected credit losses				(1,923)
Net receivables under hire-purchase agreements and financial leases				37,140

12.6 Movement in gross carrying amount of loans to customers

	Consolidated				
	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Balance as at 1 January 2021	200,367	19,213	11,159	58	230,797
Change due to reclassification	(10,341)	6,233	4,108	-	-
Newly acquired or purchased financial assets	105,747	5,625	2	-	111,374
Derecognised financial assets	(84,411)	(10,392)	(791)	-	(95,594)
Write-offs	-	(2)	(2,208)	-	(2,210)
Change due to collection and modification	(22,581)	(1,668)	(796)	-	(25,045)
NPLs sale	(11)	(9)	(3,113)	-	(3,133)
Balance as at 31 December 2021	188,770	19,000	8,361	58	216,189

	Consolidated				
	2020				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Balance as at 1 January 2020 (Restated)	212,188	16,638	14,322	58	243,206
Change due to reclassification	(10,929)	6,276	4,653	-	-
Newly acquired or purchased financial assets	95,386	10,478	-	-	105,864
Derecognised financial assets	(65,069)	(11,670)	(255)	-	(76,994)
Write-offs	-	(5)	(2,898)	-	(2,903)
Change due to collection and modification	(31,209)	(2,504)	(1,445)	-	(35,158)
NPLs sale	-	-	(3,218)	-	(3,218)
Balance as at 31 December 2020	200,367	19,213	11,159	58	230,797

Separate

	2021				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Balance as at 1 January 2021	198,709	15,113	10,763	58	224,643
Change due to reclassification	(5,612)	2,918	2,694	-	-
Newly acquired or purchased financial assets	91,507	5,559	2	-	97,068
Derecognised financial assets	(76,728)	(8,504)	(518)	-	(85,750)
Write-offs	-	(2)	(1,165)	-	(1,167)
Change due to collection and modification	(20,741)	(797)	(633)	-	(22,171)
NPLs sale	(11)	(9)	(3,113)	-	(3,133)
Balance as at 31 December 2021	187,124	14,278	8,030	58	209,490

Separate

	2020				
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Total Million Baht
Balance as at 1 January 2020 (Restated)	210,050	10,708	13,759	58	234,575
Change due to reclassification	(8,120)	5,247	2,873	-	-
Newly acquired or purchased financial assets	83,766	10,442	-	-	94,208
Derecognised financial assets	(63,781)	(10,243)	(245)	-	(74,269)
Write-offs	-	(5)	(1,555)	-	(1,560)
Change due to collection and modification	(23,206)	(1,036)	(851)	-	(25,093)
NPLs sale	-	-	(3,218)	-	(3,218)
Balance as at 31 December 2020	198,709	15,113	10,763	58	224,643

13. Allowance for expected credit losses

	Consolidated					
	2021					
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Surplus allowance Million Baht	Total Million Baht
Balance as at 1 January 2021	1,891	1,482	3,491	24	2,065	8,953
Change due to reclassification	297	(916)	619	-	-	-
Change due to new estimation of credit loss	(897)	1,652	3,222	-	-	3,977
Newly acquired or purchased financial assets	396	57	2	-	-	455
Derecognised financial assets	(195)	(380)	(259)	-	-	(834)
Write-offs	-	(2)	(2,208)	-	-	(2,210)
Surplus allowance amortisation	-	-	-	-	(516)	(516)
NPLs sale	(4)	(3)	(1,478)	-	-	(1,485)
Balance as at 31 December 2021	1,488	1,890	3,389	24	1,549	8,340

	Consolidated					
	2020					
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Surplus allowance Million Baht	Total Million Baht
Balance as at 1 January 2020 (Restated)	1,080	1,272	5,648	20	3,335	11,355
Change due to reclassification	527	(901)	374	-	-	-
Change due to new estimation of credit loss	119	1,377	3,260	4	(731)	4,029
Newly acquired or purchased financial assets	269	61	-	-	-	330
Derecognised financial assets	(104)	(322)	(198)	-	-	(624)
Write-offs	-	(5)	(2,898)	-	-	(2,903)
Surplus allowance amortisation	-	-	-	-	(539)	(539)
NPLs sale	-	-	(2,695)	-	-	(2,695)
Balance as at 31 December 2020	1,891	1,482	3,491	24	2,065	8,953

	Separate					
	2021					
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Surplus allowance Million Baht	Total Million Baht
Balance as at 1 January 2021	1,060	708	3,332	24	1,943	7,067
Change due to reclassification	228	(608)	380	-	-	-
Change due to new estimation of credit loss	(475)	1,034	2,272	-	-	2,831
Newly acquired or purchased financial assets	290	49	2	-	-	341
Derecognised financial assets	(171)	(63)	(85)	-	-	(319)
Write-offs	-	(2)	(1,166)	-	-	(1,168)
Surplus allowance amortisation	-	-	-	-	(486)	(486)
NPLs sale	(4)	(3)	(1,478)	-	-	(1,485)
Balance as at at 31 December 2021	928	1,115	3,257	24	1,457	6,781

	Separate					
	2020					
	Financial assets with an insignificant increase in credit risk Million Baht	Financial assets with a significant increase in credit risk Million Baht	Credit-impaired financial assets Million Baht	Purchased or originated credit-impaired financial assets Million Baht	Surplus allowance Million Baht	Total Million Baht
Balance as at 1 January 2020 (Restated)	719	504	5,430	20	3,182	9,855
Change due to reclassification	440	(553)	113	-	-	-
Change due to new estimation of credit loss	(190)	772	2,098	4	(731)	1,953
Newly acquired or purchased financial assets	184	60	-	-	-	244
Derecognised financial assets	(93)	(70)	(59)	-	-	(222)
Write-offs	-	(5)	(1,555)	-	-	(1,560)
Surplus allowance amortisation	-	-	-	-	(508)	(508)
NPLs sale	-	-	(2,695)	-	-	(2,695)
Balance as at 31 December 2020	1,060	708	3,332	24	1,943	7,067

The Group will amortise the surplus allowance to profit or loss using straight-line method by 5-year consecutively from 1 January 2020. However, the Group may utilise more the surplus allowance if there are situations that will impact to set a side allowance for expected credit loss according to letter to the Bank of Thailand.

14. Properties for sale, net

Properties for sale represent properties from debtors as a result of debt restructuring, properties obtained as a result of a successful bid for the mortgaged assets of debtors at auction.

Consolidated				
	As at 1 January 2021 Million Baht	Additions Million Baht	Disposals Million Baht	As at 31 December 2021 Million Baht
Asset from debt repayment				
Immovable - Assessed by external appraiser	805	72	(6)	871
Movable	278	2,417	(2,468)	227
Total	1,083	2,489	(2,474)	1,098
Others	159	86	(39)	206
Total properties for sale	1,242	2,575	(2,513)	1,304
Less Allowance for impairment	(160)	(919)	933	(146)
Properties for sale, net	1,082	1,656	(1,580)	1,158

Consolidated				
	As at 1 January 2020 Million Baht	Additions Million Baht	Disposals Million Baht	As at 31 December 2020 Million Baht
Asset from debt repayment				
Immovable - Assessed by external appraiser	767	68	(30)	805
Movable	385	2,513	(2,620)	278
Total	1,152	2,581	(2,650)	1,083
Others	196	39	(76)	159
Total properties for sale	1,348	2,620	(2,726)	1,242
Less Allowance for impairment	(224)	(1,042)	1,106	(160)
Properties for sale, net	1,124	1,578	(1,620)	1,082

Separate

	As at 1 January 2021 Million Baht	Additions Million Baht	Disposals Million Baht	As at 31 December 2021 Million Baht
Asset from debt repayment Immovable - Assessed by external appraiser	805	72	(6)	871
Total	805	72	(6)	871
Others	159	86	(39)	206
Total properties for sale	964	158	(45)	1,077
Less Allowance for impairment	(55)	(19)	1	(73)
Properties for sale, net	909	139	(44)	1,004

Separate

	As at 1 January 2020 Million Baht	Additions Million Baht	Disposals Million Baht	As at 31 December 2020 Million Baht
Asset from debt repayment Immovable - Assessed by external appraiser	767	68	(30)	805
Total	767	68	(30)	805
Others	196	39	(76)	159
Total properties for sale	963	107	(106)	964
Less Allowance for impairment	(69)	-	14	(55)
Properties for sale, net	894	107	(92)	909

The Bank provides allowance for impairment of properties for sale by reference to appraisal value. The Bank appraises or reviews the fair value of properties for sale annually in accordance with the Notification of the Bank of Thailand. However, the actual selling price may differ from the appraisal value. In addition, the Bank is subjected to restrictions on the allowable periods it may hold such properties, as stipulated by the Bank of Thailand. If the Bank is unable to dispose of the properties within allowable periods, the Bank has to set aside additional provision in accordance with the Bank of Thailand guidelines. The Bank's management believes that the carrying value of such properties is suitable to the current situation and the current disposal plan of its properties for sale.

Separate

	Cost/appraisal value					Accumulated depreciation					Net book value Million Baht	
	As at 1 January 2021 Million Baht	Additions Million Baht	Transfer In/(out) Million Baht	Transfer to properties for sale Million Baht	Disposals/ written off Million Baht	As at 31 December 2021 Million Baht	As at 1 January 2021 Million Baht	Additions Million Baht	Transfer In/(out) Million Baht	Transfer to properties for sale Million Baht		Disposals/ written off Million Baht
Land												
Cost	412	-	-	(44)	-	368	-	-	-	-	-	368
Revaluation surplus (latest revaluation in 2021)	1,568	601	-	(49)	-	2,120	-	-	-	-	-	2,120
Devaluation of asset (latest revaluation in 2021)	(18)	-	-	18	-	-	-	-	-	-	-	-
Buildings and Building Improvement												
Cost	2,084	13	28	(45)	(46)	2,034	(1,440)	(77)	(15)	43	37	(1,452)
Revaluation surplus (latest revaluation in 2021)	1,079	(303)	-	(26)	-	750	(906)	341	-	17	-	(548)
Devaluation of asset (latest revaluation in 2021)	(14)	14	-	-	-	-	9	(9)	-	-	-	-
Vehicle	134	14	-	-	(29)	119	(95)	(18)	-	-	26	(87)
Equipment	1,634	60	33	(13)	(85)	1,629	(1,262)	(134)	15	13	85	(1,283)
Assets under installation and/or construction	-	66	(61)	-	-	5	-	-	-	-	-	-
Exchange differences	(4)	(1)	-	-	-	(5)	4	1	-	-	-	5
Total	6,875	464	-	(159)	(160)	7,020	(3,690)	104	-	73	148	(3,365)

16. Right-of-use assets, net

As at 31 December 2021 and 2020, right-of-use asset balance are as follows:

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Properties	150	219	111	162
IT Equipment	54	69	54	69
Vehicles	4	6	-	-
Total	208	294	165	231

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Depreciation charge of right-of-use assets				
Properties	101	103	66	69
IT Equipment	15	5	15	5
Vehicles	2	2	-	-
Total	118	110	81	74
Addition to the right-of-use assets during the year	43	116	26	79
Total cash outflow for leases	(120)	(113)	(82)	(75)

17. Intangible assets, net

	Consolidated		
	Expenditures in connection with development and improvement of process and computer systems-under development Million Baht	Process, computer systems and computer software Million Baht	Total Million Baht
At 1 January 2020			
Cost	496	1,858	2,354
<u>Less</u> Accumulated amortisation	-	(1,292)	(1,292)
Net book amount	496	566	1,062
For the year ended 31 December 2020			
Opening net book amount	496	566	1,062
Additions	298	126	424
Transfer in/ (out)	(713)	713	-
Write off	(2)	(106)	(108)
Amortisation charge	-	(269)	(269)
Impairment charge	-	(139)	(139)
Closing net book amount	79	891	970
At 31 December 2020			
Cost	79	2,582	2,661
<u>Less</u> Accumulated amortisation	-	(1,552)	(1,552)
<u>Less</u> Accumulated impairment	-	(139)	(139)
Net book amount	79	891	970
For the year ended 31 December 2021			
Opening net book amount	79	891	970
Additions	252	124	376
Transfer in/ (out)	(207)	207	-
Write off	-	(82)	(82)
Amortisation charge	-	(294)	(294)
Impairment charge	-	(5)	(5)
Closing net book amount	124	841	965
At 31 December 2021			
Cost	124	2,471	2,595
<u>Less</u> Accumulated amortisation	-	(1,623)	(1,623)
<u>Less</u> Accumulated impairment	-	(5)	(5)
Net book amount	124	841	965

Separate

	Expenditures in connection with development and improvement of process and computer systems-under development Million Baht	Process, computer systems and computer software Million Baht	Total Million Baht
At 1 January 2020			
Cost	466	1,819	2,285
Less Accumulated amortisation	-	(1,269)	(1,269)
Net book amount	466	550	1,016
For the year ended 31 December 2020			
Opening net book amount	466	550	1,016
Additions	298	107	405
Transfer in/ (out)	(683)	683	-
Write off	(2)	(106)	(108)
Amortisation charge	-	(253)	(253)
Impairment charge	-	(139)	(139)
Closing net book amount	79	842	921
At 31 December 2020			
Cost	79	2,493	2,572
Less Accumulated amortisation	-	(1,512)	(1,512)
Less Accumulated impairment	-	(139)	(139)
Net book amount	79	842	921
For the year ended 31 December 2021			
Opening net book amount	79	842	921
Additions	252	109	361
Transfer in/ (out)	(207)	207	-
Write off	-	(82)	(82)
Amortisation charge	-	(277)	(277)
Impairment charge	-	(5)	(5)
Closing net book amount	124	794	918
At 31 December 2021			
Cost	124	2,405	2,529
Less Accumulated amortisation	-	(1,606)	(1,606)
Less Accumulated impairment	-	(5)	(5)
Net book amount	124	794	918

18. Deferred income taxes

The analysis of deferred tax assets and deferred tax liabilities is as follows:

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Deferred tax assets:	1,931	1,624	1,312	922
Deferred tax liabilities:	(575)	(990)	(543)	(952)
Deferred tax asset (net)	1,356	634	769	(30)

The movement in deferred tax assets and liabilities during the year is as follows:

	Consolidated						
	Provision Million Baht	Tax losses Million Baht	Allowance for impairment of properties foreclosed Million Baht	Allowance for expected credit loss Million Baht	Deferred income Million Baht	Others Million Baht	Total Million Baht
Deferred tax assets							
At 1 January 2021	407	-	32	922	66	197	1,624
Charged (credited) to profit or loss	128	-	1	(39)	26	139	255
Tax (credited) charged relation to components of the other comprehensive income	(7)	-	-	-	-	59	52
At 31 December 2021	528	-	33	883	92	395	1,931
Deferred tax assets							
At 1 January 2020 (Restated)	410	139	45	971	59	130	1,754
(Credited) charged to profit or loss	(5)	(139)	(13)	(49)	7	67	(132)
Tax charged relation to components of the other comprehensive income	2	-	-	-	-	-	2
At 31 December 2020	407	-	32	922	66	197	1,624

Consolidated

	Fair value gain from investment Million Baht	Gain from revaluation of assets Million Baht	Temporary difference Million Baht	Total Million Baht
Deferred tax liabilities				
At 1 January 2021	516	371	103	990
Credited to profit or loss	(391)	(10)	(3)	(404)
Tax (credited) charged relation to components of the other comprehensive income	(109)	131	(33)	(11)
At 31 December 2021	16	492	67	575

Deferred tax liabilities

At 1 January 2020 (restated)	570	387	40	997
(Credited) charged to profit or loss	(103)	(16)	9	(110)
Tax charged relation to components of the other comprehensive income	49	-	54	103
At 31 December 2020	516	371	103	990

Separate

	Provision Million Baht	Tax losses Million Baht	Allowance for impairment of properties foreclosed Million Baht	Allowance for expected credit loss Million Baht	Deferred income Million Baht	Others Million Baht	Total Million Baht
Deferred tax assets							
At 1 January 2021	373	-	12	460	66	11	922
Charged to profit or loss	126	-	7	31	25	142	331
Tax (credited) charged relation to components of the other comprehensive income	(1)	-	-	-	-	60	59
At 31 December 2021	498	-	19	491	91	213	1,312

Deferred tax assets

At 1 January 2020 (Restated)	379	139	14	636	59	17	1,244
(Credited) charged to profit or loss	(6)	(139)	(2)	(176)	7	(6)	(322)
At 31 December 2020	373	-	12	460	66	11	922

Separate

	Fair value gain from investment Million Baht	Gain from revaluation of assets Million Baht	Temporary difference Million Baht	Total Million Baht
Deferred tax liabilities				
At 1 January 2021	516	371	65	952
(Credited) charged to profit or loss	(391)	(10)	3	(398)
Tax (credited) charged relation to components of the other comprehensive income	(109)	131	(33)	(11)
At 31 December 2021	16	492	35	543

Deferred tax liabilities

At 1 January 2020 (restated)	570	387	10	967
Credited to profit or loss	(103)	(16)	-	(119)
Tax charged relation to components of the other comprehensive income	49	-	55	104
At 31 December 2020	516	371	65	952

As at 31 December 2021 and 2020, the Group had temporary tax difference that the Group did not recognise as deferred tax assets in the statement of financial position as follows:

Consolidated and Separate

	2021 Million baht	2020 Million baht
Provision	-	383
Allowance for doubtful accounts	-	293
Special business tax	-	78
Allowance for impairment of intangible assets	-	138
Others	-	153
Total	-	1,045

19. Other assets, net

	Consolidated		Separate	
	2021 Million baht	2020 Million baht	2021 Million baht	2020 Million baht
Accrued interest and dividend receivables	244	300	263	300
Others assets awaiting account transfer	52	144	52	144
Commission receivables	146	186	23	60
Withholding tax	43	124	43	121
Deposits	100	91	84	75
Prepaid expenses	178	200	164	184
Accounts receivable from sale of non-performing loans	389	413	389	413
Deferred expense from staff loan	116	132	116	132
Advance payment for customer	34	32	34	32
Others	264	160	98	37
Total	1,566	1,782	1,266	1,498
Less Allowance for expected credit losses	(58)	(48)	(58)	(48)
Other assets, net	1,508	1,734	1,208	1,450

20. Deposits

20.1 Classified by type of deposits

	Consolidated		Separate	
	2021 Million baht	2020 Million baht	2021 Million baht	2020 Million baht
Demand	7,323	6,008	7,324	6,010
Savings	90,904	87,487	91,515	87,663
Fixed	83,389	99,721	83,389	99,737
Negotiable certificate of deposit	551	740	551	740
Total deposits	182,167	193,956	182,779	194,150

20.2 Classified by currency and residency of depositors

Consolidated

	2021			2020		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Baht	177,407	1,547	178,954	185,504	1,540	187,044
US dollar	2,467	390	2,857	6,022	325	6,347
Other currencies	289	67	356	502	63	565
Total	180,163	2,004	182,167	192,028	1,928	193,956

Separate

	2021			2020		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Baht	178,019	1,547	179,566	185,698	1,540	187,238
US dollar	2,467	390	2,857	6,022	325	6,347
Other currencies	289	67	356	502	63	565
Total	180,775	2,004	182,779	192,222	1,928	194,150

21. Interbank and money market items (liabilities)

	Consolidated and Separate	
	2021 Million Baht	2020 Million Baht
Domestic:		
The Bank of Thailand	601	660
Commercial banks	28,728	16,824
Specialised financial institutions	37	3,446
Finance, finance and securities, and securities	16,551	14,548
Other financial institutions	2,861	7,064
Total domestic items	48,778	42,542
Foreign:		
US dollar	729	1,355
Other currencies	5,890	3,198
Total foreign items	6,619	4,553
Total domestic and foreign items	55,397	47,095

22. Financial liabilities designated at fair value through profit or loss

	Consolidated and Separate	
	2021 Million Baht	2020 Million Baht
Debentures	-	7,994
Bills of Exchange	17,744	20,955
Total	17,744	28,949

	Consolidated and Separate	
	2021 Million Baht	2020 Million Baht
Cumulative change in fair values due to a change in credit risk		
of liabilities recognised in other comprehensive income	441	85
Difference between book values and notional amounts to be settled as the contracts mature	2,922	4,059

As at 31 December 2021 and 2020, financial liabilities measured at fair value through profit or loss consisted of:

- As at 31 December 2020, the Bank had structured debentures with reference interest rate of THBFX 3 month (callable range accrual note), which had original maturity in 5 years. The Bank will pay interest according to the condition of agreement.
- The Bank issued accreting structured bills of exchange embedded interest rate swap with predetermined return rate and conditions. The maturity date is between 3 - 23 years. They bear interest rate at 1.78% - 5.18% per annum with a payment of interest at maturity date. The Bank entered into interest rate swaps with other parties for hedging interest rate risk.

During the year, the Bank has gradually amended a reference index transition from THBFX to THOR for this Accreting B/E product as the THBFX reference rate will be terminated in 2022. There is no significant impact from a transition on the interim financial information for the year ended 31 December 2021.

23. Debt issued and borrowings

Consolidated and Separate

	2021			2020		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Debentures						
Short term debentures maturing in 2021, coupon rate of 0.97% per annum	-	-	-	700	-	700
Short term debentures maturing in 2022, coupon rate of 0.55% per annum	800	-	800	-	-	-
Short term debentures maturing in 2022, coupon rate of 0.70% per annum	6,210	-	6,210	-	-	-
Subordinated debentures						
Subordinated debentures of RM 570 million, maturing in 2026, coupon rate of 5.35% per annum	-	-	-	-	4,238	4,238
Subordinated debentures of RM 390 million, maturing in 2028, coupon rate of 5.20% per annum	-	3,126	3,126	-	2,900	2,900
Subordinated debentures of RM 550 million, maturing in 2029, coupon rate of 4.15% per annum	-	4,408	4,408	-	4,090	4,090
Subordinated debentures of RM 660 million, maturing in 2031, coupon rate of 3.95% per annum	-	5,289	5,289	-	-	-
Structured debentures						
Structured debentures	3,522	668	4,190	1,829	618	2,447
	10,532	13,491	24,023	2,529	11,846	14,375
Structured bills of exchange						
Structured bills of exchange	1,800	3,643	5,443	1,800	3,274	5,074
	1,800	3,643	5,443	1,800	3,274	5,074
Total	12,332	17,134	29,466	4,329	15,120	19,449

(a) On 31 December 2021, the bank issued debentures of Baht 7,010 million (31 December 2020: Baht 700 million), interest rate of 0.55% - 0.70% per annum (31 December 2020: 0.97% per annum) with a payment of interest at maturity. The debenture has a tenor 4 - 9 months (31 December 2020: 9 months) and will mature during February 2022 to June 2022 (31 December 2020: July 2021).

(b) As at 31 December 2021, the Bank has Subordinated debentures of Baht 12,823 million (31 December 2020: Baht 11,228 million) as follows:

- On 29 March 2018, the Bank issued MYR 390 million of subordinated debentures pursuant to tier II subordinated debenture programme to overseas investors, 3,900,000 units of MYR 100 each, interest rate of 5.20% per annum with a payment of interest every 6 months. The debenture has a tenor of 10 years and is due in 2028. The Bank may exercise its right to early redeem the debenture after 5 years. The Bank has an approval from the Bank of Thailand to count the subordinated debenture as tier II capital according to the correspondence For Kor Kor. 221/ 2561.
- On 8 July 2019, the Bank issued MYR 550 million of subordinated debentures pursuant to tier II subordinated debenture programme to overseas investors, 5,500,000 units of MYR 100 each, interest rate of 4.15% per annum with a payment of interest every 6 months. The debenture has a tenor of 10 years and is due in 2029. The Bank may exercise its right to early redeem the debenture after 5 years. The Bank has an approval from the Bank of Thailand to count the subordinated debenture as tier II capital according to the correspondence For Kor Kor. 527/2562.
- On 12 July 2021, the Bank issued MYR 660 million of subordinated debentures pursuant to tier II subordinated debenture programme, 6,600,000 units of MYR 100 each, interest rate of 3.90% per annum with a payment of interest every 6 months. The debenture has a tenor of 10 years and is due in 2031. The Bank may exercise its right to early redeem the debenture after 5 years. The Bank has an approval from the Bank of Thailand to count the subordinated debenture as tier II capital according to the correspondence For Nor Sor1. 81/2564.
- On 12 July 2021, the Bank exercised its option to early redeem all subordinated debentures amounting to MYR 570 million, maturing in 2026, which the Bank was able to early redeem (under the specified conditions). This early redemption was approved by BOT notification For Nor Sor1. 58/2564 The approval of early redemption of subordinated debentures that counted as tier II.

(c) As at 31 December 2021, the Bank has structured debentures of Baht 4,190 million (31 December 2020 : Baht 2,447 million) as follows:

- The Bank issued structured debentures (Maxi X-Change) of Baht 1,438 million (31 December 2020 : Baht 45 million) with 3 months (31 December 2020 : 1 year) from respective issuance dates. The Bank will pay interest at maturity date according to the movement of the underlying.
- The Bank issued structured debentures (Fund Link Note) in Baht 548 million (31 December 2020 : foreign currency of USD 0.6 million which equivalent to Baht 17 million and in Baht 1,784 million) which will mature in 3 years (31 December 2020 : 1 year to 3 years), the return is based on movement of the price of mutual fund.

- The Bank issued credit linked notes (CLN) of USD 20 million which equivalent to Baht 668 million (31 December 2020 : USD 20 million which equivalent to Baht 601 million) which will mature in 3 years. The holder will receive all coupon amounts and the redemption amount on the maturity date according to the conditions of agreement, subject to no credit event determination occurring with respect to the reference entity.
- The Bank issued structured debentures (The Equity Shark Fin Bull Structured Debenture) of Baht 1,536 million. The Equity Shark Fin Bull Structured Debenture are structured debentures with a repayment upon scheduled maturity date subject to a movement of the level of the underlying equity index.

(d) As at 31 December 2021, the Bank had credit linked bill of exchange (CLN) of Baht 5,443 million (31 December 2020 : Baht 5,074 million) as follows:

- The Bank issued CLN of Baht 1,800 million (31 December 2020 : Baht 1,800 million) which will mature in 10 years. The holder will receive all coupon amounts on respective coupon payment date and the redemption amount on the maturity date, subject to no credit event determination occurring with respect to the reference entity. The credit linked bills of exchange bear interest rate at 3.75% - 4.01% per annum (31 December 2020 : 3.75% - 4.01% per annum) with a payment of interest every 6 months.
- The Bank issued CLN of USD 109 million or equivalence Baht 3,643 million (31 December 2020 : USD 109 million or equivalence Baht 3,274 million) which will mature in 8 - 15 years (31 December 2020 : 8 - 15 years). The holder will receive all coupon amounts and the redemption amount on the maturity date according to the conditions of agreement, subject to no credit event determination occurring with respect to the reference entity. The credit linked note bills of exchange bear interest rate at 6M LIBOR + 1.6597% to 6M LIBOR + 2.3925% per annum (31 December 2020 : 6M LIBOR + 1.6597% to 6M LIBOR + 2.3925% per annum) with a payment of interest every 6 months.

24. Provisions

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Allowance for expected credit losses of loan commitments and financial guarantee contracts	968	811	975	814
Provision for contingent loss from legal cases	26	44	26	44
Provision for employee benefits	1,628	1,805	1,475	1,635
Provision for restoration	18	20	15	20
Total provisions	2,640	2,680	2,491	2,513

Provision for employee benefits

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Present value of post-employment benefit obligations	1,628	1,805	1,475	1,635

Movements of provision for pension funds are as follows:

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Beginning balance	1,805	1,852	1,635	1,694
Current service costs	157	167	139	152
Difference on settlement pension benefits	(1)	(6)	(1)	(6)
Interest costs	30	25	27	23
Remeasurements:				
(Gains) losses from changes of:				
Financial assumptions	(220)	(46)	(191)	(40)
Experience	4	7	7	(9)
Less Pension benefits paid during the year	(147)	(194)	(141)	(179)
Ending balance	1,628	1,805	1,475	1,635

Expenses for employee benefits were recognised in the statements of comprehensive income as follows:

	Consolidated		Separate	
	For the year ended 31 December		For the year ended 31 December	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Current service costs	157	167	139	152
Difference on settlement pension benefits	(1)	(6)	(1)	(6)
Interest costs	30	25	27	23
Total	186	186	165	169

Significant assumptions used in the actuarial calculation are summarised as follows:

		Consolidated and Separate	
		2021	2020
Discount rate		2.40%	1.80%
Salary increase rate		5.00%	6.00%
Pre-retirement mortality rate		75.00% of Thai Mortality Ordinary Table 2017	75.00% of Thai Mortality Ordinary Table 2017
Disability rate		10.00% of pre-retirement mortality rate	10.00% of pre-retirement mortality rate
Pre-retirement withdrawal rate		Employees who are eligible for pension benefit: Flat 2.865% of Thai Withdrawal Table, Other employees: 75% of Thai Withdrawal Table	Employees who are eligible for pension benefit: Flat 2.865% of Thai Withdrawal Table, Other employees: 75% of Thai Withdrawal Table
Retirement age		60 years old	60 years old

Sensitivity analysis for each significant assumptions:

		Consolidated					
		Impact on defined benefit obligation					
		Change in assumption		Increase in assumption		Decrease in assumption	
		2021	2020	2021	2020	2021	2020
Weighted average discount rate	0.5%	0.5%	Decrease by 3.63%	Decrease by 4.03%	Increase by 3.87%	Increase by 4.29%	
Weighted average rate of salary increase	1.0%	1.0%	Increase by 8.35%	Increase by 9.40%	Decrease by 7.44%	Decrease by 8.38%	

		Separate					
		Impact on defined benefit obligation					
		Change in assumption		Increase in assumption		Decrease in assumption	
		2021	2020	2021	2020	2021	2020
Weighted average discount rate	0.5%	0.5%	Decrease by 3.49%	Decrease by 3.87%	Increase by 3.72%	Increase by 4.07%	
Weighted average rate of salary increase	1.0%	1.0%	Increase by 8.03%	Increase by 9.02%	Decrease by 7.19%	Decrease by 8.10%	

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the employee benefit obligations recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous year.

As at 31 December 2021, the weighted average duration of the defined benefit obligation is 9.64 years (31 December 2020: 10.91 years).

Expected maturity analysis of undiscounted benefits:

	Consolidated			
	2021			
	Less than a year Million Baht	Between 1 - 5 years Million Baht	Over 5 years Million Baht	Total Million Baht
Retirement benefits	143	463	1,368	1,974

	Consolidated			
	2020			
	Less than a year Million Baht	Between 1 - 5 years Million Baht	Over 5 years Million Baht	Total Million Baht
Retirement benefits	165	429	1,521	2,115

	Separate			
	2021			
	Less than a year Million Baht	Between 1 - 5 years Million Baht	Over 5 years Million Baht	Total Million Baht
Retirement benefits	136	433	1,206	1,775

	Separate			
	2020			
	Less than a year Million Baht	Between 1 - 5 years Million Baht	Over 5 years Million Baht	Total Million Baht
Retirement benefits	163	338	1,440	1,941

25. Other liabilities

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Other liabilities awaiting accounts transfer	911	1,021	911	950
Accrued interest	396	534	396	534
Accrued expense	1,438	993	1,280	894
Corporate income tax payable	502	208	398	109
Withholding tax payable	48	69	42	65
Output VAT payable	89	106	13	7
Defer income from insurance contracts	236	-	158	-
Others	383	196	96	96
Total	4,003	3,127	3,294	2,655

26. Offsetting of financial assets and financial liabilities

	Consolidated and Separate					
	2021					
	Effects of offsetting on the statement of financial position			Related amounts not offset		
	Gross amount Million Baht	Amount to be offset on the statement of financial position Million Baht	Net amount on the statement of financial position Million Baht	Amounts subject to master netting arrangements Million Baht	Financial instrument collateral Million Baht	Net amount Million Baht
Financial assets						
Purchase of securities with resale agreement transactions	3,603	-	3,603	-	(3,454)	149
Derivative assets	46,419	-	46,419	(26,595)	(11,427)	8,397
Total	50,022	-	50,022	(26,595)	(14,881)	8,546
Financial liabilities						
Sales of securities with resale agreement transactions	(26,222)	-	(26,222)	25,566	-	(656)
Derivative liabilities	(42,708)	-	(42,708)	26,595	11,589	(4,524)
Total	(68,930)	-	(68,930)	52,161	11,589	(5,180)

Consolidated and Separate

		2020					
		Effects of offsetting on the statement of financial position		Related amounts not offset			
		Gross amount Million Baht	Amount to be offset on the statement of financial position Million Baht	Net amount on the statement of financial position Million Baht	Amounts subject to master netting arrangements Million Baht	Financial instrument collateral Million Baht	Net amount Million Baht
Financial assets							
	Purchase of securities with resale agreement transactions	1,800	-	1,800	-	(1,570)	230
	Derivative assets	57,561	-	57,561	(35,195)	(11,198)	11,168
	Total	59,361	-	59,361	(35,195)	(12,768)	11,398
Financial liabilities							
	Sales of securities with resale agreement transactions	(9,862)	-	(9,862)	9,368	-	(494)
	Derivative liabilities	(57,221)	-	(57,221)	35,140	14,876	(7,205)
	Total	(67,083)	-	(67,083)	44,508	14,876	(7,699)

Master netting arrangements – not currently offset in financial statements

Derivative

Agreements with derivative counterparties are based on ISDA agreement. Under the terms of these arrangements, only where certain credit events occur (such as default), the net position owing/ receivable to a single counterparty in the same currency will be taken as owing and all the relevant arrangements terminated. As the Group does not presently have a legally enforceable right of set-off, these amounts have not been offset in the statement of financial position.

Repurchase agreement

The Bank entered into a securities sales and purchase agreement with its counterparties. This involved a TBMA/ISMA resales and repurchase agreement. The GMRA requires the borrower to transfer ownership of the collateral to the lender at the contract's inception. This way, if the borrower defaults on a payment, the lender doesn't have to force the borrower to return the collateral but can seize it directly. However, since this item concerns a collateral loan, the Bank showed this item separately in the financial statements.

27. Share capital

Consolidated and Separate

	31 December 2021		31 December 2020	
	Number Million shares	Amount Million Baht	Number Million shares	Amount Million Baht
Registered				
Beginning of the year - Ordinary shares	34,822	17,411	34,822	17,411
Issue of shares	-	-	-	-
End of the year	34,822	17,411	34,822	17,411
Issued and paid up				
Beginning of the year - Ordinary shares	34,822	17,411	34,822	17,411
Issue of shares	-	-	-	-
End of the year	34,822	17,411	34,822	17,411

28. Dividend payments

On 7 May 2021, the Bank paid a dividend from the operating results of 2020 at the rate of Baht 0.005 per share, totaling Baht 174 million according to the Annual General Meeting of Shareholders approval on 12 April 2021.

On 24 April 2020, the Bank paid an dividend from the operating results of 2019 at the rate of Baht 0.005 per share, totaling Baht 174 million according to the Board of Directors meeting approval on 26 March 2020.

On 7 May 2020, Worldlease Company Limited paid a dividend from the operating results of 2019 at the rate of Baht 3.03 per share for 24 million shares, Baht 0.7575 per share for 20 million shares, and Baht 0.7583 per share for 16 million shares, totaling Baht 100 million according to the Annual General Meeting of Shareholders approval on 30 April 2020.

On 25 June 2020, CIMB Thai Auto Company Limited paid an interim dividend from the operating results of 2019 at the rate of Baht 4.10 per its paid-up share, totaling Baht 625 million according to the Board of Directors meeting approval on 29 April 2020.

29. Statutory reserve

Under the Public Company Limited Act B.E. 2535, the Bank is required to set aside a statutory reserve of at least 5% of its net profit for the year, after deducting accumulated deficit brought forward (if any), until the reserve reaches 10% of its registered share capital. This reserve cannot be used to pay dividend.

As at 31 Decemebr 2021, the Bank had total statutory reserve of Baht 574 million (31 December 2020: Baht 536 million).

30. Capital funds

The primary objectives of the Group's capital management are to maintain the Bank's ability to continue as a going concern and to maintain a capital adequacy ratio in accordance with the Act on Undertaking of Banking business B.E. 2551. The capital funds comprise:

	2021 Million Baht	Total capital to risk assets %	2020 Million Baht	Total capital to risk assets %
Capital fund (Full consolidate supervision)				
Tier I				
Issued and paid up share capital	17,411		17,411	
Share premium	10,146		10,146	
Statutory reserve	574		536	
Unappropriated surplus	12,700		12,011	
Other reserves	1,032		1,700	
Deduction on Tier I capital fund	(2,070)		(2,184)	
Total Tier I capital fund	39,793	16.34	39,620	15.60
Tier II				
Long-term subordinated debentures	12,388		12,262	
Reserve for loan classified as pass	2,246		2,424	
Total Tier II capital fund	14,634	6.01	14,686	5.78
Total capital funds	54,427	22.35	54,306	21.38

Capital funds (Separate)	2021 Million Baht	Total capital to risk assets %	2020 Million Baht	Total capital to risk assets %
Tier I				
Issued and paid up share capital	17,411		17,411	
Share premium	10,146		10,146	
Statutory reserve	574		536	
Unappropriated surplus	10,095		9,520	
Other reserves	1,075		1,743	
Deduction on Tier I capital fund	(1,409)		(1,327)	
Total Tier I capital fund	37,892	15.70	38,029	14.94
Tier II				
Long-term subordinated debentures	12,388		12,262	
Reserve for loan classified as pass	2,321		2,531	
Total Tier II capital fund	14,709	6.10	14,793	5.81
Total capital funds	52,601	21.80	52,822	20.75

As at 31 December 2021, the Bank's regulatory capital after deducting capital add-on arising from single lending was Baht 52,601 million (31 December 2020 : Baht 52,822 million).

The Bank has maintained capital fund and liquidity coverage ratio under BOT notification of international capital requirement standards under the Basel III regulatory framework and will disclose capital maintenance information as at 31 December 2021 in accordance with the Notification of the Bank of Thailand Re: Public Disclosure of Capital Maintenance Information for Commercial Banks and Consolidated Supervision and Liquidity coverage ratio disclosure standards on its website at www.cimbthai.com within four months after the statements of financial position date.

31. Share-based payments

Long Term Incentive Plan (LTIP)

The LTIP was implemented by CIMB Group Holdings Berhad in June 2021. The LTIP awards ordinary shares and share options to eligible employees of CIMB Group Holdings Berhad and its subsidiaries, which includes eligible employees of the Bank. The eligibility of participation in the LTIP shall be at the discretion of the LTIP Committee of CIMB Group Holdings Berhad, and the awarded shares and share options will be vested in stages at predetermined dates subject to continued employment and performance conditions.

The weighted average fair value of shares and share options granted during the period was MYR 4.65 per share and MYR 0.45 per share option.

Equity Ownership Plan (EOP)

The EOP was introduced in March 2011 where the Bank will grant ordinary shares of CIMB Group Holdings Berhad to eligible employees.

The eligibility of participation in the EOP shall be at the discretion of the Group Nomination and Remuneration Committee of CIMB Group Holdings Berhad, and the granted shares will be released in stages at predetermined dates subject to continued employment.

Upon termination of employment other than retirement, disability or death, any unreleased shares will be disposed at market price, and the proceeds from disposal will be returned to the Bank. In the event of retirement, disability or death of the eligible employee, the shares will be assigned to the employee or designated beneficiary on the date of retirement, disability or death.

The weighted average fair value of shares granted in this financial period/ year, which were purchased over a specified year before awarding to the eligible employees of the Bank was MYR 4.20 per share (31 December 2020 : MYR 3.52 per share).

Movement in the number of share options granted under the LTIP and their related weighted average exercise prices are as follows:

	Consolidated and Separate	
	2021	
	The weighted exercise price MYR/share	Number of share options thousand units
Awarded during financial year	4.96	18,348
Expired or Forfeited during financial year	4.96	(545)
End of financial year	4.96	17,803

Movement in the number of ordinary shares granted under the EOP and the LTIP are as follows:

	Consolidated and Separate	
	2021	2020
	Number of ordinary shares thousand units	Number of ordinary shares thousand units
Beginning of financial year	1,429	1,249
Awarded during financial year	1,636	1,191
Released during financial year	(1,011)	(1,011)
End of financial year	2,054	1,429

For the year ended 31 December 2021, the Bank has expenses for share-based payments amounting to Baht 41 million (31 December 2020 : Baht 26 million) and the Bank has share-based payment reserves amounting to Baht 43 million (31 December 2020 : Baht 33 million).

32. Important positions and performance classified by type of domestic or foreign transactions

32.1 Position classified by type of transaction

	Consolidated			Consolidated		
	2021			2020		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Total assets	398,163	351	398,514	410,163	364	410,527
Interbank and money market items, net (assets)	9,109	347	9,456	5,995	362	6,357
Financial assets measured at fair value through profit or loss	31,303	-	31,303	35,234	-	35,234
Derivative assets	46,419	-	46,419	57,561	-	57,561
Investments, net	74,281	-	74,281	61,493	-	61,493
Loans to customers and accrued interest receivables, net	207,849	-	207,849	221,844	-	221,844
Deposits	182,165	2	182,167	193,950	6	193,956
Interbank and money market items (liabilities)	55,397	-	55,397	47,095	-	47,095
Financial liabilities measured at fair value through profit or loss	17,744	-	17,744	28,949	-	28,949
Derivative liabilities	42,708	-	42,708	57,221	-	57,221
Debt issued and borrowings	29,466	-	29,466	19,449	-	19,449

Separate

	2021			2020		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Total assets	394,528	351	394,879	407,335	364	407,699
Interbank and money market items, net (assets)	8,915	347	9,262	5,827	362	6,189
Financial assets measured at fair value through profit or loss	31,303	-	31,303	35,234	-	35,234
Derivative assets	46,419	-	46,419	57,561	-	57,561
Investments, net	74,279	-	74,279	61,491	-	61,491
Investments in subsidiaries, net	2,904	-	2,904	2,933	-	2,933
Loans to customers and accrued interest receivables, net	202,709	-	202,709	217,576	-	217,576
Deposits	182,777	2	182,779	194,144	6	194,150
Interbank and money market items (liabilities)	55,397	-	55,397	47,095	-	47,095
Financial liabilities measured at fair value through profit or loss	17,744	-	17,744	28,949	-	28,949
Derivative liabilities	42,708	-	42,708	57,221	-	57,221
Debt issued and borrowings	29,466	-	29,466	19,449	-	19,449

32.2 Performance classified by type of transaction

Consolidated

	2021			2020		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Interest income	12,645	-	12,645	15,010	2	15,012
Interest expenses	(2,694)	-	(2,694)	(4,072)	-	(4,072)
Net interest income	9,951	-	9,951	10,938	2	10,940
Net fee and services income	1,593	-	1,593	1,256	-	1,256
Other operating income	2,805	(2)	2,803	2,731	-	2,731
Other operating expenses	(8,166)	(10)	(8,176)	(8,887)	(12)	(8,899)
Expected credit losses	(3,319)	-	(3,319)	(4,468)	-	(4,468)
Profit (losses) before income tax expenses	2,864	(12)	2,852	1,570	(10)	1,560

Separate

	2021			2020		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Interest income	9,387	-	9,387	11,200	2	11,202
Interest expenses	(2,693)	-	(2,693)	(4,055)	-	(4,055)
Net interest income	6,694	-	6,694	7,145	2	7,147
Net fee and services income	921	-	921	793	-	793
Other operating income	2,366	(2)	2,364	2,941	-	2,941
Other operating expenses	(5,978)	(10)	(5,988)	(6,491)	(12)	(6,503)
Expected credit losses	(2,399)	-	(2,399)	(1,852)	-	(1,852)
Profit (losses) before income tax expenses	1,604	(12)	1,592	2,536	(10)	2,526

33. Interest income

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Interbank and money market items	18	71	17	70
Investments and trading transactions	360	375	360	375
Investments in debt securities	1,048	1,110	1,048	1,110
Loans	7,166	8,519	7,917	9,562
Hire purchase and financial lease income	4,008	4,852	-	-
Others	45	85	45	85
Interest income	12,645	15,012	9,387	11,202

34. Interest expenses

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Deposits	1,299	2,359	1,299	2,360
Interbank and money market item	206	337	206	337
Contribution fee to the Deposit Protection Agency	20	22	20	22
Contribution fee to FIDF	545	576	545	576
Debt securities issued				
- Subordinated debentures	466	488	466	488
- Structured bills of exchange	58	86	58	86
- Structured debentures	26	121	26	121
- Debentures	31	18	31	1
Others	43	65	42	64
Interest expenses	2,694	4,072	2,693	4,055

35. Net fees and services income

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Fees and service incomes				
Acceptances, aval and guarantees	53	81	53	88
ATM and Debit card fees	15	16	15	16
Insurance brokerage income	1,331	966	795	612
Management fee	-	11	-	11
Underwriting fees	261	257	261	257
Collection fees	45	49	-	-
Goods and services payment fees	77	84	11	1
Others	241	166	187	167
Fees and service income	2,023	1,630	1,322	1,152
Fees and service expenses				
Collection fees	(208)	(209)	(208)	(209)
ATM fees	(26)	(22)	(26)	(22)
Others	(196)	(143)	(167)	(128)
Fees and service expenses	(430)	(374)	(401)	(359)
Net fees and service income	1,593	1,256	921	793

36. Gains on financial instruments measured at fair value through profit or loss

	Consolidated and Separate	
	2021 Million Baht	2020 Million Baht
Gains (losses) on tradings and foreign exchange transactions		
Foreign currencies and foreign exchange rate derivatives	1,128	390
Interest rate derivatives	(710)	643
Debt instruments	2,407	1,201
Equity instruments	9	8
Others	26	(5)
Gains on tradings and foreign exchange transactions	2,860	2,237
Gains (losses) on financial instruments designated at fair value through profit or loss		
Net changes in fair values		
Investments in debt instrument	(2,334)	(585)
Bills of exchange	1,417	797
Debentures	76	(76)
Losses from derecognition, including interest receivable and payable only those not included in net changes in fair values	(882)	(1,428)
Losses on financial instruments designated at fair value through profit or loss	(1,723)	(1,292)
Gain (losses) from hedge accounting	14	(5)
Total	1,151	940

37. Gains on investments, net

	Consolidated and Separate	
	2021 Million Baht	2020 Million Baht
Gains from derecognition		
Investments measured at fair value through other comprehensive income	322	306
Gains on investments, net	322	306

38. Other operating income

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Gain on sales of premises and equipment	10	6	10	5
Gain on sales of properties for sales	86	74	10	39
Bad debt recovery	1,168	1,233	735	801
Dividend income	12	10	12	756
Other income	54	50	124	50
Other operating income	1,330	1,373	891	1,651

39. Expected credit losses

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Modification loss of loan	216	1,028	8	140
Loans to customers and accrued interest receivable	3,082	3,196	2,366	1,467
Credit line commitments and financial guarantees	20	244	24	245
Others	1	-	1	-
Expected credit losses	3,319	4,468	2,399	1,852

40. Corporate income tax

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Current tax:				
Current tax on profits for the year	1,070	247	887	109
Total current tax	1,070	247	887	109
Deferred tax:				
(Increase) decrease in deferred tax assets	(255)	132	(331)	322
Decrease in deferred tax liabilities	(403)	(110)	(398)	(119)
Total deferred tax	(658)	22	(729)	203
Total tax charge	412	269	158	312

The tax on the Group's profit before tax differs from the theoretical amount as follows:

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Profit before tax	2,852	1,560	1,592	2,526
Tax calculated at a tax rate of 20%	570	312	318	505
Tax effect of:				
Income not subject to tax	(2)	(32)	(2)	(181)
Expenses not deductible for tax purpose	15	8	13	7
Other adjustments	2	(1)	2	(1)
Tax losses for which no deferred income tax asset was recognised	-	(127)	-	(127)
Unrecognised deferred tax assets	-	109	-	109
Recognised of unrecognised deferred tax assets	(173)	-	(173)	-
Total tax charge	412	269	158	312
The weighted average applicable tax rate (%)	14	17	10	12

The tax (charge)/credit relating to component of other comprehensive income is as follows:

Consolidated

	2021			2020		
	Before tax Million Baht	Tax (charge) credit Million Baht	After tax Million Baht	Before tax Million Baht	Tax (charge) credit Million Baht	After tax Million Baht
Fair value gains (losses):						
Investments in debt instruments	(840)	170	(670)	237	(47)	190
Investments in equity instruments	30	(1)	29	(5)	(2)	(7)
Revaluation surplus on assets	653	(131)	522	-	-	-
Cash flow hedges	(166)	33	(133)	271	(55)	216
Remeasurements of post-employment benefit obligation	216	(7)	209	39	3	41
Other comprehensive (expenses) income	(107)	64	(43)	542	(101)	440
Current tax		1,070			247	
Deferred tax		(658)			22	
		412			269	

Separate

	2021			2020		
	Before tax Million Baht	Tax (charge) credit Million Baht	After tax Million Baht	Before tax Million Baht	Tax (charge) credit Million Baht	After tax Million Baht
Fair value gains (losses):						
Investments in debt instruments	(840)	170	(670)	237	(47)	190
Investments in equity instruments	30	(1)	29	(5)	(2)	(7)
Revaluation surplus on assets	653	(131)	522	-	-	-
Cash flow hedges	(166)	33	(133)	271	(55)	216
Remeasurements of post-employment benefit obligation	184	(1)	183	48	-	48
Other comprehensive (expenses) income	(139)	70	(69)	551	(104)	447
Current tax		887			109	
Deferred tax		(729)			203	
		158			312	

In addition, deferred income tax for the year ended 31 December 2021 is Baht 9.7 million (31 December 2020 is Baht 15.6 million) was transferred from other reserves to retained earnings. This represents deferred tax on the difference between the actual depreciation on buildings and the equivalent depreciation based on the historical cost of buildings and revaluation surplus on land.

41. Provident fund

The Group and their employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. The employees contribute to the fund - managed by Principal Asset Management Company Limited - at rate of 3% - 15% of their basic salaries, and the Bank and its subsidiaries contribute at rate of 5%, and disburse to staff when their employment is terminated under the terms and conditions of the fund. For the year ended 31 December 2021, Baht 131 million and Baht 113 million was contributed to the fund by the Group and the Bank (for the year ended 31 December 2020 : Baht 146 million and Baht 127 million, respectively).

42. Earnings per share

	Consolidated		Separate	
	2021	2020	2021	2020
Basic earnings per share				
From continuing operations attributable to the ordinary equity holders of the Bank (Million Baht)	2,441	1,291	1,434	2,214
Weighted average number of ordinary shares used as the denominator in calculating basic earnings per share (Million shares)	34,822	34,822	34,822	34,822
Total basic earnings per share attributable to the ordinary equity holders of the Bank (Baht per share)	0.07	0.04	0.04	0.06

There are no potential dilutive ordinary shares in issue for the years ended 31 December 2021 and 2020.

43. Encumbrance of assets

Assets used as collateral

The Group placed investments in government and state enterprise bonds as collateral against the following:

	Consolidated	
	2021 Million Baht	2020 Million Baht
Securities sold under repurchase	25,730	9,372
Utilities usage	7	7
Insurance broker business	2	2
Total	25,739	9,381

	Separate	
	2021 Million Baht	2020 Million Baht
Securities sold under repurchase	25,730	9,372
Utilities usage	7	7
Total	25,737	9,379

44. Commitments and contingent liabilities

44.1 Commitments

As at 31 December 2021 and 2020, significant commitments of the Bank consist of:

	Consolidated			Consolidated		
	2021			2020		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Avals to bills:						
Avals to bills	8	-	8	17	-	17
Liability under unmatured import bills:						
Liability under unmatured import bills	-	653	653	-	157	157
Letters of credit:						
Letters of credit	2	1,124	1,126	10	755	765
Bills on domestic letter of credit:						
Bills on domestic letter of credit	-	-	-	31	-	31
Other commitments:						
Forward and spot contracts						
- Bought	-	771,743	771,743	-	610,461	610,461
- Sold	-	704,536	704,536	-	504,242	504,242
Cross currency and interest rate swap contract						
- Bought	-	275,384	275,384	-	219,054	219,054
- Sold	-	255,063	255,063	-	203,255	203,255
Interest rate swap contracts						
- Fixed rate receiver	744,411	185,408	929,819	813,213	139,880	953,093
- Floating rate receiver	884,599	298,201	1,182,800	914,162	256,652	1,170,814
Foreign exchange option						
- Call option sales contracts	-	-	-	-	334	334
- Put option sales contracts	-	4	4	-	406	406
- Call option purchase contracts	-	34	34	-	646	646
- Put option purchase contracts	-	-	-	-	318	318

Consolidated

	2021			2020		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Credit derivatives						
- Bought	1,800	4,311	6,111	1,800	3,875	5,675
- Sold	1,800	4,311	6,111	1,800	3,875	5,675
Fund Option						
- Bought	-	409	409	-	2,016	2,016
- Sold	-	409	409	-	2,016	2,016
Equity option						
- Bought	767	359	1,126	-	323	323
- Sold	767	359	1,126	-	323	323
Bond forward						
- Sold	23,956	-	23,956	23,371	-	23,371
Bonds						
- Bought	-	-	-	271	-	271
Undrawn bank overdrafts	13,043	-	13,043	14,719	-	14,719
Undrawn credit line	8,942	2	8,944	14,378	-	14,378
Other guarantees	7,919	1,062	8,981	8,548	1,968	10,516
Other commitments	1,688,004	2,501,595	4,189,599	1,792,262	1,949,644	3,741,906
Total commitments	1,688,014	2,503,372	4,191,386	1,792,320	1,950,556	3,742,876

Separate

	2021			2020		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Avals to bills and guarantees of loans:						
Avals to bills and guarantees of loans	8	-	8	17	-	17
Liability under unmatured import bills:						
Liability under unmatured import bills	-	653	653	-	157	157
Letters of credit:						
Letters of credit	2	1,124	1,126	10	755	765
Bills on domestic letter of credit:						
Bills on domestic letter of credit	-	-	-	31	-	31
Other commitments:						
Forward and spot contracts						
- Bought	-	771,743	771,743	-	610,461	610,461
- Sold	-	704,536	704,536	-	504,242	504,242
Cross currency and interest rate swap contract						
- Bought	-	275,384	275,384	-	219,054	219,054
- Sold	-	255,063	255,063	-	203,255	203,255
Interest rate swap contracts						
- Fixed rate receiver	744,411	185,408	929,819	813,213	139,880	953,093
- Floating rate receiver	884,599	298,201	1,182,800	914,162	256,652	1,170,814
Foreign exchange option						
- Call option sales contracts	-	-	-	-	334	334
- Put option sales contracts	-	4	4	-	406	406
- Call option purchase contracts	-	34	34	-	646	646
- Put option purchase contracts	-	-	-	-	318	318

Separate

	2021			2020		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Credit derivatives						
- Bought	1,800	4,311	6,111	1,800	3,875	5,675
- Sold	1,800	4,311	6,111	1,800	3,875	5,675
Fund Option						
- Bought	-	409	409	-	2,016	2,016
- Sold	-	409	409	-	2,016	2,016
Equity option						
- Bought	767	359	1,126	-	323	323
- Sold	767	359	1,126	-	323	323
Bond forward						
- Sold	23,956	-	23,956	23,371	-	23,371
Bonds						
- Bought	-	-	-	271	-	271
Undrawn bank overdrafts	13,043	-	13,043	14,719	-	14,719
Undrawn credit line	18,947	2	18,949	27,848	-	27,848
Other guarantees	7,919	1,062	8,981	8,548	1,968	10,516
Other commitments	1,698,009	2,501,595	4,199,604	1,805,732	1,949,644	3,755,376
Total commitments	1,698,019	2,502,372	4,201,391	1,805,790	1,950,556	3,756,346

44.2 Contingent liabilities

As at 31 December 2021 and 2020, the Group had the following contingent liabilities in connection with court cases in which the Group have been sued as defendants in court. The lawsuits were mainly lodged to claim compensation and the management believes that they will have no significant impact on the Group once they are finalised:

	Consolidated and Separate	
	2021 Million Baht	2020 Million Baht
Sum claimed in cases where the Group is sole defendant	184	299
Sum claimed in cases where the Group is co-defendant		
- Sum of claims that can be specifically attributed to the Group	305	312
- Sum of claims that cannot be specifically attributed to the Group	119	89
Total	608	700

As at 31 December 2021, included in the above-mentioned amounts are cases in which the court was judged in favor of the plaintiffs where the Bank is a co-defendant with others with sums claimed totaling Baht 160 million. However, the Bank is in the process of appealing the decisions (31 December 2020 : Baht 160 million). The Bank recognised provisions for contingent loss from legal cases of approximately Baht 21 million (31 December 2020 : Baht 44 million). Management concluded and believed that such provisions were adequate to cover any possible loss from these legal cases.

44.3 Commitments under long-term leases

As at 31 December 2021 and 2020, the Group has commitments under long-term leases as follows:

Lease periods	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Not over than 3 years	96	146	73	104
3 - 5 years	-	1	-	1
Total	96	147	73	105

44.4 Other commitments

As at 31 December 2021 and 2020, the Group has other commitments in the form of various agreements relating to computer system and software development. The Group is obligated to pay by currencies as follows:

Currency	Consolidated and Separate	
	2021 Million Baht	2020 Million Baht
Baht	21	113
MYR	-	2
Total	21	115

45. Related party transactions

Enterprises and individuals that directly or indirectly through one more intermediaries, control, or are controlled by, or are under common control with the Bank and subsidiaries, including holding companies, subsidiaries and fellow subsidiaries are related parties of the Bank and subsidiaries. Associates and individuals owning, directly or indirectly, an interest in the voting power of the Bank and subsidiaries that gives them significant influence over the enterprise, key management personnel, including directors and officers of the Bank and subsidiaries and close members of the family of these individuals and companies associated with these individuals also constitute related parties.

In considering each possible related-party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

During the period/ year, the Group had significant business transactions with its related parties. These transactions have been conducted based on agreed upon contracts. Below is a summary of those transactions.

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Subsidiaries				
Revenue:				
Interest income	-	-	752	1,043
Fees income	-	-	73	23
Dividend income	-	-	-	745
Expenses:				
Interest expenses	-	-	-	1
Ultimate parent company				
Revenue:				
Interest income	7	-	7	-
Expenses:				
Interest expenses	425	443	425	443
Fees expenses	150	131	150	131
Premises and equipment expenses	-	2	-	2
Others	14	15	14	15
Related companies				
Revenue:				
Fees income	26	10	26	10
Expenses:				
Interest expenses	2	1	2	1
Fees expenses	14	10	14	10
Joint venture of the group parent company				
Revenue:				
Fees income	359	393	359	393
Expenses:				
Interest expenses	3	11	3	11
Fees expenses	1	1	1	1
Premises and equipment expenses	(8)	(12)	(8)	(12)

The outstanding balances of significant related party transactions as at 31 December 2021 and 2020 are as follows:

		Consolidated						
		2021						
	Out- standing loans Million Baht	Interbank and money market items (asset) Million Baht	Obliga- tions Million Baht	Other assets Million Baht	Deposits Million Baht	Interbank and money market items (li- ability) Million Baht	Borrow- ings Million Baht	Other li- abilities Million Baht
Parent company								
CIMB Bank Berhad	-	212	3	1,442	-	210	9,363	895
	-	212	3	1,442	-	210	9,363	895
Companies under common control								
CIMB Bank Plc, Cambodia	-	256	-	-	-	29	-	-
CIMB Islamic Bank Bhd	-	-	-	-	-	2	-	-
iCIMB (MSC) Sdn Bhd	-	-	-	-	-	-	-	27
PT Bank CIMB Niaga Tbk	-	2	-	-	-	22	-	-
Sathorn Asset Management Co., Ltd.	-	-	-	1	797	-	-	8
	-	258	-	1	797	53	-	35
Joint venture of the group parent company								
CGS-CIMB Securities(Thailand) Co., Ltd.	-	-	-	-	734	3	-	-
Principal Asset Management Co., Ltd	-	-	-	20	830	-	-	2
	-	-	-	20	1,564	3	-	2
Other related persons or parties								
	537	-	877	-	445	-	-	1
	537	-	877	-	445	-	-	1

Consolidated

	2020							
	Out- standing loans Million Baht	Interbank and money market items (asset) Million Baht	Obliga- tions Million Baht	Other assets Million Baht	Deposits Million Baht	Interbank and money market items (liability) Million Baht	Borrow- ings Million Baht	Other liabilities Million Baht
Parent company								
CIMB Bank Berhad	-	762	60	-	-	947	9,755	726
	-	762	60	-	-	947	9,755	726
Companies under common control								
CIMB Bank Plc, Cambodia	-	70	-	-	-	10	-	-
CIMB Islamic Bank Bhd	-	-	-	-	-	2	-	-
iCIMB (MSC) Sdn Bhd	-	-	-	-	-	-	-	43
PT Bank CIMB Niaga Tbk	-	1	-	-	-	3	-	-
Sathorn Asset Management Co., Ltd.	-	-	-	1	400	-	-	5
	-	71	-	1	400	15	-	48
Joint venture of the group parent company								
CGS-CIMB Securities (Thailand) Co., Ltd.	-	-	-	-	629	-	-	-
Principal Asset Management Co., Ltd.	-	-	-	22	674	-	-	-
	-	-	-	22	1,303	-	-	-
Other related persons or parties	40	-	819	-	432	-	-	7
	40	-	819	-	432	-	-	7

Separate

	2021							
	Out- standing loans Million Baht	Interbank and money market items (asset) Million Baht	Obliga- tions Million Baht	Other assets Million Baht	Deposits Million Baht	Interbank and money market items (li- ability) Million Baht	Borrow- ings Million Baht	Other li- abilities Million Baht
Subsidiary companies								
CIMB Thai Auto Co., Ltd.	26,128	-	-	6	243	-	-	-
Worldlease Co., Ltd.	740	-	-	7	355	-	-	-
CT Coll Co., Ltd.	-	-	-	-	13	-	-	-
	26,868	-	-	13	611	-	-	-
Parent company								
CIMB Bank Berhad	-	212	3	1,442	-	210	9,363	895
	-	212	3	1,442	-	210	9,363	895
Companies under common control								
CIMB Bank Plc, Cambodia	-	256	-	-	-	29	-	-
CIMB Islamic Bank Bhd	-	-	-	-	-	2	-	-
iCIMB (MSC) Sdn Bhd	-	-	-	-	-	-	-	27
PT Bank CIMB Niaga Tbk	-	2	-	-	-	22	-	-
Sathorn Asset Management Co., Ltd.	-	-	-	1	797	-	-	8
	-	258	-	1	797	53	-	35
Joint venture of the group parent company								
CGS-CIMB Securities(Thailand) Co., Ltd.	-	-	-	-	734	3	-	-
Principal Asset Management Co., Ltd	-	-	-	20	830	-	-	2
	-	-	-	20	1,564	3	-	2
Other related persons or parties	531	-	877	-	442	-	-	1
	531	-	877	-	442	-	-	1

Separate

	2020							
	Out- standing loans Million Baht	Interbank and money market items (asset) Million Baht	Obliga- tions Million Baht	Other assets Million Baht	Deposits Million Baht	Interbank and money market items (liability) Million Baht	Borrow- ings Million Baht	Other liabilities Million Baht
Subsidiary companies								
CIMB Thai Auto Co., Ltd.	30,805	-	-	2	92	-	-	-
Worldlease Co., Ltd.	2,135	-	-	5	59	-	-	-
CT Coll Co., Ltd.	-	-	-	-	43	-	-	-
	32,940	-	-	7	194	-	-	-
Parent company								
CIMB Bank Berhad	-	762	60	-	-	947	9,755	726
	-	762	60	-	-	947	9,755	726
Companies under common control								
CIMB Bank Plc, Cambodia	-	70	-	-	-	10	-	-
CIMB Islamic Bank Bhd	-	-	-	-	-	2	-	-
iCIMB (MSC) Sdn Bhd	-	-	-	-	-	-	-	43
PT Bank CIMB Niaga Tbk	-	1	-	-	-	3	-	-
Sathorn Asset Management Co., Ltd.	-	-	-	1	400	-	-	5
	-	71	-	1	400	15	-	48
Joint venture of the group parent company								
CGS-CIMB Securities (Thailand) Co., Ltd.	-	-	-	-	629	-	-	-
Principal Asset Management Co., Ltd.	-	-	-	22	674	-	-	-
	-	-	-	22	1,303	-	-	-
Other related persons or parties	32	-	819	-	428	-	-	7
	32	-	819	-	428	-	-	7

As at 31 December 2021 and 2020, the Bank has commitments in financial derivatives with related parties as follows:

	2021		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Parent company			
Interest rate swap contracts			
- Fixed rate receiver	24,250	1,470	25,720
- Floating rate receiver	8,190	5,247	13,437
Forward and spot contracts			
- Bought	-	13,529	13,529
Cross currency and interest rate swap contracts			
- Bought	-	6,702	6,702
- Sold	-	581	581
Credit derivatives			
- Sold	1,800	4,311	6,111
Joint venture of the group parent company			
Forward and spot contracts			
- Sold	-	2	2
Equity option			
- Bought	767	-	767

	2020		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Parent company			
Interest rate swap contracts			
- Fixed rate receiver	48,150	4,325	52,475
- Floating rate receiver	34,230	10,723	44,953
Forward and spot contracts			
- Bought	-	11,863	11,863
- Sold	-	75	75
Cross currency and interest rate swap contracts			
- Bought	-	8,254	8,254
- Sold	-	188	188
Fund Option			
- Bought	-	30	30
Credit derivatives			
- Sold	1,800	3,875	5,675
Company under common control			
Computer system and software development agreement	-	1	1
Joint venture of the group parent company			
Forward and spot contracts			
- Bought	-	91	91
- Sold	-	49	49

Directors and key management compensations

For the years ended 31 December 2021 and 2020, compensations paid to directors and key management personnel are as follows:

	Consolidated		Separate	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Short-term employee benefits	463	558	451	518
Long-term employee benefits	21	21	20	20
Share-based payments	41	26	41	26
Director and management remuneration	525	605	512	564

The details of share based payment are as follows:

	Consolidated and Separate	
	2021 thousand units	2020 thousand units
Long Term Incentive Plan (LTIP)		
Shares of CIMB Group Holdings Berhad	1,332	-
Share options of CIMB Group Holdings Berhad	18,348	-
Equity Ownership Plan (EOP)		
Shares of CIMB Group Holdings Berhad	304	1,191

Benefits paid to directors and executives

The Bank has no special benefits given to the directors and executives beyond the general benefits provided such as director's fees, director's bonuses (if any), income tax, executives' salary and bonus (if any) and share based payment.

46. Financial information by segment

Financial information related to the Group's performance is reviewed regularly by the Group's management. The segmentation is summarised as follows:

Consumer banking

Consumer banking provides financial services to individuals and commercial customers. The products include consumer sales & distribution, retail financial services, commercial banking and personal financing.

Wholesale banking

Wholesale banking comprises of investment banking, corporate banking, and treasury and market.

- Investment banking service provides financial advisory, trade securities transactions, and asset management businesses.
- Corporate banking and treasury and market are responsible for corporate lending and deposit taking, transaction banking, treasury and market activities.

Others

Other services comprise of all middle and back office processes, cost centers and nonprofit generating divisions of companies whose results are not material to the Group.

For financial information related to the Group's financial position which is reviewed regularly by the Group's management. The segmentation is summarised as follows:

Bank business

The Bank business is the banking operations of CIMB Thai Bank Public Company Limited.

Hire-purchase business

The hire-purchase business consists of two subsidiaries, CIMB Thai Auto Company Limited and Worldlease Company Limited, which operate leasing/hire-purchase of automobile business and hire-purchase of motorcycles and motorcycle trading business, respectively.

Others

Others include CT Coll Company Limited which operates debt collection business.

Financial information presented in the consolidated financial statements as at 31 December 2021 and 2020 are as follows:

	Consolidated				
	2021				
	Consumer banking Million Baht	Wholesale banking Million Baht	Others Million Baht	Elimina-tions Million Baht	Total Million Baht
Net interest income from external	7,234	1,842	875	-	9,951
Net fees and service income (expense)	1,374	262	(42)	(1)	1,593
Other operating income	1,730	1,014	131	(72)	2,803
Other operating expenses	(6,151)	(1,610)	(488)	73	(8,176)
Expected credit losses	(2,679)	(572)	(118)	50	(3,319)
Income tax expenses	(218)	(135)	(59)	-	(412)
Net profit for the year	1,290	801	299	50	2,440

	Consolidated				
	2020				
	Consumer banking Million Baht	Wholesale banking Million Baht	Others Million Baht	Elimina-tions Million Baht	Total Million Baht
Net interest income from external	8,170	2,287	483	-	10,940
Net fees and service income (expense)	965	340	(42)	(7)	1,256
Other operating income	1,757	807	927	(760)	2,731
Other operating expenses	(6,598)	(1,421)	(894)	14	(8,899)
Expected credit losses	(4,205)	(1,077)	800	14	(4,468)
Income tax expenses	(15)	(161)	(93)	-	(269)
Net profit for the year	74	775	1,181	(739)	1,291

	Bank business		Hire-purchase business		Other businesses		Eliminations		Consolidated	
	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht	2021 Million Baht	2020 Million Baht
Total assets	394,879	407,699	33,960	38,829	13	43	(30,338)	(36,044)	398,514	410,527
Interbank and money market Items, net (assets)	9,262	6,189	793	320	13	43	(612)	(195)	9,456	6,357
Financial assets measured at fair value through profit or loss	31,303	35,234	-	-	-	-	-	-	31,303	35,234
Investments, net	74,279	61,491	2	2	-	-	-	-	74,281	61,493
Loans and accrued interest receivables, net	202,709	217,576	31,924	37,171	-	-	(26,784)	(32,903)	207,849	221,844
Deposits	182,779	194,150	-	-	-	-	(612)	(194)	182,167	193,956
Interbank and money market Items (liabilities)	55,397	47,095	26,865	32,935	-	-	(26,865)	(32,935)	55,397	47,095
Financial liabilities measured at fair value through profit or loss	17,744	28,949	-	-	-	-	-	-	17,744	28,949
Debt issued and borrowings	29,466	19,449	-	-	-	-	-	-	29,466	19,449

47. Fair value

47.1 Fair value estimation

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- Level 1: The fair value of financial instruments is based on the current bid price/ closing price by reference to the Stock Exchange of Thailand / the Thai Bond Dealing Centre.
- Level 2: The fair value of financial instruments is determined using significant observable inputs and, as little as possible, entity-specific estimates.
- Level 3: The fair value of financial instruments is not based on observable market data.

The following table presents the assets and liabilities that are measured at fair value at 31 December 2021 and 2020.

	Consolidated and Separate			
	2021			
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	Total Million Baht
Assets				
Financial assets measured at fair value through profit or loss	-	31,303	-	31,303
Investments in debt instruments measured at fair value through other comprehensive income	-	50,322	-	50,322
Investments in equity instruments designated at fair value through other comprehensive income	59	-	48	107
Derivative assets	-	46,419	-	46,419
Total assets	59	128,044	48	128,151
Liabilities				
Financial liabilities measured at fair value through profit or loss	-	17,744	-	17,744
Derivatives liabilities	-	42,708	-	42,708
Total liabilities	-	60,452	-	60,452

Consolidated and Separate

	2020			
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	Total Million Baht
Assets				
Financial assets measured at fair value through profit or loss	-	35,234	-	35,234
Investments in debt instruments measured at fair value through other comprehensive income	-	39,743	-	39,743
Investments in equity instruments designated at fair value through other comprehensive income	52	-	26	78
Derivative assets	-	57,561	-	57,561
Total assets	52	132,538	26	132,616
Liabilities				
Financial liabilities measured at fair value through profit or loss	-	28,949	-	28,949
Derivatives liabilities	-	57,221	-	57,221
Total liabilities	-	86,170	-	86,170

The following table presents the financial assets and liabilities that are not measured at fair value which have fair value at 31 December 2021 and 2020:

	Consolidated			
	2021			
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	Total Million Baht
Assets				
Cash	818	-	-	818
Interbank and money market items, net	5,581	3,875	-	9,456
Investments in debt instruments measured at amortized cost	-	24,470	-	24,470
Loans to customers and accrued interest receivables, net	-	206,326	-	206,326
Credit support assets on derivatives	-	13,660	-	13,660
Accounts receivable from sell of financial assets measured at fair value through profit or loss and investments	-	5,806	-	5,806
Other assets	-	1,105	-	1,105
Total assets	6,399	255,242	-	261,641
Liabilities				
Deposits	-	182,179	-	182,179
Interbank and money market items	-	55,397	-	55,397
Liability payable on demand	-	432	-	432
Debt issued and borrowings	-	29,488	-	29,488
Lease liabilities	-	212	-	212
Credit support liabilities on derivatives	-	14,886	-	14,886
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	5,457	-	5,457
Total liabilities	-	288,051	-	288,051

	Consolidated			
	2020			
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	Total Million Baht
Assets				
Cash	919	-	-	919
Interbank and money market items, net	4,412	1,945	-	6,357
Investments in debt instruments measured at amortized cost	-	22,966	-	22,966
Loans to customers and accrued interest receivables, net	-	220,317	-	220,317
Credit support assets on derivatives	-	16,051	-	16,051
Accounts receivable from sell of financial assets measured at fair value through profit or loss and investments	-	3,052	-	3,052
Other assets	-	697	-	697
Total assets	5,331	265,028	-	270,359
Liabilities				
Deposits	-	193,975	-	193,975
Interbank and money market items	-	47,095	-	47,095
Liability payable on demand	-	256	-	256
Debt issued and borrowings	-	19,734	-	19,734
Lease liabilities	-	297	-	297
Credit support liabilities on derivatives	-	12,111	-	12,111
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	3,806	-	3,806
Total liabilities	-	277,274	-	277,274

	Separate			
	2021			
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	Total Million Baht
Assets				
Cash	818	-	-	818
Interbank and money market items, net	5,387	3,875	-	9,262
Investments in debt instruments measured at amortized cost	-	24,468	-	24,468
Loans to customers and accrued interest receivables, net	-	201,327	-	201,327
Credit support assets on derivatives	-	13,660	-	13,660
Accounts receivable from sell of financial assets measured at fair value through profit or loss and investments	-	5,806	-	5,806
Other assets	-	805	-	805
Total assets	6,205	249,941	-	256,146
Liabilities				
Deposits	-	182,790	-	182,790
Interbank and money market items	-	55,397	-	55,397
Liability payable on demand	-	432	-	432
Debt issued and borrowings	-	29,488	-	29,488
Lease liabilities	-	169	-	169
Credit support liabilities on derivatives	-	14,886	-	14,886
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	5,457	-	5,457
Total liabilities	-	288,619	-	288,619

	Separate			
	2020			
	Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	Total Million Baht
Assets				
Cash	918	-	-	918
Interbank and money market items, net	4,244	1,945	-	6,189
Investments in debt instruments measured at amortized cost	-	22,964	-	22,964
Loans to customers and accrued interest receivables, net	-	216,202	-	216,202
Credit support assets on derivatives	-	16,051	-	16,051
Accounts receivable from sell of financial assets measured at fair value through profit or loss and investments	-	3,052	-	3,052
Other assets	-	413	-	413
Total assets	5,162	260,627	-	265,789
Liabilities				
Deposits	-	194,169	-	194,169
Interbank and money market items	-	47,095	-	47,095
Liability payable on demand	-	256	-	256
Debt issued and borrowings	-	19,734	-	19,734
Lease liabilities	-	234	-	234
Credit support liabilities on derivatives	-	12,111	-	12,111
Accounts payable from purchase of financial assets measured at fair value through profit or loss and investments	-	3,806	-	3,806
Total liabilities	-	277,405	-	277,405

Methods and assumptions used by the Group for fair value estimation of financial instruments as disclosure are as below:

Cash and Interbank and money market items, net (assets)

The carrying amounts of cash and interbank and market items (assets) presented in the statement of financial position approximate fair values.

Investments in debt instruments measured at amortized cost

The determination of fair value for investments in debt instruments measured at amortized cost are based on quoted and observable market price. Where there is no ready market in certain securities, the Group are initially recognised at expected future cash flows discounted by the market interest rate that is adjusted by risk free rate of each entity.

Loans and accrued interest receivables, net

For floating rate loans, the fair value is equal to the carrying amount.

For fixed rate loans which are classified as financial assets with an insignificant increase in credit risk or financial assets with a significant increase in credit risk, the fair value is equal to the present value of future cash flows discounted by the prevailing market rates of loans with similar features.

For credit-impaired fixed rate financial assets, the fair value is equal to the carrying amount.

Other assets

Other assets – Accounts receivable – bill of exchange, the fair value is equal to the present value of future cash flows discounted by the effective interest of loans with similar features. Credit support assets on derivatives, accounts receivable from sell of financial assets measured at fair value through profit or loss and investments, the fair value presented in the statement of financial position approximate fair values.

Deposits

For deposits with maturities of less than one year, the carrying amounts are a reasonable estimate of their fair value. For deposit with maturities of one year or more, fair values are estimated using discounted cash flows based on prevailing market rates for similar deposits from customers.

Interbank and money market items, net (liabilities)

The carrying amounts of interbank and money market items (liabilities) presented in the statement of financial position approximate fair values.

Liability payable on demand

The carrying amounts of liability payable on demand presented in the statement of financial position approximate fair values.

Debt issued and borrowings

The fair value of debt issued and borrowings are estimated based on market price or amortised cost.

Lease liabilities

The carrying amounts of lease liabilities presented in the statement of financial position approximate fair values.

Other liabilities

Other liabilities - Credit support liabilities on derivatives, accounts payable from purchase of financial assets measured at fair value through profit or loss and investments, the fair value presented in the statement of financial position approximate fair values.

47.2 Valuation techniques used to derive Level 2 fair values

Level 2 financial assets measured at fair value through profit or loss and investments in debt instruments measured at fair value through other comprehensive income are fair valued using a discounted cash flow approach, which discounts the contractual cash flows using discount rates derived from observable market prices of other quoted debt instruments of the counterparties.

Level 2 trading and hedging derivatives, and financial liabilities designated at fair value through profit or loss comprise of forward foreign exchange contracts, interest rate swaps, structured debentures, and accreting structured bill of exchanged. These forward foreign exchange contracts have been fair valued using forward exchange rates that are quoted in an active market. Interest rate swaps, structured debentures, and accreting structured bill of exchanged are fair valued using forward interest rates extracted from observable yield curves. The effects of discounting are generally insignificant for Level 2 derivatives.

47.3 Fair value measurements using significant unobservable inputs (Level 3)

	Consolidated and Separate	
	Investments in equity instruments designated at fair value through other comprehensive income	
	2021 Million Baht	2020 Million Baht
Opening balance	26	29
Gains recognised in other comprehensive income	24	(3)
Disposal	(1)	-
Closing balance	49	26

The Group measures a Level 3 investment in equity instruments at fair value by using comparable company analysis techniques of companies registered in the Stock Exchange of Thailand that the Group considered its financial position comparable with the equity instruments.

The following table presents the summary of quantitative information that significant unobservable in Level 3.

	Fair Value		Unobservable inputs	Range of Inputs	
	2021 Million Baht	2020 Million Baht		2021 Million Baht	2020 Million Baht
Investments in equity instruments designated at fair value through other comprehensive income	49	25	Net Asset Value	0.00 - 22	0.05 - 21

The following table presents the relationship of unobservable inputs and fair value

	Unobservable inputs	Movement	Change in fair value	
			Increase in assumptions 2021	Decrease in assumptions 2020
Investments in equity instruments designated at fair value through other comprehensive income	Net Asset Value	0.50%	Increase by 0.50%	Decrease by 0.50%

48. Significant events during the current year

The outbreak of Coronavirus Disease 2019 ("COVID-19") in early 2020 has become severe and pervasive to the business sector, Bank's customers and people. The Bank of Thailand has issued guidelines on how to assist debtors affected by the situation impacting the Thai economy and additional aid measures for debtors during the Covid-19 pandemic to financial Institutions, specialised financial institutions and others financial services. In addition, the Government has declared the State of Emergency to combat the Covid-19 outbreak.

As at 31 December 2021, the Group granted moratorium to debtors for financial aids following the Bank of Thailand measures such as extending repayment period, reducing interest rate or debt restructuring as appropriate. This moratorium is treated as a contract modification, which will result in an increasing expected credit loss in the Group. The Group provided financial assistance to customers totaling approximately 25.41% of the Group total outstanding loans, relief measures provided to retail segment were approximately 18.24% of the Group total outstanding loans while relief measures provided to Commercial Lending segment were approximately 7.17% of the Group total outstanding loans.

49. Subsequent events

On 22 February 2022, the Board of directors Meeting of the Bank No.2/2022 approved a resolution to pay dividends for the year 2021 at the rate of Baht 0.01 per share for 34,822,261,748 shares, totaling Baht 348,222,618. The amount will be paid on 10 May 2022.

CIMB Thai Branch Network

No. / Branch Name	Telephone	Fax
Bangkok and Greater Bangkok		
1 Yaowarat Branch	02-233-8696, 02-234-4002, 02-234-2552, 02-234-4527, 02-234-6731	02-266-4309
2 Rajawongse Branch	02-221-1333, 02-224-8162-3	02-222-3190
3 Mahanak Branch	02-223-2650, 02-223-6624, 02-224-7021	02-224-7022
4 Bangrak Branch	02-234-6209, 02-234-6435, 02-234-9884	02-233-5020
5 Kluaynamthai Branch	02-712-3185-8	02-712-3189
6 Central Plaza Rama 3 Branch	02-673-7035-6	02-673-7037
7 Thanon Langsuan Branch	02-626-7101-3	02-626-7104
8 Thonglor Branch	02-391-4789-91	02-391-4790
9 Paradise Park Srinakarin Branch	02-047-0330-1	02-047-0332
10 Silom Complex Branch	02-231-3302, 083-927-3713, 083-927-3721, 083-927-3723	02-231-3303
11 Central Plaza Grand Rama 9 Branch	02-160-3490-2	02-160-3493
12 Imperial World Samrong Branch	02-380-6883-4	02-380-6894
13 Central Plaza Bangna Branch	02-745-7314-5	02-745-7316
14 Wanghin Branch	02-942-6206-8	02-942-6218
15 Mega Bangna Branch	02-105-1205-8	02-105-1209
16 Siam Paragon Branch	02-610-9742-5	02-610-9746
17 Thatien Branch	02-222-4323, 02-224-8165	02-224-8164
18 Bangbon Branch	02-416-8277-8, 02-894-4075-6	02-416-8279
19 Central Plaza Rama 2 Branch	02-872-4307-8	02-872-4309
20 Central Pinklao Branch	02-884-6725-7	02-884-6728

No. / Branch Name	Telephone	Fax
21 Thanon Rattathibet Branch	02-527-8643-4	02-527-8723
22 The Mall Bang Khae Branch	02-455-3515, 02-413-0739	02-803-8609
23 Bangkhen Branch	02-511-4353, 02-512-1716, 02-512-1719	02-511-4320
24 Fashion Island Branch	02-947-5188, 02-947-5189	02-947-5190
25 Central Ladprao Branch	02-541-1710	02-617-7619
26 Future Park Rangsit Branch	02-958-5310-2	02-958-5313
27 The Mall Bangkok Branch	02-704-9156-8	02-704-9159
28 Central Festival Eastville Branch	02-553-6250-2	02-553-6253
Central Zone		
29 Nakhon Pathom Branch	034-254-233, 034-280-198, 034-254-233	034-251-028
30 Phetchaburi Branch	032-425-148	032-428-227
31 Samut Songkharm Branch	034-711-442, 034-712-429	034-724-046
32 Samut Sakhon Retail Loan Center Branch	034-810-955-6	034-810-957
33 Hua Hin Retail Loan Center Branch	032-531-461-2	032-531-463
Eastern Zone		
34 Chon Buri Branch	038-283-184-6	038-283-187
35 Rayong Branch	038-611-220, 038-611-588-9	038-614-870
36 Central Si Racha Branch	038-771-480-1	038-771-482
37 Thanon Pattaya Sai 3 Retail Loan Center Branch	038-488-140-1	038-488-142
38 Bo Win Retail Loan Center Branch	038-182-517-9, 038-198-738-740	-

No. / Branch Name	Telephone	Fax
39 Lotus Plus Mall Amatanakorn Retail Loan Center Branch	082-928-8457	-
40 Lotus Chonburi Retail Loan Center Branch	065-523-4558	-
Northern Zone		
41 Chiang Mai Branch	053-418-338-9	053-287-070
42 Nakhon Sawan Branch	056-222-939	056-224-182
43 Phitsanulok Branch	055-252-199, 055-252-179	055-244-061
44 Chiang Rai Branch	053-714-029-30	053-715-905
45 Central Airport Chiang Mai Branch	053-284-447-8	053-284-449
46 Lumpang Branch	054-323-883-4, 054-323-902-3	054-323-907
North Eastern Zone		
47 Khon Kaen Branch	043-322-677-8	043-221-731
48 Ubon Ratchathani Branch	045-284-224-5, 045-313-395	045-313-467
49 Udon Thani Branch	042-223-248-9, 042-344-097	042-247-184
50 Nakhon Ratchasima Branch	044-244-133, 044-244-153	044-258-161
Southern Zone		
51 Phuket Branch	076-211-501, 076-217-153, 076-258-411	076-211-502
52 Songkhla Branch	074-311-906, 074-324-050-1	074-314-391
53 Hat Yai Branch	074-235-777, 074-225-606-8	074-245-011
54 Central Festival Phuket Branch	076-367-008-9	076-367-010

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