

Annual Report 2022



EVERYONE MATTERS



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# Vision and Mission

The Thai Credit Retail Bank Public Company Limited

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Thai Credit Is Passionate About  
Growing Our Customer's Business  
And Improving Customer's Life  
By Providing Unique And Innovative  
Micro Financial Services

.....

## Mission



1

Provide the best financial services  
to small and micro business  
customers nationwide



2

Help building knowledge  
and discipline in "Financial Literacy"  
to all our customers



3

Create a passionate organisation  
that is proud of what we do



4

Create Shareholders' Value  
and respect stakeholders' interest



# Financial Highlight

Consolidated Financial Statement

	2022	2021
<b>Key Financial Position</b> (Million Baht)		
Total Assets	143,189	115,333
Loans	117,457	95,513
Deposits	113,444	88,515
Equity	14,381	10,463
<b>Statements of Profit or Loss</b> (Million Baht)		
Interest Income	12,685	9,801
Interest Expenses	1,632	1,307
Net Interest Income	11,053	8,494
Non-Interest Income	179	248
Total Operating Income	11,232	8,742
Total Other Operating Expenses	4,436	3,698
Expected Credit Loss	3,836	2,611
Income Tax	607	498
Profit for The Year	2,353	1,935
<b>Financial Ratio</b>		
Return on Average Assets (ROAA) (%)	1.82	1.98
Return on Average Equity (ROAE) (%)	18.94	20.69
Earnings per Share (Baht)	4.56	3.87
Cost to Income Ratio (%)	39.49	42.30
Capital Adequacy Ratio (%)	15.17	13.32
Tier 1 Capital Ratio (%)	14.13	12.27
Book Value (Baht)	24.70	20.93
NPLs (%)	3.90	2.86
Coverage Ratio (%)	177.35	199.76
Number of Branches*	523	522

\*Including Lending Branch and Nano Kiosk



## STANDBY

No matter who you are or the size of your business, seize the opportunity and don't let any obstacles stand in your way... Everyone deserves to be seen and have someone stand by your side for support.

Thai Credit Retail Bank Public Company Limited is committed to being a supportive and knowledgeable financial advisor, ready to stand by your side, and guide you to success. Our team is filled with encouragement, financial knowledge, and necessary skills to help you achieve your goals with pride in any situation







## Our History

.....

Testament from the Bank's perseverance  
and belief in "Everyone Matters" towards becoming  
the Fastest Growing Retail Bank  
that strengthens the Thai economy and society

.....

The Bank's determination and commitment to support financial stability for Thai people to access secure and equitable loans nationwide cultivated into financial products and services that consistently meet the needs of the business sector and the public. The Bank, formerly known as Thai Keha Credit Foncier Company Limited, was officially approved by the Ministry of Finance on January 18, 2007, to establish into the Thai Credit Retail Bank Public Company Limited.

The Bank operates under the vision "commitment and passion to grow our customers' business and improve customers' quality of life by providing unique micro finance services," which acts as a compass for the Bank to develop a variety of unique financial products and services such as Nano Finance and Micro Finance to increase liquidity and expand business; "SME Loans Dare to Give" for Micro SMEs, Home for Cash for full-time employees, self-employed workers, and business owners, and deposit products for individual customers.

Simultaneously, the Bank focuses on expanding its full range of financial services and lending branches across the nation with the objective of offering access to equitable loans to anyone and sustainable financial lifestyles by adhering to business operations according to the Bank's philosophy of "Everyone Matters."

The Bank is conscious of its role as a Thai financial institution who generates economic stability for Thailand and enhance working capital for all business operators by financially supporting Thais to pursue their business dreams from the beginning and stand alongside during difficult times to help overcome challenging crises and continue growth through loan interest suspension policies to help business operators restore their business.

The Bank has always served small and micro business customers closely and stand alongside throughout the business cycle. The Bank recognises the need to continuously promote basic financial management literacy and understanding, which can be applied in businesses and lifestyle to generate financial stability and long-term business growth.

Furthermore, the Bank is committed to develop financial innovations and services in line with changing consumer behaviour and global technological trends, which maximises convenience for small and micro business customers by promoting the Micro Pay e-Wallet, an application designed to reduce risk from physical contact and the solution in the era of cashless society, particularly after the COVID-19 pandemic, which has given rise to the “New Normal.”

The Bank is confident in becoming the best retail bank in Thailand through the dedication of employees and managers, which created a leaping growth that has been awarded the “Fastest Growing Retail Bank in Thailand” from UK’s Global Banking & Finance Review magazine for three consecutive years in 2017–2019. The Bank possesses the largest market share in the nano finance and microfinance markets in Thailand.

**The Bank remains focused on evolving the organisation to be more than just a financial institution by becoming a financial partner and support Thai people to overcome challenging time periods whilst promoting sustainable growth.**



stand alongside during difficult times

### Standby



awarded the “Fastest Growing Retail Bank in Thailand” from UK’s Global Banking & Finance Review magazine for

**three consecutive years in 2017–2019**



# Milestones

Major Changes and Development

The Bank's journey strives to help Thai people by promoting equal access to financial services through product and service development, which meet financial needs in all changing time periods, improve quality of life, and drive the country's long-term economic growth.

**2007**

The Thai Credit Retail Bank Public Company Limited was officially authorised to operate as a retail bank on January 18, 2007.

**2015**

Thai Credit made history when the Bank launched Nano Finance for small and micro business customers for the first time in Thailand, offering opportunities for customers to access secure and equitable funds without the need for collateral or a guarantor.

**2012**

Northstar Group, a private equity firm which managed more than 20 corporate groups in Southeast Asia and investment portfolios of 36.7 billion baht, acquired a 25% stake of Thai Credit Retail Bank, strengthened the Bank financially and ensured continuous growth in the future. The acquisition changed the Bank's management structure to elevate the efficiency of the Bank's management team.

**2017**

Thai Credit Retail Bank places importance on small and micro business customers and Micro Finance customers by offering world-class service to maximise customer satisfaction. The Bank was awarded the "Fastest Growing Retail Bank Thailand 2017" award from Global Banking & Finance Review, a leading financial and business magazine from the UK. The Bank won the award thanks to an outstanding net profit growth of over 100% for three consecutive years in 2014–2016.

**2013**

Thai Credit announced the "The Best Retail Bank in Thailand" vision and put in place a strategy to focus on developing products and services accessible to small and micro business customers nationwide by opening and continuously expanding lending branches to cover the loan demand of small and micro business customers, which is the cornerstone of the country's economic growth.

**2018**

Thai Credit was awarded the "Fastest Growing Retail Bank Thailand 2018" award from the Global Banking & Finance Review for the second consecutive year thanks to a 63% growth in net profit, which reflects the Bank's success in product and service development that truly meet customer needs.

## 2019

The Bank is committed to creating financial products and services under the “Everyone Matters” philosophy to support small and micro business customers, as well as participating in social activities, in particular, providing financial literacy training for sustainability by launching the first Thai Credit Retail Bank Learning Center. The Bang Khen–Watcharaphon Lending Branch was transformed into a center for sustainable learning and hosting training programmes to enhance knowledge and skills in a variety of fields, such as training for commerce, sales skills, or brainstorm ideas for business growth to build a strong foundation for the country’s economy.

The Bank increased operational efficiency and financial strengthen from the partnership with Olympus Capital Asia (OCA), an independent private investment firm specialising in microfinance and SME loans. OCA acquired the 25% stake in Thai Credit Retail Bank from Northstar Group.

Furthermore, Thai Micro Digital Solutions Company Limited, an affiliate of the Bank’s financial business, was officially authorised by the Bank of Thailand on June 21, 2019 to provide the “Micro Pay e-Wallet” service.

Thai Credit maintained outstanding growth in net profit from 2014 until 2018 because of perseverance, cooperation, and dedication for small and micro business customers. The Bank was awarded the “Fastest Growing Retail Bank Thailand 2019” from the Global Banking & Finance Review magazine for the third consecutive year thanks to a net profit growth of 45%, which reiterates the status of being the best retail bank.

## 2022

The Bank offered personal revolving loans for full-time employees, state enterprise employees, and government officials to completely cover the small and retail customers and individual customer ecosystem. The Bank understands the need for loans to alleviate financial burden or increase financial liquidity as a solution for all customer needs including ready-to-use revolving loans or refinancing existing debt.

The Bank recognised the importance of social development, economic development, and sustainable business growth. The Bank accentuate its social activity roles in various dimensions and registered the “Thai Credit Foundation,” which focuses on providing financial literacy and skills to small and micro business customers and underprivileged individuals to improve quality of life of the Thai society as well as succor communities and other societies on occasion.





## BESIDE YOU

By leveraging our deep understanding of customers' financial needs from different groups who we have been beside with since the beginning, we create tailored products to meet their specific needs, optimise opportunities, address issues, and minimise risks going forward





## BY YOUR SIDE

Even in the most challenging moments when you feel like you have no one to turn to, we will be by your side and stand by you to provide the support you need to tackle your obstacles, break down barriers, and find the courage to move forward and achieve your goals





## ON THE SIDELINES

With our valuable information and advice, we will be on the sidelines to help you make wise decisions and avoid risks in every business opportunity to ensure that you achieve the desired result in a timely manner and maintain your energy for long term success





## INSIDE OUT

Thai Credit is committed to promoting sustainable growth and we believe that the best way to do this is by helping our customers gain a better understanding of financial planning. To that end, we have launched the “Tangto Know-how project,” which provides our customers with the tools and resources they need to learn the basics of financial management and plan their businesses for success in the market from inside out





## YOUR BACK UP

When you reach your goal, we will be there to congratulate you as a team.  
We will always be there to support you and make you feel confident,  
and whenever you need help, turn around and you will find us waiting  
as your back-up





## Message from the Chairman



### We must all persevere and remember that “Everyone Matters”

I would like to express my sincere gratitude to the shareholders for their unwavering promotion and support of Thai Credit Retail Bank over the past years. Their efforts have enabled the Bank to become a leader in social activities, created products and services that cater to the needs of Thai people nationwide. The Bank offers a variety of deposit products that offer competitive returns, as well as loans that give customers equal access to financial services, such as nano and microfinance loans, Micro SME Loans, home loans, and personal loans.

The Bank also acknowledges the significance of financial literacy and the development of savings discipline for customers and the public at large, which would enable them to plan and manage their finances for the long term, thereby

enhancing the quality of life and financial stability of families, as well as generating positive outcomes for society and reinforcing the country's economic foundation.

Thai Credit Retail Bank believes that its strong growth is due to the combined efforts of its shareholders, customers, employees, and stakeholders, all of whom have worked together to propel the bank forward in a sustainable manner.

The next step in becoming the best retail bank will require the unwavering commitment and collaboration of all employees, who are just as important as our customers, shareholders, and stakeholders as a "tapien" bank. We must all persevere and remember that **“Everyone Matters.”**

**Prof. Kitipong Uraepeatanapong**  
Chairman



## Message from Management



**Mr. Winyou Chaiyawan**

Chief Executive Officer

### Overview

This past year saw Thailand adapt to a post-Covid world with the country learning to live with and evolve into an economy that has factored in the new normal. From the beginning, Thai Credit provided support for small business owners during their struggles to simply survive and rebuild their businesses during the Covid crisis. To this day, Thai Credit continues to maintain its presence in the lives of our customers. This past year our theme was reflected in our Standby campaign to help and serve our customers towards recovery.

Shedding the remnants of two trying years was a tough challenge but overall Thailand remained resilient and so has Thai Credit Retail Bank. At Thai Credit, our focus has always been laser-focused on delivering seamlessly for our customers no matter how fluid and challenging the environment and market conditions. For this, I would like to take the opportunity to express my gratitude to our employees for their commitment and dedication to consistently add value for our customer base. The cornerstone of our Bank is the sentiment that “Everyone Matters”. Certainly, this applies first and foremost to our employees who live by the Everyone Matters principle to ensure—day-in and day-out—the best services for our customers who have historically been an underserved segment in the Thai banking system.

Thai Credit has achieved consistent growth throughout the years. We have maintained our position as the fastest growing bank in Thailand for over the years. As a small but strong bank, we are proud of our remarkable profitability that stems from operational excellence as well as prudent risk management. This success is driven by our commitment to provide much-needed services to individuals and companies which other banks may consider too small. Thai Credit has become an essential, well-entrenched bank within the micro segment.

Moving forward, Thai Credit will continue to innovate and find new ways to provide relevant banking and financial services to underserved customer segments. We have launched our mobile banking application called “Alpha” utilising the most modern digital and cloud technologies as part of our digital transformation journey and ultimately, to improve our services to our customers. We believe that our customers’ successes are our successes. As a result, Thai Credit has enormous potential for growth and success in the future.



**Mr. Roy Agustinus Gunara**

Managing Director

**Thai Credit continues to grow Financial Literacy in Communities through EMpower Foundation**

Over the years, Thai Credit brought financial literacy to life with its innovative programme, "Tangto Know-how". With a Net Promoter Score of 83%, over 118,000 individuals were "Empowered" by our programme. We are proud to mention that Tangto Know-how is not only popular amongst our customers but also with non-customers such as government agencies, universities, and even salaried employees. In fact we're just getting started.

In 2022, Thai Credit established "EMpower", the Thai Credit Retail Bank Foundation, dedicated to improving the well-being of communities in Thailand. 'E' and 'M' stand for Everyone Matters to reflect the values that we believe. Through social and economic development programmes, we relentlessly work to EMpower small, micro, and nano entrepreneurs and underprivileged communities and improve the well-being of the people within the communities of Thailand.

**Conclusion:**

**A Positive Financial Trajectory and Sustainable Growth**

Thai Credit's financial results are in the best shape ever in our history. Our Net Income continues to grow at THB 2.3 billion (PBT of THB 2.96 billion) an increase of 22% from last year. Thai Credit recorded an ROE of 19.8%. Loan O/S THB 121 billion, representing 24% growth from last year.

Our hard work in serving our customers has yielded solid growth and strong financial results. We have crafted a unique business model in the industry, serving the underserved segment with large potential for growth, and built a strong team of employees whose passion to serve the customers is rooted into our culture.

So with this opportunity we would like to give our sincere appreciation to all our customers for their trust and continuous support and also to all our employees and stakeholders for their outstanding performance and contributions.



## Board of Directors



**Mr. Vanich Chaiyawan**  
Advisor of the Board of Directors



**1. Prof. Kitipong Urapeepatanapong**  
Chairman

**2. Mr. Chamnong Watanagase**  
Independent Director and  
Chairman of the Audit Committee

**3. Mr. Stephen Tirador Briones**  
Independent Director, Member of the Audit Committee,  
Chairman of the Nomination and Remuneration Committee,  
and Chairman of the Risk Oversight Committee

**4. Mr. Supachai Sukhanindr**  
Independent Director, Member of the Nomination  
and Remuneration Committee, and Member of  
the Risk Oversight Committee

**5. Miss Ada Ingawanij**  
Independent Director and  
Member of the Audit Committee

**6. Mr. Gaurav Malik**  
Director, Member of the Nomination  
and Remuneration Committee,  
and Member of the Risk Oversight Committee

**7. Miss Krisana Aramkulchai**  
Director

**8. Mr. Winyou Chaiyawan**  
Director, Member of the Risk Oversight Committee,  
and Chief Executive Officer

**9. Mr. Roy Agustinus Gunara**  
Director, Member of the Risk Oversight Committee,  
and Managing Director



## Executive Officers

No	Name - Surname	Position	Department
1.	Mr. Winyou Chaiyawan	Chief Executive Officer	Board of Directors
2.	Mr. Roy Agustinus Gunara	Managing Director	Board of Directors
3.	Mr. Kamolphu Phuredithsakul	Assistant Managing Director	Micro Finance Business and Lending Branch Management Group
4.	Mr. Natus Kittawaranon	Assistant Managing Director	Micro SME Business Group
5.	Mr. Veeravet Chaiyawan	Assistant Managing Director	Retail and Wealth Banking Group
6.	Mr. Christopher Chan	Assistant Managing Director	Information Technology
7.	Mr. Pichart Roongwarasopit	Assistant Managing Director	Collections and Legal
8.	Mr. Kittipant Sriwannawit	Assistant Managing Director	Finance and Accounting
9.	Mr. Sarawooth Savejnarong	Assistant Managing Director	Human Resource Management
10.	Miss Achara Ruangchay	Assistant Managing Director	Credit
11.	Mrs. Suwimol Visavavigrant	Executive Vice President	Risk Management
12.	Miss Puckjira Vudhesethakrit	Executive Vice President	Operations
13.	Mr. Rong Hirunpanich	Executive Vice President	Internal Audit
14.	Miss Chorkaew Kaewmorakot	Executive Vice President	Internal Audit
15.	Miss Natthita Loveera	Executive Vice President	Compliance
16.	Miss Natasa Suracheewakrit	Executive Vice President	Operations
17.	Miss Pratanporn Peetaneelavatt	Executive Vice President	Micro SME/SME Collections
18.	Miss Chonticha Klanjaturas	Executive Vice President	Micro Finance Collections
19.	Mrs. Thanawan Nitibhon	Senior Vice President	The Office of Chief Executive Officer
20.	Mr. Prasit Yenkhongkha	Senior Vice President	The Office of Managing Director
21.	Mrs. Sansanee Reantragoon	Senior Vice President	Micro SME Marketing Management
22.	Miss Pornpip Sae Lor	Senior Vice President	Financial Planning and Analysis
23.	Miss Chanida Charnmanoon	Senior Vice President	Business Development
24.	Mr. Chodok Theerawigasit	Senior Vice President	TDR Collections and Admin
25.	Mr. Kowit Leesirison	Senior Vice President	SME
26.	Miss Nathanaporn Tangyosthakijjakul	Senior Vice President	Product Development
27.	Mr. Wipoo Pisedsumrit	Senior Vice President	Micro SME Sales & Segment Strategy Management
28.	Mrs. Amornrat Chotirosniramit	Senior Vice President	Micro SME Product Management
29.	Mr. O-Larn Skoldaechar	Senior Vice President	Micro SME Sales Network 2
30.	Mr. Nimit Rotchanarak	Senior Vice President	Micro SME Sales Network 3
31.	Mr. Pharadorn Srikul	Senior Vice President	Micro SME Sales Network 4
32.	Mr. Prasit Issarapongsura	Senior Vice President	Micro SME Sales Network 5
33.	Miss Kuntarut Silujjai	Senior Vice President	Micro SME Regional Office Network 1 Regional 1
34.	Mr. Phiroonluck Sitthikrai	Senior Vice President	Micro SME Regional Office Network 1 Regional 4
35.	Mr. Nuntawit Sangsuwan	Senior Vice President	Micro SME Regional Office Network 2 Regional 6
36.	Mr. Watchara Phakanansakun	Senior Vice President	Micro SME Regional Office Network 3 Northeast 1
37.	Mr. Sonit Phapim	Senior Vice President	Micro SME Regional Office Network 3 Northeast 2
38.	Miss Supaporn Trakarnvorakul	Senior Vice President	Micro SME Regional Office Network 4 Regional 11
39.	Mr. Prasert Boontang	Senior Vice President	Fraud Protection
40.	Mr. Paisit Sakunsedthakorn	Senior Vice President	Micro SME Credit
41.	Mr. Weerasak Tangmanaskul	Senior Vice President	Credit Control and Administration
42.	Mr. Wiboon Aroonreungsirilert	Senior Vice President	Enterprise Information Management
43.	Mr. Sumit Setthapattana	Senior Vice President	Legal
44.	Mrs. Panida Sriphattha	Senior Vice President	Accounting and Taxation
45.	Mrs. Chanyanuch Chaveewong	Senior Vice President	HR Strategic Management
46.	Mrs. Jirapat Klinkomut	Senior Vice President	Sales Micro Finance 1
47.	Mr. Wirete Ronakiate	Senior Vice President	Branch Support Management
48.	Mrs. Kranthnatha Suppawatcharobon	Senior Vice President	Open Banking Solution
49.	Mr. Pakornkiat Sirichoksawat	Senior Vice President	Core Banking & Regulatory Reporting Solution
50.	Mr. Prasert Wongnucha	Senior Vice President	Financial Reporting
51.	Mr. Teepayos Earvisanvaravong	Senior Vice President	Business Technology Management
52.	Miss Vorachada Charoonmanakit	Senior Vice President	Deposit Investment Product
53.	Miss Sananuch Pramsaneh	Senior Vice President	Credit Review
54.	Mrs. Orathip Wongkajorn	Senior Vice President	Security and Controllershship
55.	Mr. Taweepat Charepattanakul	Senior Vice President	Business Intelligence / Process Optimisation
56.	Mr. Chakri Kosonkijwong	Senior Vice President	Retail Credit
57.	Mr. Thawatchai Jaruwisetsri	Senior Vice President	IT Audit
58.	Mr. Rossadol Balavarnabha	Senior Vice President	General Audit
59.	Miss Khemruthai Asavanon	Senior Vice President	Micro Economic Development
60.	Miss Arpaporn Chanhom	Senior Vice President	Process Development Lending and Operations
61.	Miss Kanyarat Buejjaroen	Senior Vice President	Compliance 1
62.	Mr. Panpuris Patanun	Senior Vice President	Retail Collections
63.	Miss Metinee Autthametasis	Senior Vice President	Micro SME New Business Development
64.	Mr. Anurak Kanitjinda	Senior Vice President	SME HP
65.	Mr. Pisak Sudsawart	Senior Vice President	SME Credit
66.	Mr. Sarayut Sukploy	Senior Vice President	Credit Risk Management
67.	Mr. Harit Artamnuayvipas	Senior Vice President	Electronic Channel
68.	Miss Chutharat Chonchol	Senior Vice President	Operational Risk Management
69.	Miss Sirima Jindatongdee	Senior Vice President	Market and Liquidity Risk Management
70.	Mr. Pornchai Sukwilai	Senior Vice President	Credit Operation
71.	Miss Sirilak Chaichonich	Senior Vice President	Portfolio Management & Product Support



# Directorship of Directors in Related Companies



## Prof. Kitipong Urapeepatanapong

Chairman

### Education

- Bachelor of Laws (Second Class Honors) / Chulalongkorn University
- Thai Bar Association / Office of Legal Education Training of the Thai Bar Association
- Master of Laws / Chulalongkorn University
- Master of Laws / The University of British Columbia
- Honorary Doctorate of Laws Jurisprudence Academic Category / Hat Yai University
- Diploma in National Defence Course of the Joint State-Private Sector / National Defence Institute
- IT Governance and Cyber Resilience Programme (ITG) / Thai Institute of Directors Association (IOD)
- Role of the Chairman Programme / Thai Institute of Directors Association (IOD)
- Director Certification Programme (DCP) / Thai Institute of Directors Association (IOD)
- Director Leadership Certification Programme (DLCP) / Thai Institute of Directors Association (IOD)
- Certificate of Completion on Company Directors / Australian Institute of Company Directors
- Director Executive Programme / School of Management, Yale University
- Certificate Executive Programme / J.L.Kellogg at Northwestern University
- Good Governance for Medical Executives Programme / King Prajadhipok's Institute
- Politics and Governance in Democratic Systems for Executives Programme / King Prajadhipok's Institute
- Executive Program in Energy Literacy for a Sustainable Future / Thailand Energy Academy
- Top Executive Programme in Commerce and Trade (TEPCoT) / Commerce Academy, University of the Thai Chamber of Commerce
- Capital Market Academy Programme / Capital Market Academy
- The Programme for Junior Executives on Justice Administration / Judicial Training Institute
- Thai Family Business Programme / Harvard Business School, Harvard University
- Notary Public Training Certificate / Lawyers Council Under the Royal Patronage

### Directorship in Other Companies

- VNB Holding Co., Ltd. (Chairman)
- Chotiwat Manufacturing Industry PCL. (Chairman)
- Siam Piwat Holding Co., Ltd. (Director)
- Siam Piwat Co., Ltd. (Director)
- Chewamit Social Enterprise Co., Ltd. (Chairman)
- SCG Packaging PCL. (Independent Director)
- SCG Chemicals PCL. (Independent Director)
- Pruksa Holding PCL. (Independent Director)
- Strategic Business Development Center Co., Ltd. (Director)
- Thai Institute of Directors Association (Chairman)
- University Council, Hat Yai University (Qualified Director)
- CJ More Co., Ltd. (Independent Director)
- Commission for High-potential Foreign Investment to Thailand (Director)
- Faculty of Law, University of the Thai Chamber of Commerce (Advisory Board)
- ThaiNamthip Corporation Co., Ltd. (Independent Director)

### Thai Credit Retail Bank Shares Held by Directors

None





### Mr. Chamnong Watanagase

Independent Director  
and Chairman of the Audit Committee

#### Education

- Doctor of Philosophy (Political Science, Class 1) / Thammasat University
- Master of Business Administration / University of Central Missouri
- Bachelor of Laws / Thammasat University
- Bachelor of Business Administration / Chulalongkorn University
- Advanced Certificate of Proficiency in English (Honors) / National Institute of Development Administration
- Capital Market Academy Programme / Capital Market Academy
- Chartered Director / Thai Institute of Directors Association (IOD)
- DCP Refresher Course / Thai Institute of Directors Association (IOD)
- Audit Committee Programme 1-2 / Thai Institute of Directors Association (IOD)
- Director Certification Programme (DCP) / Thai Institute of Directors Association (IOD)
- Board Nomination and Compensation Programme / Thai Institute of Directors Association (IOD)
- Boards that Make a Difference / Thai Institute of Directors Association (IOD)
- Ethical Leadership Programme / Thai Institute of Directors Association (IOD)

#### Thai Credit Retail Bank Shares Held by Directors

None

#### Directorship in Other Companies

- VNB Holding Co., Ltd. (Independent Director)
- Pranda Jewelry PCL. (Independent Director and Member of the Audit Committee)
- LDC Dental PCL. (Chairman of the Audit Committee)



### Mr. Stephen Tirador Briones

Independent Director, Member of the Audit Committee, Chairman of the Nomination and Remuneration Committee, and Chairman of the Risk Oversight Committee

#### Education

- Bachelor of Arts (East Asian) / Columbia College
- Master of Business Administration (Finance & International Business) Honors List / Columbia Business School
- Director Accreditation Programme / Thai Institute of Directors Association (IOD)
- Director Certification Programme (DCP) / Thai Institute of Directors Association (IOD)

#### Thai Credit Retail Bank Shares Held by Directors

None

#### Directorship in Other Companies

- VNB Holding Co., Ltd. (Independent Director)
- Fenway Ventures Co., Ltd. (Authorised Director)



### Mr. Supachai Sukhanindr

Independent Director (Information Technology),  
Member of the Nomination and Remuneration Committee,  
and Member of the Risk Oversight Committee

#### Education

- Doctor of Philosophy (Computer Systems Management and Information Technology) / Washington University
- Master of Finance / Mercer University
- Bachelor of Business Administration (Quantitative Business Analysis) / Chulalongkorn University
- Director Certification Programme (DCP) / Thai Institute of Directors Association (IOD)
- Diploma Examination / Thai Institute of Directors Association (IOD)
- Financial Statements for Directors / Thai Institute of Directors Association (IOD)
- IT Governance and Cyber Resilience Programme (ITG) / Thai Institute of Directors Association (IOD)
- Advanced Audit Committee Programme / Thai Institute of Directors Association (IOD)
- Ethical Leadership Programme / Thai Institute of Directors Association (IOD)
- Ultra Wealth / Ultra Wealth Management Co., Ltd.
- Capital Market Academy Programme, and Capital Market Academy Greater Mekong Subregion (CMA-GMS) / Capital Market Academy
- Tourism Management Programme for Executives / Tourism Authority of Thailand
- Top Executive Programme in Commerce and Trade (TEPCoT) / Commerce Academy, University of the Thai Chamber of Commerce
- Executive Programme in Energy Literacy for a Sustainable Future/ Thailand Energy Academy
- The Fundamentals of Digital Marketing Continuing Professional Education / Google Digital Garage Linked in LEARNING
- Senior Anti-Corruption Strategic Executive Programme / Office of the National Anti-Corruption Commission

#### Thai Credit Retail Bank Shares Held by Directors

None

#### Directorship in Other Companies

- VNB Holding Co., Ltd. (Independent Director)
- Sub Sri Thai PCL. (Chairman of the Advisory Board)
- Mudman PCL. (Advisor of the Board of Directors)
- Greyhound Café UK (Director)
- Fivel Co., Ltd. (Authorised Director)
- Ruamsupakit Co., Ltd. (Chairman)
- nForce Secure PCL. (Independent Director)
- Foundation for the Protection of Environment and Tourism (Director)
- One Origin Co., Ltd. (Independent Director)
- Country Group Securities PCL. (Independent Director)



### Miss Ada Ingawanij

Independent Director  
and Member of the Audit Committee

#### Education

- Bachelor of Accounting and Economics, Department of Social Sciences / University of Southampton
- Master of Business Administration (International Banking and Financial Studies), Department of Social Sciences / University of Southampton
- Director Certification Programme (DCP) / Thai Institute of Directors Association (IOD)
- Board Matters and Trends / Thai Institute of Directors Association (IOD)
- Board Nomination and Compensation Programme / Thai Institute of Directors Association (IOD)
- Director Leadership Certification Programme / Thai Institute of Directors Association (IOD)

#### Thai Credit Retail Bank Shares Held by Directors

None

#### Directorship in Other Companies

- VNB Holding Co., Ltd. (Independent Director)
- Thai Reinsurance PCL. (Independent Director)
- Sukhumvit Asset Management Co., Ltd. (Independent Director)
- Foundation for Public Policy and Good Governance (Director)
- Thai Red Cross Society (Advisory Committee of the Investment Committee)



### Miss Krisana Aramkulchai

Director

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#### Education

- Bachelor of Accounting / Bangkok University
- Director Certification Programme (DCP) / Thai Institute of Directors Association (IOD)

#### Thai Credit Retail Bank Shares Held by Directors

None

#### Directorship in Other Companies

- VNB Holding Co., Ltd. (Authorised Director)



### Mr. Winyou Chaiyawan

Director,  
Member of the Risk Oversight Committee,  
and Chief Executive Officer

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#### Education

- Bachelor of Business Administration (First Class Honors), Finance and Banking / Thammasat University
- Master of Business Administration / The Anderson School of UCLA
- Chartered Financial Analyst (CFA) / CFA Institute
- Capital Market Academy Programme / Capital Market Academy
- Ultra Wealth / Ultra Wealth Management Co., Ltd.
- Director Accreditation Programme / Thai Institute of Directors Association (IOD)
- Corporate Governance for Capital Market Intermediaries / Thai Institute of Directors Association (IOD)
- Leadership Development Programme / Thai Listed Companies Association (TLCA)
- Corporate Governance for Capital Market Intermediaries / Capital Market Academy

#### Thai Credit Retail Bank Shares Held by Directors

Direct shareholding including related persons 69.88%\*

#### Directorship in Other Companies

- Thai Micro Digital Solutions Co., Ltd. (Authorised Director)
- VNB Holding Co., Ltd. (Managing Director)
- V.C. Sombat Co., Ltd. (Authorised Director)
- Thai Life Insurance PCL. (Deputy Chief Executive Officer)
- Yart Samphan Co., Ltd. (Authorised Director)
- Chaiyawan Co., Ltd. (Authorised Director)
- Thai Health Insurance PCL. (Authorised Director)
- Phasuk Co., Ltd. (Authorised Director)
- Union Land Co., Ltd. (Authorised Director)
- GMO-Z com Securities (Thailand) PCL. (Chairman)



### Mr. Roy Agustinus Gunara

Director, Member of the Risk Oversight Committee, and Managing Director

#### Education

- B.Sc. Electrical Engineering / Drexel University
- Master of Business Administration (Finance) / University of Illinois
- Director Accreditation Programme / Thai Institute of Directors Association (IOD)
- Director Certification Programme (DCP) / Thai Institute of Directors Association (IOD)

#### Thai Credit Retail Bank Shares Held by Directors

Related to shareholder holding 3.84%\*

#### Directorship in Other Companies

- Thai Micro Digital Solutions Co., Ltd. (Authorised Director)
- VNB Holding Co., Ltd. (Authorised Director)



### Mr. Gaurav Malik

Director, Member of the Nomination and Remuneration Committee, and Member of the Risk Oversight Committee

#### Education

- Post Graduate Programme in Management / Indian Institute of Management Bangalore
- Master of Science (Mathematics and Computer Applications) / Indian Institute of Technology Delhi
- Director Accreditation Programme / Thai Institute of Directors Association (IOD)

#### Thai Credit Retail Bank Shares Held by Directors

None

#### Directorship in Other Companies

- Olympus Capital Asia (Authorised Director)
- Olympus Capital Holdings Asia India Advisors Pvt. Ltd. (Authorised Director)
- Olympus Capital Asia Pte. Ltd. (Authorised Director)
- Olympus ACF Pte. Ltd. (Authorised Director)
- Koi Structure Credit Pte. Ltd. (Authorised Director)
- AEP II Holdings Pte. Ltd. (Authorised Director)
- AEP Investment Holdings I Pte. Ltd. (Authorised Director)
- OCA V Holdings Pte. Ltd. (Authorised Director)
- OCA Investment Holdings I Pte. Ltd. (Authorised Director)
- Constant Energy Singapore Holding Pte. Ltd. (Director)
- Constant Energy Singapore III Pte. Ltd. (Director)
- Constant Energy Vietnam Pte. Ltd. (Director)
- Constant Energy Singapore Pte. Ltd. (Director)

Remark \*Related persons of the director is defined as

(1) Spouse and minor child of the director

(2) a juristic person whose directors and persons under (1) hold shares in aggregate exceeding thirty percent of the total number of voting rights of the juristic person.

(3) a juristic person whose directors and the persons under items (1) and (2) collectively hold shares exceeding thirty percent of the total number of voting rights of the juristic person.

(4) a juristic person having persons under (3) as shareholders in descending tiers from the shareholders in the juristic person under (3) and each extension more than thirty percent of the total number of voting rights of the juristic person in which such shares are held.



## Report of Changes in Thai Credit Shares held by Directors in 2022

Name	Percentage of shares held*		Increase/ Decrease
	as of December 31, 2022	as of December 31, 2021	
Prof. Kitipong Urapeepatanapong	None	None	–
Mr. Chamnong Watanagase	None	None	–
Mr. Stephen Tirador Briones	None	None	–
Miss Krisana Aramkulchai	None	None	–
Mr. Winyou Chaiyawan	69.88	71.79	Decrease
Mr. Roy Agustinus Gunara	3.84	0.83	Increase
Mr. Supachai Sukhanindr	None	None	–
Mr. Gaurav Malik	None	None	–
Miss Ada Ingawanij	None	None	–

\*Remark: The percentage of the shares held includes the Bank's shares and those of other related companies.

Board of Directors member list and their Thai Credit bond holding during the accounting year 2022: None

Board of Directors member list and their subsidiary share or bond holding during the accounting year 2022: None

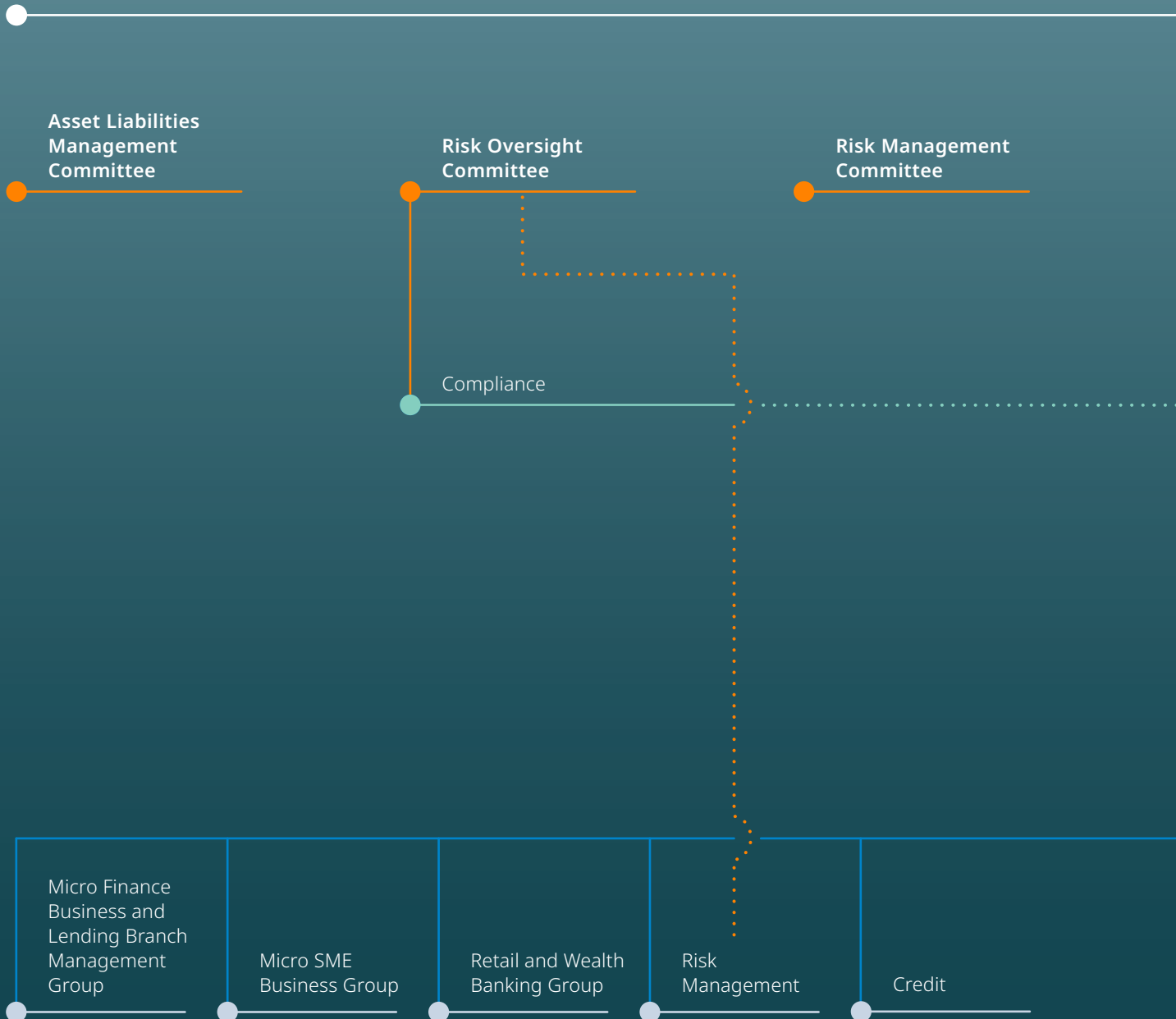
Board of Directors' interest in either direct or indirect with the Bank during the accounting year 2022: None



# Organisation Chart

The Thai Credit Retail Bank Public Company Limited

## Board of Directors



Executive Committee

Nomination and Remunerations Committee

Audit Committee

Chief Executive Officer

Internal Audit

The Office of Chief Executive Officer

Managing Director

The Office of Managing Director

Collections and Legal

Operations

IT

Finance and Accounting

Human Resource Management



## Nature of Business Operation



The Thai Credit Retail Bank Public Company Limited is a retail bank for small and micro businesses that started from a finance Credit Foncier and was registered as a financial institution in accordance with the Ministry of Finance's announcement issued on January 23, 2004. The Bank's qualifications upgraded the Bank into a genuine retail bank with competence equivalent to other financial institutions and provide complete financial services to small and micro business customers and SMEs. The Bank officially started operations on January 18, 2007.

The Bank always recognised the importance of meeting the needs of all Thai citizens in parallel with generating strong growth. The Bank acquired Thanaban Company Limited in 2009 to expand its motorcycle hire purchase business to meet the needs of domestic retail customers and raised its capital from 2.5 billion baht to 3 billion baht in 2012 with the investment from Northstar Group whilst enhancing the Bank's management efficiency. The Bank recognised the importance in providing access to secure and equitable financial resources for small and micro business customers and sold Thanaban Company Limited in 2014 to focus on offering loan services for small and micro business customers whilst announcing the vision to become "the Best Retail Bank." Thai Credit raised its capital by an additional 1 billion baht in 2015 and by another 1 billion baht in March 2017 to a total of 5 billion baht.

Furthermore, OCA Investment Holdings I Pte. Ltd. (OCA), an independent private investment firm specialising in microfinance and SME loans in ASEAN for over 20 years, took over Northstar Group's stake in the Bank in July 2019 in order to strengthen the Bank's business operations.





The Bank has always been committed to generating long-term competitiveness through unique, simple, and transparent product development under “Market Conduct” and “Responsible Lending” to ensure access to secure financial sources for Thai citizens nationwide to improve quality of life and financial stability.

Furthermore, the Bank aims to develop services as a solution to perfectly respond to continuous changing trends through the establishment of Thai Micro Digital Solutions Company Limited, a financial business of the Bank which provides electronic financial transactions via “Micro Pay e-Wallet” to support the government’s cashless society policy and maximise convenience for customers conducting transactions.

The Bank adheres to the mission to provide the best financial services to small and micro business customers nationwide by empowering customers with financial knowledge and discipline, create an organisation with enthusiastic and proud individuals, and generate value for shareholders by taking into account the best interests for stakeholders. The Bank always operates in accordance with our vision, “Thai Credit Retail Bank is committed and passionate to grow our customers’ business and improve their quality of life through the provisions of unique microfinance services.”

The Bank has always been committed to generating long-term competitiveness through unique, simple, and transparent product development under “Market Conduct” and “Responsible Lending”



## Business Overview

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Thai Credit Retail Bank Public Company Limited has always committed to providing financial services to small and micro businesses in order to access legal, secure, and equitable financial resources without having to rely on loan sharks, which could affect the cost burden of business operations and daily expenses, which could lead to illegal actions as well as the country's economic stability.

In addition, the Bank adheres to our vision and mission for strategic planning to drive business to reach the goals of the Bank in delivering the best experience to customers and to become the best retail bank in Thailand, which is reflected in the Bank's continuous and most rapid growth in Thailand with high quality loan portfolio and unrivaled risk management capabilities.

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### Plans and Achievements

When Thailand's economy signaled recovery from the COVID-19 pandemic crisis, Thai Credit recognised the importance of our role in helping to restore small and micro businesses and strengthen financial security for the grassroots economy in Thailand alongside the Bank's operations management to register strong financial foundation under the "Everyone Matters" brand philosophy. During the past period, Thai Credit registered the highest growth rate in Thailand and high returns with significant financial operations beyond industrial standards. The operations and success in 2022 are as follows:

#### **Measures to Assist Business**

As a leading retail bank for small and micro businesses of Thailand that adheres to standing alongside the Thai people during difficult times, both in good times and in crises, particularly the COVID-19 outbreak, Thai Credit recognises the strong growth and feasibility of small businesses through loan remedial projects for business customers of the bank continuously under the Bank of Thailand's measures to assist businesses including short term and long term debt restructuring, special interest rates to alleviate the financial burden, and encourage customers to continue to operate their business, as well as increasing credit limits and special interest rates to help business customers recover their businesses with stability.

The Bank simultaneously recognises the challenging economic factors that business customers continue to encounter, including the fluctuating economy, higher production and logistic costs from rapidly increasing energy prices, hence the Bank applied a policy to maintain the loan interest rate for small and micro business customers, particularly micro SMEs, to minimise the damage on this vulnerable group, which is in line with the guidelines of the Bank of Thailand and the Thai Bankers' Association as well as launch exclusive campaigns to help reduce the cost burden and increase liquidity for smooth business operations.

**Best Products and Services**

Thai Credit attaches great importance to generating economic value and quality of life through high-interest savings products, mutual funds, and life insurance as well as loan services to alleviate interest rate burden to facilitate customers' financial management.

Simultaneously, the Bank recognises the importance of education and understanding customer demands to develop and launch financial products and services in line with customer centricity in a form that is easily accessible, minimises customer problems, and offers the best opportunities, which the bank's branch expansions will support the demand to access products and services.

Furthermore, the Bank is committed to standing alongside and empowering small and micro business customers nationwide as a financial partner, and not only as a financial support in a secure system but also promoting financial literacy development to generate long term wealth such as the Bank's Tangto Know-how project, which has been certified for quality training courses by the University of the Thai Chamber of Commerce, that has helped develop basic financial literacy for both small and micro business customers and non-customers for business operators to apply the knowledge in their daily lives and develop their businesses.

**Operation Efficiency**

The majority of the Bank's deposit-taking branches are now located in Bangkok and the Bank has opened lending branches nationwide, which minimises the Bank's operation costs and maximises efficiency. This also helps the Bank provide services to customers nationwide and deliver satisfactory returns for shareholders, which leads to the generation of sustainable growth in the future.

In 2022, the Bank made key/significant improvements to continuously improve overall operational efficiency as well as resource management, including reducing costs and appropriate/suitable synergy in the organisation, which has led to decreased operating expenses to total income ratio and satisfactory non-performing loan (NPL) levels.

**Corporate Culture**

The Bank emphasises the "Everyone Matters" philosophy and created a corporate culture for Thai Credit Retail Bank employees to treat all customers with equal importance. The Bank's team must continue to deliver the best experience to customers and enhance the ability to increase productivity and operation efficiency in line with the Bank's business model. Thai Credit employees are required to have in-depth knowledge and understanding of the business as well as prioritising the needs of customers.

Simultaneously, the Bank launched the "Standby" campaign to aid and support customers during the crisis by encouraging customers, business operators, and the general public to fight obstacles and endure difficult periods as well as offering consult and assistance through "Standby Assistant." The Bank's success is reflected in the survey results by customers who trust in the Bank and are satisfied with the service provided as well as efficient operations that meet genuine customer needs.



**Maintain the loan interest rate**

for small and micro business customers, particularly micro SMEs, to minimise the damage on this vulnerable group



**Launched the "Standby" campaign**

to aid and support customers during the crisis by encouraging customers, business operators, and the general public

## Strategy and Business Plan for 2023

1. Growth Plan for Key Loan Services

2. Digitisation Plans

3. Plan to Develop New Businesses

The Bank strives to be the number one among small and micro business customers with different business models and meet the real demands of Thai people in every region by focusing on three key strategic factors in 2023: growth in key loan services, information technology advancement, and new business development, which is in line with the Bank's long term operational plan for efficient management and continued growth.



preparing long term plans to gradually expand the target group to medium-sized SMEs, starting with developing the competency of

### Relationship Managers (RM)

#### Growth Plan for Key Loan Services

The Bank gives importance to key loan product development in the short to medium term by focusing on lending to small and micro business customers, including Micro SME Loans, Micro Finance, and Home Loans as well as effective risk management and loan portfolio quality control to generate sustainable growth.

The Bank is also preparing long term plans to gradually expand the target group to medium-sized SMEs, starting with developing the competency of relationship managers, recruiting qualified personnel in line with the organisation's culture, and defining criteria for screening and approval, as well as personal loan development surveys, and open-source platform.



transformation in the banking industry with

### Mobile Banking



### Long Term Wealth Management Services

to customers, offering suitable wealth products and form sustainable relationships with customers

#### Digitisation Plans

Digital trends in the global financial system have emerged rapidly and continuously before the COVID-19 outbreak. The Bank has prepared and developed information technology for digital transformation in the banking industry by launching the Bank's mobile banking application and encouraging change throughout the organisation as an important tool to drive growth and enhance future performance.

The Bank also plans to further expand the Micro Pay e-Wallet, which has gained increasing popularity thanks to convenience, speed, and security, in line with the cashless society concept, the use of digital infrastructure to support the bank's product strategy and growth as well as savings management, both in terms of new deposits and retaining existing customers by delivering the best digital experiences to customers.

#### Plan to Develop New Businesses

Thai Credit strives to provide the best financial services for Thais nationwide as Thailand's leading retail bank as the Bank continues to grasp new business expansion opportunities to fulfill all customer demands, in line with changing trends, to increase competitiveness, improve quality of lives, and drive Thailand's long term economic growth.

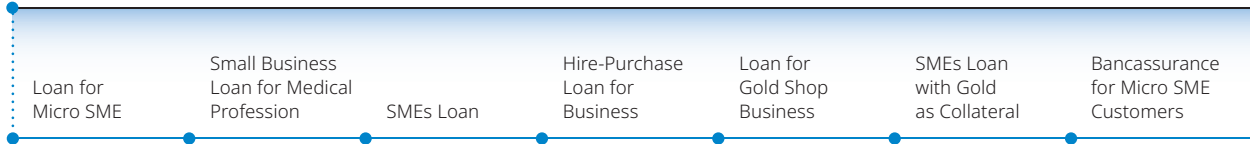
The Bank focuses mainly on deposit branches for fundraising, both in new deposits management and existing deposit base, including the customer service system concept at new branches to generate positive digital experiences starting with basic features and continuous development in the future.

In addition, the Bank focuses on providing medium and long term wealth management services to customers, offering suitable wealth products and form sustainable relationships with customers when providing asset management services in order achieve the highest level of satisfaction beyond expectations.

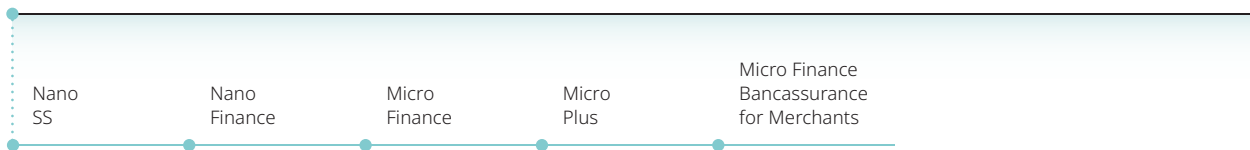


# Products and Services

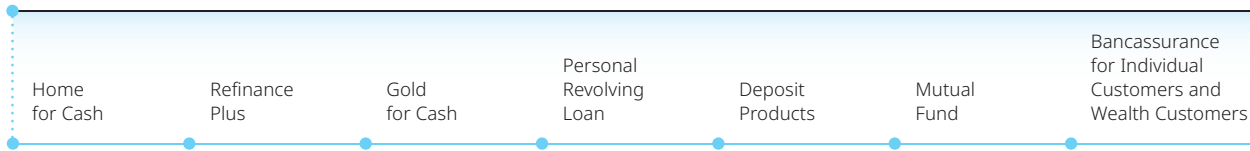
## Micro SMEs



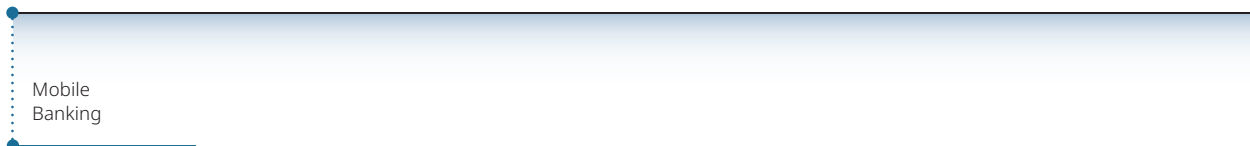
## Micro Finance & Micro Plus



## Retail and Wealth Banking



## Digital Platform



The Thai Credit Retail Bank Public Company Limited is committed to developing a variety of banking products and services to fulfill the financial needs of all Thais in accordance with the “Everyone Matters” philosophy, whether it be through Micro SME or Micro Finance & Micro Plus to secure long-term financial stability and laying the foundation for driving the country’s economy towards sustainable growth.

Simultaneously, the Bank recognises the importance of supporting all Thais to have access to secure and equitable financial services under the supervision of the Bank of Thailand and protection as required by law, particularly during the COVID-19 crisis. Thai Credit stands alongside business customers and the public to overcome hardships by offering a variety of products and services that restore financial liquidity.

As Thailand’s retail bank and a Thai financial institute, the Bank is incumbent and responsible in driving economic growth and enabling the public to generate financial stability through financial products that promote savings and investments that generate long term returns for individual customers and investors through deposit products, mutual funds, and bancassurance products.

The Bank is dedicated to creating products and services that cover different needs, including Micro SME, Micro Finance & Micro Plus, Retail and Wealth Banking, and through Digital Platform.



# Micro SME



The Thai Credit Retail Bank Public Company Limited has always contributed to the stability of the Thai economy and society through financial products and services in a transparent and equitable system as well as respond to the various needs of Micro SME customers, who account for the largest enterprise group in the country and will continue to increase. Micro SME businesses are the main drivers of strong economic growth and sustainability in the Thai economy.

The Bank provides remedial measures in accordance with the Bank of Thailand's guidance through credit granting and special debt moratorium measures under the determination to "standby" to assist and encourage business customers to always endure problems and challenges as the Bank understands the difficulties micro-SMEs have faced from the COVID-19 pandemic. The Bank has also developed alternative loan products with and without collateral for both individuals and juristic persons as working capital to increase liquidity and restore their business.

1. Loan for Micro SME
2. Small Business Loan for Medical Profession
3. SMEs Loan
4. Hire-Purchase Loan for Business
5. Loan for Gold Shop Business
6. SMEs Loan with Gold as Collateral
7. Bancassurance for Micro SME Customers



### 1. Loan for Micro SME

Thai Credit offers loans with and without collateral for Micro SMEs including loans of up to 30–35 million baht with a 10-year tenor to individual and corporate customers. Customers are required to have no less than three years of management experience in related businesses and can apply for loans of up to 15% of the loan amount for other expenses.

Micro SME customers can use vacant community land plots, land and housing properties, place of business, apartments, or savings as collateral. The Bank may approve loans worth no more than the collateral or worth more than the collateral under specific conditions in order to meet the demands and limitations of each individual customer.

The Bank also offers loans without collateral of 2–10 million baht with Thai Credit Guarantee Corporation (TCG) as the guarantor with a 3–8-year tenor to individual and corporate customers who have a minimum management experience of five years. Customers can apply for additional loans of up to 15% of the loan amount for other expenses.

### 2. Small Business Loan for Medical Profession

Financial products that offer opportunities for medical professionals, such as physicians, dentists, veterinarians, pharmacists, and technical specialists who want to start a clinic, expand their business, purchase medical equipment, or increase working capital through Micro SME loans for medical professionals. The loan amount ranges from 2–7 million baht with a minimum loan term of three years and maximum loan term of 10 years. Loan applications do not require any guarantor.

### 3. SMEs Loan

The Bank places importance on developing a variety of loan products to cover the needs of small and medium-sized enterprises (SMEs), including individual, general business, partnership limited, and company limited customers with loans of 10 million baht or more as investment in business expansion, purchase of raw materials, machinery and equipment for operations, or increase financial liquidity. Details are provided below.

#### → **Overdraft**

Thai Credit offers a financial service that allows small and micro business customers to conveniently withdraw cash from their current accounts with issued personal cheque to facilitate payment for goods, raw materials, or other fees and expenses relating to their business as short term funds for their working capital to increase financial liquidity and working capital.

#### → **Short Term Loan**

This financial service improves liquidity among SMEs who are looking for investment funds and working capital for their business operations, as well as funds for supplying goods and services, raw materials, inventory, accounts receivable, and other costs.

#### → **Long Term Loan**

This financial service enhances business efficiency of SMEs seeking extra funding for their business operation and expansion including funds for land leasing, office building, factory or warehouse construction, machinery purchasing or leasing, and refinancing from their previous financial institutions.

#### → **Clean Bill Discount**

This financial service offers working capital to SMEs in the form of discounted purchasing of the bill of exchange such as Promissory Notes (P/N), Bill of Exchange (B/E) and post-dated cheques.

#### → **Contingent Liability**

Services that will help entrepreneurs operate their businesses with effectiveness and efficiency

- Thai Credit can issue a Letter of Guarantee per request for SME customers to present to government agencies, financial institutions, companies, stores, or other individuals to support business operations
- Aval is a service for SMEs who want the Bank to guarantee bill payments such as Promissory Notes (P/N)
- Acceptance is a service for SMEs who want the Bank to guarantee bill of exchange



#### 4. Hire-Purchase Loan for Business

Hire-Purchase loans allows customers to invest in new machinery and equipment as well as become a source of working capital in asset procurement for individual, partnership limited, and company limited customers who require machinery and equipment in their factory. The loans offer minimum loan amount of 1 million baht to increase business opportunities in investing in machinery used in the business and a source of working capital for rearrangement without any cash investment, which can assist customers in the stabilisation of their liquidity.

This product is risk-free from interest rate fluctuations throughout the term loan of 1–7 years. Customers can pay in monthly installments or pay more than the fixed amount to reduce interest and principal for an interest-free early pay-off.

The type of machinery and equipment that can be used to apply for hire-purchase loans are

- Cranes, Backhoes, Loaders, Rollers
- CNC Machine-Lathe, Sharpers, Grinders, Drillers for Plastic and Metal Work
- Filling & Package Equipment
- Industrial machine for lifting and moving materials over short distance: Forklifts and Cranes
- Printers, Cutters, Medical Equipment

#### 5. Loan for Gold Shop Business

Individual or corporate gold shop customers with experience in managing gold shops can use gold bullions or gold ornaments as collateral for applying for a loan. The product creates opportunities for customers to increase investment into their business, increase profits, or expand their business.

#### 6. SMEs Loan with Gold as Collateral

Small and medium-sized enterprises (SMEs), including individual and corporate customers with business experience, can grow their businesses through investment, increase in profits, or obtain constant business growth by using gold bullion or jewelry as collateral for this loan.

#### 7. Bancassurance for Micro SME Customers

The Bank is committed to helping Micro SME customers in terms of investment and generating confidence for customers to not agitate about unexpected events that could jeopardise their business or put their family in debt. The Bank selects and offers insurance policies with various benefits and durations suitable to the needs of Micro SME customers as follows

##### → Mortgage Reducing Term Assurance (MRTA)

In the case of temporary disability, the Bank waives regular premiums for up to six months. The Bank also offers a maximum medical expense reimbursement from accidents of up to 30,000 baht (as defined by policy terms and conditions).

##### → Income Compensation During Hospitalisation

- When hospitalised, the insured is compensated up to 8,000 baht per day for their daily income
- In the case of death or disability from accidents, the compensation is 260,000 baht
- In the case of cancer at any stage, the insured is compensated up to 1,000,000 baht (according to policy terms and conditions)

##### → Fire Insurance

Thai Credit offers fire insurance policies to free customers from concerns on unexpected events regarding their residence.



# Micro Finance & Micro Plus

Thai Credit Retail Bank's belief in the philosophy "Everyone Matters," has led to development of products and services for all Thais, not only Micro SME customers, but also numerous Micro Finance customers and vendors in Thailand who seek working capital and are restricted from secure and equitable funds due to lack of collateral or financial evidence does not meet the conditions and requirements for loan approval.

The Bank understands the needs and necessity of access to loans for small and micro business customers who were aggravated by the hardships from the COVID-19 epidemic and who were forced to suspend their business due to lack of liquidity or working capital. Thai Credit aims to assist small and micro business customers with various loan products that do not require collateral as follows

1. Nano SS
2. Nano Finance
3. Micro Finance
4. Micro Plus
5. Micro Finance Bancassurance

## 1. Nano SS

Individual customers, such as flea market vendors, who do not have collateral or a guarantor can access equitable funds through Nano SS revolving loan services. The short-term loan has a credit limit of 80,000 baht and an effective rate of 33% or 2.75% fixed rate.

Nano SS requires loan applicants to have the capability to meet debt payment, have at least one year of professional experience, and a business place of their



own that can be inspected. Their business place must be located in a market within a 15-kilometer radius of one of the Bank's main branches in Bangkok and within a 40-kilometer radius from the Bank's main branch in upcountry provinces. Furthermore, Thai Credit offers payment services to maximise payment convenience for applicants by offering service to collect weekly loan installments from the place of business to increase liquidity and efficient working capital management.

## 2. Nano Finance

The Bank provides secure and equitable Nano Finance funds and services to customers with stores in fresh markets or a place of business who wish to increase liquidity or expand their businesses without the need for collateral or a guarantor, offering a maximum revolving loan amount up to 100,000 baht with an effective rate of 33% or 2.75% fixed rate.

Interested customers who can apply are required to have at least a one-year experience and a business place of their own that can be inspected. Their business place must be located in a market within a 15-kilometer radius of one of the Bank's lending branches. The Bank also maximises payment convenience for applicants by offering a service to collect payments from the applicant's business place as well as weekly installment payments in order to increase liquidity and enhance investment management.

## 3. Micro Finance

From the success of Nano Finance, the Bank's Micro Finance services offers revolving loans of up to 200,000 baht with an effective rate of 28% without collateral for business owners who need more working capital to expand their businesses and increase financial liquidity to generate sales for constant growth. Micro Finance is a solution that meets the needs of growing customers and customers who need more working capital.

## 4. Micro Plus

Retail customers, SMEs, juristic persons with commercial licenses or trade licenses of no less than 2 years can access equitable financial resources with no collateral through Micro Plus, a revolving loan up to 500,000 baht with an interest rate of 24% per year to increase working capital, liquidity, and business expansion.

## 5. Micro Finance Bancassurance

Thai Credit supports and stand alongside microfinance customers and business customers to fortify confidence in business operations and dismiss concerns of unexpected events or uncertainties which could put their family in debt or burden their business. The Bank offers bancassurance plans with different benefits and

insurance periods for customers to choose insurance plans they deem fit for their needs. The coverage period are as follows:

### → **Critical Illness & Personal Accident (CI&PA)**

- Coverage for 6 critical illnesses including comatose
- Loss of life, dismemberment, loss of sight or total permanent disability caused by public accident

### → **The policy compensates earnings during admittance to the hospital**

- Customers will receive a maximum compensation of 1,000 baht per day in the case of hospitalisation (according to selected insurance plan)
- In case of death or total permanent disability from accidents, customers will be compensated up to 20,000 baht (according to selected insurance plan)

### → **Fire & Flood Insurance**

- The policy provides a three-year coverage on business operations equipment
- In the case of fire, customers will be compensated up to 80,000 baht throughout the whole policy (according to selected insurance plan)
- In the case of floods, customers will be compensated 20,000 baht per year (according to selected insurance plan)

### → **Personal Accident**

- Coverage in case of death or total permanent disability caused by public accident as well as provision of medical expenses (according to selected insurance plan)

### → **Motor Insurance**

- Customers can choose insurance policies from Type 2+, Type 3+ and Type 3, which provides coverage for car crashes, loss, fire, or coverage only for the third-party vehicle for reduced premiums



# Retail and Wealth Banking



The Thai Credit Retail Bank Company Limited focuses on providing a variety of financial products and services to meet the needs of all Thai people with the aim of becoming the best small retail bank and offer savings alternatives, investment options, loans, and other financial tools to help individuals manage their finances efficiently and create long term financial stability to support the growth and sustainability of the country's economy.

The Bank's important products are various deposit products including current accounts and savings accounts (CASA), fixed deposit accounts, and mutual fund investment, which the Bank is licensed to operate as a brokerage business that is limited to investment units, being a current dealer of investment units of four asset management companies. The Bank offers insurance options for individual and wealth customers as follows:

1. Home for Cash
2. Refinance Plus
3. Gold for Cash
4. Personal Revolving Loan
5. Deposit Products
6. Mutual Fund
7. Bancassurance Products for Retail and Wealth Customers

## 1. Home for Cash

The Bank offers services for individual customers, including employees, business owners, and freelancers with properties and can consolidate several debts into one amount to help make payment in one place by using their title deed of land and house or condominium title deed as collateral. The Bank offers loans of up to 10 million baht with a minimum of 5.9% interest rate with 30-year-tenor for customers to increase their financial liquidity or facilitate and enhance personal financial management.

## 2. Refinance Plus

Refinance Plus is a solution for individual customers who are in the process of paying home loans with other financial institutions and want to increase their loan amount. The Bank offers loans of up to 10 million baht with special interest rates to maximise convenience for repayment in order to pay off credit card debt, personal loans, cash advances, or other loans, including daily expenditures.

## 3. Gold for Cash

Individual customers can apply for loans for emergency cash by using gold bullions or jewelry with over 93.5% purity as collateral and a maximum loan amount of 95% of the collateral value. Thai Credit offers low interest rates with repayment period of up to 60 months which is varied by the loan-to-value ratio.

## 4. Personal Revolving Loan

The Bank offers secure and equitable Personal Revolving loan products to full-time employees, state enterprise employees, and government officials without the need for collateral or a guarantor with a limit of up to 2 million baht or no more than 5 times the average monthly income. The product meets every need, whether it be ready-to-use revolving loan or refinancing credit card debt or personal loans and loan applicants can choose monthly repayments as they desire whether it be full repayment or minimum repayment starting at 500 baht or 3% of the total amount, whichever is higher, for effective financial planning.

## 5. Deposit Products

The Bank recognises the importance of financial institutes in creating the foundation for the country's economic growth for long term stability by promoting savings discipline among Thai citizens and in creating financial knowledge for the general public. The Bank developed various deposit products including current accounts (CA), savings account (SA), and deposit accounts, which include fixed deposit accounts and tax-free fixed deposit accounts.

### → Current Account Savings Account (CASA)

Individual and corporate customers in every financial service group, who seek financial flexibility in savings and withdrawals, can access savings financial services and on-demand spending through deposit accounts including:

- **Current Plus Account**

This account provides an option for customers and corporates who want to withdraw cash confidently and quickly by cheque in order to increase their financial liquidity. Transactions can be easily traced through bank statements and interest is earned monthly with the calculation of account balance at the end of each day

- **Savings Account**

This account has high flexibility as customers are allowed to make unlimited daily deposits and withdrawals. Service is available through Thai Credit counters, Thai Credit ATMs, and ATMs of other commercial banks nationwide. Additionally, loan and utility payments can be automatically deducted from the deposit account. Interest is calculated daily and paid semi-annually, on the 25<sup>th</sup> of June and December

- **Tem Krapook Savings Account**

This account offers monthly interest payment and high interest rates comparable to the fixed deposit account. Interest is calculated daily and paid on the 25<sup>th</sup> of every month. The Tem Krapook Savings Plus account is highly flexible as customers are allowed to make unlimited daily withdrawals conveniently through Thai Credit counters, Thai Credit ATMs, and ATMs of other commercial banks nationwide. Withdrawal fees are in accordance with the Bank's announcement



- **Biz Plus Account**  
This savings account for corporate customers and non-profit entities offers high interest rates comparable to fixed deposit accounts as well as monthly interest. The Biz Plus Account helps businesses manage their finances conveniently with unlimited amounts of cash withdrawals through the Bank's branches. Withdrawal fees are in accordance with the Bank's announcement

→ **Fixed Deposit Accounts**

Fixed deposit accounts offer higher interest rates than current accounts and savings accounts, cultivate savings discipline, and have specified deposit terms and definite withdrawal restrictions for higher returns and financial planning in accordance with the customers' long term goals. Customers can choose a variety of time periods and types of fixed deposit accounts according to their needs as follows:

- **Fixed Deposit Account**  
This product is specified deposit period and restricts withdrawal before maturity but offers higher interest rate after maturity than savings accounts. Customers can select different deposit period options ranging from 6–36 months starting with a minimum deposit of 1,000 baht and are provided a passbook. Customers will receive no interest payment if withdrawal is within the first three months, however, customers who decide to withdraw after the first three months will receive a saving interest rate specified by the Bank on the account opening day
- **Tanjai Fixed Deposit Account**  
This 12-month fixed deposit account offers high interest rates and immediately provides customers interest payment when customers make the initial deposit with cash of at least 100,000 baht up to 1,500,000 baht. Customers must maintain the deposit until the deposit period is due and will receive a saving interest rate specified by the Bank when making premature withdrawals

- **Tax-free Fixed Deposit Account**

This product assists customers in building saving disciplines, offering various monthly deposit and deposit period options. This product offers a fixed interest rate for both the 24-month or 36-month periods. The interest is tax-free in alignment with the Revenue Department's regulations and requires a deposit between 1,000 and 600,000 baht per account (only one account per customer and includes all accounts with all other commercial banks). Customers can conveniently make deposits via deposit cards at Thailand Post offices with no service fee

## 6. Mutual Fund

Thai Credit obtained the securities business licence (licence no.: Ior-ngor-0022-01) from the Ministry of Finance and was permitted by the Office of Securities and Exchange Commission (OSEC) to perform as a broker for mutual funds in June 2010.

Thai Credit offers fully integrated financial and investment services that meet customer demands such as Equity Fund, General Fixed Income Fund, Money Market Fund, Balanced Fund, Long Term Equity Fund (LTF), Retirement Mutual Fund (RMF), and Foreign Investment Fund (FIF) as alternative investment plans or tax incentive benefits as well as plans for retirement savings via efficient investment portfolio management and risk diversification.

Furthermore, Thai Credit is committed to offering alternative investment plans in the form of investment units or mutual funds with fair-dealing policies and procedures. The Bank emphasises suitability tests where customers can assess and choose their acceptable risk levels and desired returns in order for investment advisors to present suitable mutual funds primarily aligned with customers' investment goals.

Thai Credit acts as a selling agent to four asset management companies:

- One Asset Management Company Limited
- MFC Asset Management Public Company Limited
- Krungsri Asset Management Company Limited
- Krungthai Asset Management Public Company Limited

## 7. Bancassurance Products for Retail and Wealth Customers

As a financial institution and small retail bank, Thai Credit aims to promote the importance of insurance products, which enhances Thailand's economic stability and social security to dismiss concerns of unforeseen events that may jeopardise businesses or put their family in debt as well as benefit from putting aside portions of their income as savings to pay premiums on a regular basis in order to cultivate saving discipline and future financial planning such as retirement savings, children's scholarships, among others.

Therefore, the Bank gives importance to the selection of insurance plans that meet the demands of diverse individual and wealth customers, in terms of coverage and duration, to choose insurance products in accordance with their needs as follows:

### → Savings Life Insurance

allows customers to make financial plans to suit their needs and ensure stable income as a source of an inheritance to their descendants through savings return and coverage. In addition to the maximum tax deduction of 100,000 baht, the customer can choose to pay insurance premiums for 5 years and receive 12 years of coverage.

### → Pension Life Insurance

helps customers plan their finances after retirement, offering customers pensions at 60–85 years old. Premiums can be used for a maximum tax deduction of 200,000 baht, paying premiums for only 10 years and receiving coverage up to 85 years old.

### → Investment-linked life insurance

provides both life insurance and a positive or negative return on investment. Customers can also suspend premium payment or withdraw cash from the policy and still be insured if the remaining policy account outstanding suffices to deduction of various expenses under the policy terms.

### → Mortgage Reducing Term Assurance (MRTA)

Customers who apply for mortgage loans can purchase the Mortgage Reducing Term Assurance, which covers the case of death and total permanent disability in order to protect their families from any negative impact of unexpected events.

## DIGITAL PLATFORM



Thai Credit Retail Bank recognises the significance of providing financial services through digital channels to stay up to date with changing consumer behavior and government policies that strive for Thailand to become a digital society. Consequently, the Bank created the "alpha by Thai Credit" mobile banking application to facilitate and prioritise secure financial transactions in the digital era.

Thai Credit's mobile banking service maximises convenience for customers to easily perform financial transactions such as money transfers, bill payments, and cardless cash withdrawals at partnered banks as well as cash deposit and withdrawal options through banking agents (Counter Service).



# Important Events in 2022

01

February 7, 2022

Thai Credit announced an increase in “SME Loans Dare to Give” up to 35 million baht with 0% interest for three months to reiterate the Bank’s support for Micro SMEs in accordance with “Everyone Matters” after release of lockdown measures and signs of domestic economic recovery.

05



02

March 4, 2022

Mr. Kamolphu Phuredithsakul, Assistant Managing Director, Micro Finance Business and Lending Branch Management Group and representative of the Bank received the “Best Design Excellence Award” from Dr. Sethaput Suthiwartnarueput, Governor of the Bank of Thailand at “Money & Banking Awards 2021” at The Portal Lifestyle Complex, Impact Muang Thong Thani.

02



04



03

March 7, 2022

Mr. Kamolphu Phuredithsakul, Assistant Managing Director, Micro Finance Business and Lending Branch Management Group, participated in the 48th Savings Group for Production, Department of Community Development, Ministry of Interior at the Department of Community Development Chaloem Phrakiat Government Complex, Chaengwattana, whereby the Bank is part of the network that promotes financial discipline, savings, debt management, and increasing income through the Tangto Know-how financial literacy programme.

03



01



04

May 9, 2022

Mr. Veeravet Chaiyawan, Assistant Managing Director, Retail and Wealth Banking Group, presided over the opening of the Central World branch to access new customer markets located in the central business district to maximise convenience for customers to enjoy financial services alongside a variety of deposit products as the Bank continues to maintain leadership in high interest deposit products.

05

June 1, 2022

Mr. Roy Agustinus Gunara, Managing Director, and Mr. Veeravet Chaiyawan, Assistant Managing Director, Retail and Wealth Banking Group, presided over the “Reverse to Start” personal revolving loans, offering a minimum interest of 9.99% per annum for a maximum of 2 years and a loan limit of 2 million baht to refinance existing personal loan debts. The product targets salaried employees with regular income and good credit score.

10



## 08 September 6, 2022

Mr. Kamolphu Phuredithsakul, Assistant Managing Director, Micro Finance Business and Lending Branch Management Group, and Bank executives, led the Tangto Know-how programme for financial literacy training to community development officials and expand the target group in the "Kok Nong Na Model" development project in Ubon Ratchathani.

## 09 September 27, 2022

Mr. Kamolphu Phuredithsakul, Assistant Managing Director, Micro Finance Business and Lending Branch Management Group, and organisational representative, donated equipment to promote learning to Wat Sai School students in Bang Kho Laem District Office, Bangkok under the "Everyone Matters... Fulfill Dream of Small Schools" to support schools with limited budgets or shortage of educational equipment.

09



06



08



## 10 October 17, 2022

Prof. Kitipong Urapeepatanapong, Chairman, presided in the official opening of the EmQuartier branch, highlighting interactive screens and live screens under the concept of technology for the future, together with Mr. Winyou Chaiyawan, Chief Executive Officer, Mr. Roy Agustinus Gunara, Managing Director, Mr. Veeravet Chaiyawan, Assistant Managing Director, Retail and Wealth Banking Group, and honored guests on the 3rd Floor, The EmQuartier.

## 06 June 27, 2022

Mr. Natus Kittawaranon, Assistant Managing Director, Micro SME Business Group, presided over the "SME Dare to Give Standby OD" loan with maximum of 10 million baht as working capital and to enhance liquidity in business operations by using a cheque through current accounts to unlock business operation limitations and increase competitiveness for Micro SME businesses.

## 07 August 22, 2022

The Bank announced the uphold of the interest rate and launch a special campaign offering 0% interest for 3 months on "SME Dare to Give at Full SPEED" loans, with no collateral required to help SMEs gradually recover their businesses from economic challenges as a clear sign of the Bank's commitment to standby Micro SME businesses.



**11**  
October 26, 2022

Miss Krisana Aramkulchai, Director and representative, received a certificate of honour from Mr. Chonthee Youngtrong, Governor of Ubon Ratchathani as the Bank is committed to implementing financial literacy training programmes to promote and develop financial literacy under Tangto Know-how by sending speakers to convey financial literacy to members of "Kok Nong Na" as well as donate 100,000 baht to help Ubon Ratchathani flood victims.

**12**  
October 29, 2022

Mr. Veeravet Chaiyawan, Assistant Managing Director, Retail and Wealth Banking Group, presided over the launch of "The Way to Get Rich, Salaryman Edition" finance seminar by Money Coach page owner Jakkaphong Mesapan under the "Tangto Know-how" activity for savings and personal loan customers as well as the general public, to join the event.

**13**  
November 29, 2022

Miss Krisana Aramkulchai, Director, presented the 20,000 baht scholarship to Vocational Certificate and High Vocational Certificate students, winners of the "UTCC Accounting Competition 2022," organised by the Faculty of Accountancy, University of the Thai Chamber of Commerce at the Auditorium to promote knowledge and develop the quality of students.

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**14**  
December 9, 2022

Mr. Roy Agustinus Gunara, Managing Director, and Mr. Kamolphu Phuredithsakul, Assistant Managing Director, Micro Finance Business and Lending Branch Management Group, with Mr. Suwat Rerksujarit, Managing Director of Thai Health Insurance Public Company Limited, and organisational representatives, donated learning equipment and scholarships to Wat Don Chan School students in Chiang Mai under the 2nd "Everyone Matters... Fulfill Dream of Small Schools."



## STANDBY

First song composed to encourage small and micro business customers nationwide from the heart of Thai Credit

Thai Credit understands the hardships and recognises everyone's fighting spirit since the beginning of COVID-19 and its wide impacts on life and business operations of small and micro business customers. The Bank wants to encourage everyone to have the strength to keep going, which is the reason of the STANDBY campaign where the Bank invited Boyd Kosiyapong, a renowned songwriter in Thailand, to compose the song entitled "STANDBY," a music video and short movie which conveys the Bank's encouragement and determination to stand alongside small and micro business customers in tackling every obstacle and challenge as well as console every disheartened individual to rise up again. The song was sung by Pod-Thanachai Utchin and Ruckkiao Amratisha.

02



01



03



### 01 March 17, 2022

Mr. Winyou Chaiyawan, Chief Executive Officer, Mr. Roy Agustinus Gunara, Managing Director, and Mr. Natus Kittawaranon, Assistant Managing Director, Micro SME Business Group, presided over the press conference to launch the "STANDBY" campaign and announced outstanding performance resulting in Thai Credit became the fastest growing bank in Thailand over the past 5 years. Thanachai "Pod" Utchin, who came to convey the song "STANDBY" performed a mini-concert and joined a musical performance with the Bank's executives at Warehouse 30.

### 02 April 12, 2022

Mr. Winyou Chaiyawan, Chief Executive Officer, Mr. Roy Agustinus Gunara, Managing Director, and Mr. Natus Kittawaranon, Assistant Managing Director, Micro SME Business Group, revealed the origins and background of the "STANDBY" campaign.

### 03 May 12, 2022

The Bank released the "Standby Real Life Stories" short-video series based on real events of "SME Loans Dare to Give" customers to convey how bank and customers help each other during the times of crisis through interviews and short films simulating the situation. The series reinforces the Bank's position to STANDBY alongside customers in every situation.



# Brand DNA: Genetics of Success

Thai Credit personnel have displayed their strength, cooperation, and dedication to help Thais in every possible way to overcome the major crises in life and business amid challenges and uncertainties through the past year as well as encouraged Thais through quality products and the best possible service to support everyone in recovery and steady growth.

The Bank continuously generates strong operating results and financial status, taking pride in helping people to grow together as well as being a part of generating the country's economic stability, which is considered the highest reward for every employee.

In addition, the key to success lies in the Bank's efforts to integrate corporate culture, which adheres to our brand philosophy "Everyone Matters," to meet customer demands and improve the quality of life of all Thais, to achieve their respective goals.

The Bank continues to grow with belief in building genuine strength and sustainability, these must arise from within the organisation, we must focus on pursuing, cultivating, and enhancing skills and values for every personnel in all departments with the goal to create a universal working manner. The Bank also recognises the importance of promoting knowledge, capabilities, competence, and inspiration in offering solutions and excellent services for everyone equally.

Furthermore, the Bank aims to integrate our DNA into every personnel, who communicate our brand image directly to customers through positive attitude when delivering quality products and services as well as dedication to associate our brand with corporate culture and promote organisational integration for the purpose of robust competitiveness and strong organisational development to become the best retail bank in Thailand.

The brand DNA that all personnel adhere to consist of:



## Always Improving

"We always look for better ideas and ways to improve our bank. We constantly learn and seek better solutions to improve internal processes in order to deliver the best customer experience through our Products and Services at all Touch Points."



## One Direction

"We break silos and work cross-functionally as one team with one goal. We help each other work end-to-end to deliver customer value together under one bank's direction."



## Customer Passion

"We are passionate to constantly learn about our customers. We anticipate their needs and provide financial services with value proposition that suit them. We help fulfill their dreams. Their happiness and success are our pride."



## Never Mislead

"We are honest and trustworthy. We work with integrity both to our customers and fellow employees. We openly disclose the accurate information with transparency. We value the virtue and deny all kinds of fraud."



## Corporate Social Responsibility (CSR)

.....

The Thai Credit Retail Bank Public Company Limited recognises the importance of operating with social responsibility and being a part of continual support for economic and social development, particularly in enhancing financial literacy through Tangto Know-how. The Bank established the "Thai Credit Foundation" with establishment registration no. Kor Thor 3303 on September 30, 2022, to emphasise the financial literacy project's success, which received attention from many small and micro business customers, and expansion of pronounced social roles in various dimensions.

.....

The Thai Credit Foundation was established under the vision of developing and promoting social and economic well-being for small and micro business customers and underprivileged individuals in society with the belief in raising awareness and financial discipline as the foundation for improving quality of life and family stability, which can help reduce national-level issues such as household debt. The Foundation's main missions are as follows:

1. Provide financial literacy and skill training to small and micro business customers to make appropriate financial decisions.
2. Educate underprivileged individuals and small and micro business customers to avoid financial risks and traps from thieves and illegal loan sharks.
3. Support and promote financial literacy and skills for underprivileged children.
4. Assist communities and society on occasion and necessity.
5. Promote and support community development, art, culture, society, and the environment.
6. Avoid any political engagement.

Thai Credit Foundation adheres to the "Everyone Matters" philosophy, under the EMpower strategy as the core of the Foundation's operations to achieve its objectives.



## Financial Empowerment

The Bank provided financial literacy training to 118,555 small and micro business customers, the public, youths, and the underprivileged since 2017 whilst providing scholarships for poor children with excellent grades. The Bank organised continuous social activities over the past six years, which has led to the establishment of the Thai Credit Foundation for sustainable social action through major projects and details as follows:



### “Tangto Know-how” Project

The Bank recognises the importance of providing financial literacy training with the aim of driving small and micro business customers towards their full potential and developing the business skills, particularly market vendors who are the foundation of Thailand's economic development and the Bank's main customers. Thai Credit launched the “Smart Micro Customer” in 2017 under the vision of improving business quality and quality of life for microfinance customers and their families as well as to support the United Nations Sustainable Development Goals for equal and inclusive education and promote lifelong education for all.

In 2021, the Bank raised the quality and standards of training courses to ensure maximum efficiency by coordinating with the Faculty of Accounting, University of the Thai Chamber of Commerce, an education institution with expertise and in-depth knowledge on entrepreneurial development, to jointly develop and certify training course standards to pass on knowledge on business and finance to small and micro business customers under the “Tangto Know-how” financial literacy project.

The content in “Tangto Know-how” focuses on marketing and basic business management, digital bank, creation of distribution channels and sales stimulation, basic financial management, accounting for income and expenses, preparations for a loan, and efficient capital and profit management, as well as basic financial knowledge, which is an important tool for small and micro business customers for practical implementation to increase business potential, resolve issues, and build sustainable business growth.

In addition, participants will recognise their own potential and see their business opportunities, this will help to prepare small and micro business customers to grow their businesses into Micro SMEs in the future, and salarymen, who are eager to learn about personal finance management, to create stability and wealth which includes retirement preparations. Participants will also receive a certificate upon completion.

### Main Mission of “Tangto Know-how”

The “Tangto Know-how (Financial Edutainment)” is uniquely designed as a fun and easy to understand programme through the integration of knowledge to stimulate enthusiasm and participation with the aim of providing financial literacy and business skills, which can be applied in real-life situations to generate stability and sustainable growth.

**Objectives of “Tangto Know-how”:**

- 1. Promote financial literacy and skills for small and micro business customers and individuals who do not have access to financial literacy for equal and inclusive financial education.
- 2. Promote lifelong learning for all and provide knowledge to foster financial discipline.
- 3. Promote solutions to household debt problems, which is a nationwide problem that affects the overall economy of Thailand.
- 4. Develop society and communities to have equal education by providing financial literacy and skill training as well as occupation to generate stable income, improve quality of life, and create sustainable business growth.

**Trust from Government and Private Sectors**

“Tangto Know-how” is organised under the “Financial Edutainment” concept to make financial lessons entertaining, understandable, and practical. The target group has expanded from small and micro business customers, particularly market vendors, to full-time employees, part-time employees, freelancers, youth, university students, government officials, and community leaders in 2022.

The Bank is entrusted with providing financial literacy training to the public under the mission of the Department of Community Development, Ministry of Interior since 2020 with the aim of preparing a team to promote savings and develop financial literacy to the Master Community Fund Management Center board members, Saving Group for Production, Capital Development Office or district community development officers, provincial scholars responsible for community funding, developers, Saving Group for Production Credit school board members, and Women’s Role Development Fund in all 76 provinces across the country to ensure proper financial understanding, effective community capital management, and participate in promoting public savings for the community fund. There was a total of 2,797 participants in the project. The Bank participated in important activities in 2022 as follows:

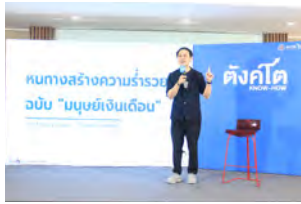


→ Organised financial literacy training to support the Community Development staffs’ meeting in Ubon Ratchathani to drive operational and expenditure policies in the fourth quarter of 2022 to provide knowledge and understanding of financial management to Ubon Ratchathani community development officials at all levels and households in the area of the Khok Nong Na model.



→ Organised on-site and online financial literacy training for students from leading institutions such as King Mongkut's University of Technology Thonburi, Phranakhon Si Ayutthaya Rajabhat University, and the University of the Thai Chamber of Commerce under “Tangto Know-how The Tutor,” focusing on financial literacy as well as implementation of the savings concept to real-life situations, invest in financial assets, and generation returns on savings in the currency and capital markets. The training also promotes personal financial management skills for university students as an important foundation before entering the working age.

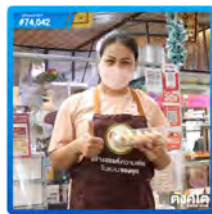




- Organised a finance seminar under “The Way to Get Rich, Salaryman Edition” by coach Jakkaphong Mesapan, Thailand’s top financial guru, about financial management for growth and wealth creation to interested individuals who can join the seminar and live broadcast via the “Tangto Know-How” Facebook Page.
- Organised financial literacy programmes under the “Tangto Know-how” project to small and micro business customers nationwide by converting all 265 lending branches into learning centers with 52,701 participants throughout the year.

### Tangto Know-how Participant Feedback

Tangto Know-how received a satisfaction rating of 83% from participants. Participants improved their financial discipline, personal financial management, debt management skills and owned gradual growing businesses



“I had never done my account before so I never knew where my money ended up but after the financial literacy training, I regularly arrange my finances and budget my income. If we could stick to this habit, it would improve our lives and business”

**Tipparat Kochapan, Bakery Owner at Tippagsorn Market, Bangkok**



“I had no knowledge about debt management before the training. I didn't know which debt to repay first in order to reduce the debt but after joining Tangto Know-how, I finally knew which debt I had to repay first to get rid of all my debt quicker”

**Jantana Pongpitsakda, Noodle shop owner, Soi Kingkaew, Samut Prakan**



“Normally, my family doesn't keep track of our income and expenses. We sometimes don't know where our money went. It was great after joining the training programme as I was able to apply the knowledge for my family, budget my investment, and record income and expenses so I was able to make further investments.”

**Yupin Sukson, Butter corn store owner, Thai Rungtip Market, Samut Prakan**



### Financial Literacy Training Through Social Media

The Bank organised financial and business management training through live broadcasts that are fun and informative to enhance financial literacy through “Success Story: Decoding Wealth Code,” “Tangto O-Cha,” “Finance Live: Simple Financial Training Tango to Style” in addition to the on-site and online Tangto Know-how financial literacy training. The Bank also reports micro business economic overviews that may affect small and micro business customers regularly on the “Tangto Know-how” Facebook Page.

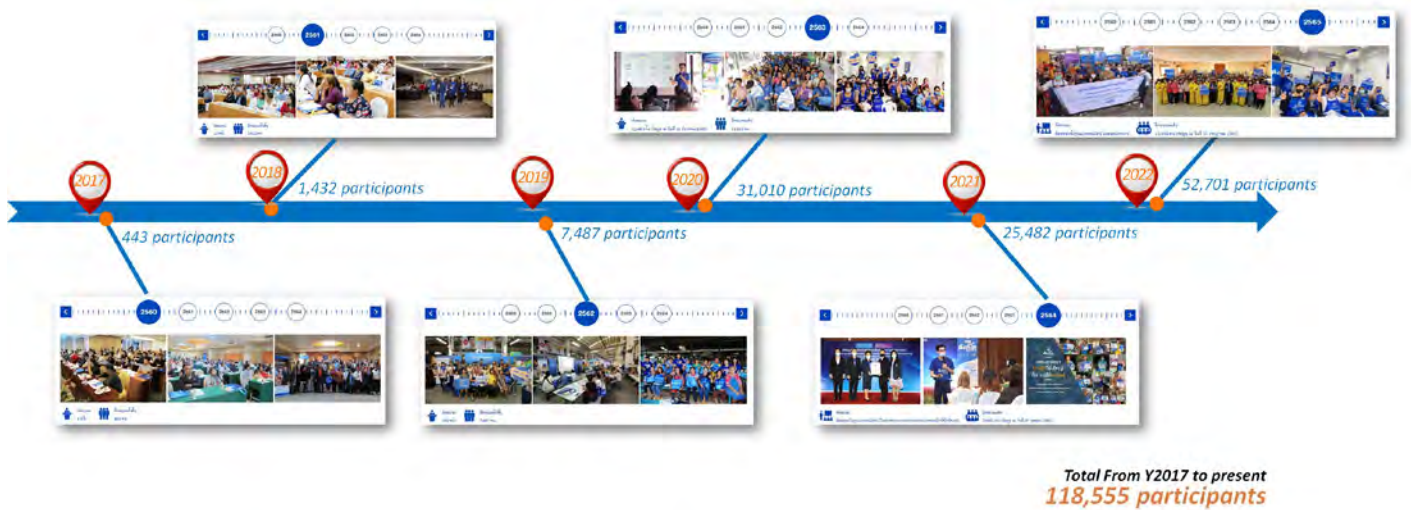


### Paper Ranger (Writing Notebooks for Children)

The Thai Credit Foundation together with Thai Credit Retail Bank volunteers organised “Paper Ranger: Writing Notebooks for Children,” to donate 20 second-hand computers, writing notebooks, and school supplies, which would be used for studying purposes, as well as design cards and greetings to students in Ban Mai School and Ban Rang Mook School, Nakhon Pathom. In addition, volunteers participated in financial literacy training for 6<sup>th</sup> grade primary school students to learn and comprehend the value of saving money.

## MILESTONES

### From Smart Micro Customer to “Tangto Know-how” Project



#### 2017

The project hosts basic financial literacy training programmes to cultivate financial discipline, basic accounting, and savings. The Bank held a total of six training sessions in six provinces with a total of 443 participants.

#### 2018

The Bank continued the Smart Micro Customer project with the addition of electronic financial transaction literacy such as accepting payments via QR Code and how to use PromptPay. In the project’s second year, the Bank held 12 training sessions in 11 provinces with a total of 1,432 participants.

#### 2019

Training sessions were held at the Bank’s lending branches for nationwide access with the addition of e-commerce. The Bank held 350 training sessions in 73 provinces nationwide with a total of 7,487 participants.

#### 2020

The Bank focused on in-depth details regarding cashless society and commerce in the disruption era such as online payment channels via the Micro Pay e-Wallet application. Thai Credit hosted a total of 1,068 training sessions in 73 provinces nationwide with a total of 31,010 participants.

#### 2021

The Bank, in joint development with the Faculty of Accounting, University of the Thai Chamber of Commerce and trusted by the Department of Community Development, transformed the “Smart Micro Customers” project into “Tangto Know-how,” organising training for 25,482 Thai citizens and enterprise employees.

#### 2022

The Bank reiterated the continued success of the financial literacy programme, which had 52,701 participants in 2022 and an accumulative of 118,555 participants in 6 years, by establishing the “Thai Credit Foundation” with the prioritisation of “EMpower.”

Simultaneously, the “Tangto Know-how” financial literacy programme by Thai Credit was entrusted to provide continuous financial literacy trainings and career promotion to increase income for personnel of the Department of Community Development, Ministry of Interior. The Bank also organised financial literacy training activities for university students nationwide under “Tangto The Tutor.”





# Management Discussion and Analysis

## Thailand Economy in 2022 and the Outlook for 2023

The Thai economy is predicted to grow by 3.2% in 2022, a recovery from the 1.5% growth seen in 2021. The tourism and private consumption sectors, which were major contributors to the Thai economy prior to the pandemic, are showing signs of recovery with the loosening of restrictions and reopening of borders. Private consumption are likely to rise to pre-pandemic levels; however, the global economic slowdown may affect the country's exports, yet will not detract from the overall recovery of the Thai economy.

It is anticipated that the Thai economy in 2023 will continue to grow in the 3.0%–4.0% range, recovering from 2022, with the tourism sector being the primary catalyst as tourists come back. Domestic demand is also projected to rise steadily, both in terms of consumption and investment, while the agricultural sector is continuing to perform well. Nevertheless, economic recovery is still vulnerable to international economic fluctuations and slowdowns, which can have a detrimental effect on Thai exports even if domestic activity is improving.

Overall, the commercial banking industry in Thailand has seen significant improvements in 2022 due to the economic recovery during the year 2022. Commercial banks have been able to manage credit quality and assist customers, while also keeping a close eye on loans among more vulnerable groups, which has resulted in a steady improvement in the quality of the commercial banking services. Looking forward to 2023, it is expected that the bank performance is improving from the previous year due to the expansion of loan portfolios and the banks also maintains a high level of loan quality management through measures such as debt restructuring and other measures as well as monitoring vulnerable customers closely.

**Source:** Office of the National Economic and Social Development Council, November 21, 2022

## Thailand Economic Outlook 2022–2023<sup>1</sup>

	Actual Data		Projection		
	2020	2021	2022		2023
			As of Aug 15, 2022	As of Nov 21, 2022	As of Nov 21, 2022
GDP (at current prices: billion baht)	15,636.9	16,178.7	17,634.8	17,634.8	18,781.1
GDP Per Capita (baht per year)	224,962.4	232,160.1	252,464.9	252,928.1	268,144.2
GDP (at current prices: billion USD)	499.7	505.6	503.9	500.5	521.7
GDP Per Capita (USD per year)	7,189.6	7,255.0	7,213.3	7,165.1	7,448.4
GDP Growth (CVM, %)	-6.2	1.5	2.7 - 3.2	3.2	3.0 - 4.0
Investment (CVM, %) <sup>2/</sup>	-4.8	3.4	2.8	2.6	2.5
Private (CVM, %)	-8.2	3.2	3.1	3.9	2.6
Public (CVM, %)	5.1	3.8	2.0	-0.7	2.4
Private Consumption (CVM, %)	-1.0	0.3	4.4	5.4	3.0
Government Consumption (CVM, %)	1.4	3.2	-0.2	-0.2	-0.1
Export Volume of Goods & Services (%)	-19.7	10.4	9.0	8.2	8.5
Export Value of Goods (billion USD)	227.0	270.6	291.8	290.9	293.8
Growth Rate (%) <sup>3/</sup>	-6.5	19.2	7.9	7.5	1.0
Growth Rate (volume, %) <sup>3/</sup>	-5.8	15.5	3.4	3.2	1.0
Import Volume of Goods & Services (%)	-14.1	17.9	5.6	6.8	3.6
Import Value of Goods (billion USD)	186.1	230.7	259.3	271.8	276.1
Growth Rate (%) <sup>3/</sup>	-13.8	23.9	12.4	17.8	1.6
Growth Rate (volume, %) <sup>3/</sup>	-10.5	17.9	3.4	5.3	2.6
Trade Balance (billion USD)	40.9	39.9	32.6	19.1	17.7
Current Account Balance (billion USD)	21.2	-11.0	-8.0	-18.2	5.6
Current Account to GDP (%)	4.2	-2.2	-1.6	-3.6	1.1
Inflation (%)					
CPI	-0.8	1.2	6.3 - 6.8	6.3	2.5 - 3.5
GDP Deflator	-1.3	1.9	5.8 - 6.3	5.8	2.5 - 3.5

**Source:** Office of the National Economic and Social Development Council as of November 21, 2022

**Remarks:** <sup>1/</sup> Data were calculated based on new National Accounts Office's series, published on [www.nesdc.go.th](http://www.nesdc.go.th).

<sup>2/</sup> Investment means Gross Fixed Capital Formation.

<sup>3/</sup> Export and import are based on the Bank of Thailand's data.

## Analysis of Performance and Financial Status

### Financial Status and Performance in 2022

The Bank has seen steady and robust growth by providing capital and liquidity to help customers expand their businesses whilst improving operational processes by investing in a modern digital infrastructure, which has helped reduce costs and create synergies within the organisation.

In 2022, the Bank's consolidated net profit was 2,353 million baht, a 21.6% increase of 418 million baht from 2021, due to growth in core loan products and effective cost management.

Statements of Profit or Loss	Consolidated Financial Statement		
	2022	2021	Change %
Unit: Million Baht			
Interest Income	12,685	9,801	29.4%
Interest Expenses	1,632	1,307	24.9%
<b>Net Interest Income</b>	<b>11,053</b>	<b>8,494</b>	<b>30.1%</b>
Non-Interest Income	179	248	-27.8%
<b>Total Operating Income</b>	<b>11,232</b>	<b>8,742</b>	<b>28.5%</b>
Total Other Operating Expenses	4,436	3,698	20.0%
Expected Credit Loss	3,836	2,611	46.9%
<b>Profit from Operations Before Income Tax</b>	<b>2,960</b>	<b>2,433</b>	<b>21.7%</b>
Income Tax	607	498	21.9%
<b>Profit for the Year</b>	<b>2,353</b>	<b>1,935</b>	<b>21.6%</b>

## Net Interest Income

Net Interest Income	Consolidated Financial Statement		
	2022	2021	Change %
Unit: Million Baht			
<b>Interest Income</b>	<b>12,685</b>	<b>9,801</b>	<b>29.4%</b>
Loans to Customers	12,586	9,747	29.1%
Interbank and Money Market Items	72	39	84.6%
Investments in Debt Securities	27	15	80.0%
<b>Interest Expenses</b>	<b>1,632</b>	<b>1,307</b>	<b>24.9%</b>
Deposits	1,308	1,063	23.0%
Contribution to Deposit Protection Agency and BoT	241	191	26.2%
Others	83	53	56.6%
<b>Net Interest Income</b>	<b>11,053</b>	<b>8,494</b>	<b>30.1%</b>

For 2022, the Bank's net interest income amounted to 11,053 million baht, an increase of 30.1% from 8,494 million baht in 2021, reflecting the growth in loan activity.

## Other Operating Expenses

Other Operating Expenses	Consolidated Financial Statement		
	2022	2021	Change %
Unit: Million Baht			
Employee Expenses	3,040	2,592	17.3%
Directors' Remuneration	17	15	13.3%
Premises and Equipment Expenses	603	520	16.0%
Taxes and Duties	411	304	35.2%
Others	365	267	36.7%
<b>Total Other Operating Expenses</b>	<b>4,436</b>	<b>3,698</b>	<b>20.0%</b>
<b>Cost to Income Ratio (%)</b>	<b>39.5%</b>	<b>42.3%</b>	

Operating expenses rose by 20% year-on-year to 4,436 million baht in 2022, largely due to a 17.3% increase in employee expenses from the previous year. The cost-to-income ratio was 39.5%, down from 42.3% the year before, owing to effective and efficient expenditure management.



## Expected Credit Loss

### Expected Credit Loss

Unit: Million Baht

	Consolidated Financial Statement		
	2022	2021	Change %
Expected Credit Loss	3,836	2,611	46.9%
<b>Total</b>	<b>3,836</b>	<b>2,611</b>	<b>46.9%</b>

In 2022, the Bank allocated a total of 3,836 million baht for expected credit losses—a 46.9% increase from the prior year—in accordance with prudent risk management policy.

### Statements of Financial Position

Unit: Million Baht

	Consolidated Financial Statement		
	December 31, 2022	December 31, 2021	Change %
Cash, Interbank, and Money Market Items, Net	19,689	11,413	72.5%
Investments, Net	2,923	5,696	-48.7%
Loan to Customers and Accrued Interest Receivables, Net	117,457	95,513	23.0%
Properties for Sale, Net	771	342	125.4%
Premises and Equipment, Net	1,002	1,221	-17.9%
Deferred Tax Assets	412	336	22.6%
Other Assets, Net	935	812	15.1%
<b>Total Assets</b>	<b>143,189</b>	<b>115,333</b>	<b>24.2%</b>
Deposits	113,444	88,515	28.2%
Interbank and Money Market Items	11,398	12,738	-10.5%
Debt Issued and Borrowings	890	870	2.3%
Other Liabilities	3,076	2,747	12.0%
<b>Total Liabilities</b>	<b>128,808</b>	<b>104,870</b>	<b>22.8%</b>
Issued and Paid-Up Share Capital	5,823	5,000	16.5%
Premium on Share Capital	768	-	N/A
Retained Earnings	7,500	5,138	46.0%
Others	290	325	-10.8%
<b>Total Equity</b>	<b>14,381</b>	<b>10,463</b>	<b>37.4%</b>
<b>Total Liabilities and Equity</b>	<b>143,189</b>	<b>115,333</b>	<b>24.2%</b>

As of December 31, 2022, the Bank's total assets reached 143,189 million baht, an increase of 24.2% from the previous year driven by business growth. Details are as follows.

**Loans to Customers**

As of December 31, 2022, the Bank's loan portfolio amount was 117,457 million baht, an increase of 21,944 million baht or 23.0% from 95,513 million baht at the end of December 2021 with Micro SME Loans, Micro Finance, and Home for Cash being the key contributors to the notable growth.

**Liabilities and Equity**

As of December 31, 2022, the Bank had total liabilities of 128,808 million baht, an increase of 23,938 million baht or 22.8% from 104,870 million baht in 2021, mainly from an increase in deposits of 24,929 million baht.

As of December 31, 2022, the Bank's shareholders' equity was 14,381 million baht, an increase from 10,463 million baht in 2021 by 3,918 million baht or equivalent to an increase of 37.4%, resulting mainly from capital increase and net profit of the year 2022.

The Bank's book value per share at the end of 2022 was 24.70 baht (582 million ordinary shares as of December 31, 2022), increased from 20.93 baht at the end of 2021.

**Deposits**

As of December 31, 2022, the Bank had deposits of 113,444 million baht, an increase of 28.2% from 2021.

**Capital Adequacy Ratio**

The Bank's capital adequacy ratio as of December 31, 2022 was strong at 15.17%, comprising 14.13% Tier 1 capital and 1.04% Tier 2 capital.

**Non-Performing Assets**

The Bank's NPLs was at 3.90% of the total loans as of December 2022, compared with 2.86% at the end of 2021. Loan loss coverage ratio for 2022 was 177.35%, compared with 199.76% at the end of 2021.



# Risk Management and Risk Factors

## 1. Overview of Risk Management

Geopolitical risks, such as the protracted conflict in Russia and Ukraine, had significant impact on the global and Thai economies in 2022. Russia's blockades and interference in trade, energy, payment systems, and capital flows have caused inflation to surge, consumer spending to decrease, and interest rates to rise. Moreover, supply shortages, especially in energy and commodities, are expected to be more severe due to Russia and Ukraine's status as some of the world's top exporters.

Even though Thailand has implemented a widespread lockdown to address the COVID-19 epidemic, new virus strains continue to mutate, and the Thai economy is still impacted by containment policies. This is especially true in the tourism and export sectors, which have been negatively affected due to the Zero Covid policy in China, however, with policy easing and the increased distribution of vaccines, these sectors are gradually recovering.

The Bank of Thailand concluded that the Thai economy has rebounded from its lowest point in 2021, as the COVID-19 situation has improved around the world, allowing for an influx of foreign and domestic tourists, which resulted in an impressive increase in GDP growth during the second quarter of 2022, with projections of between 2.5% and 3.5% growth, an impressive turnaround from the -6.2% shrinkage in 2020, and the 1.6% growth rate from 2021.

The Thai economic recovery remains fragile and highly uncertain, with rapid inflation causing a significant depreciation of the baht versus the US dollar. It is important to monitor household debt levels to maintain domestic consumption levels. In order to stimulate the economy, the country needs to promote tourism from domestic and foreign long stay tourists, increase export opportunities to new markets, and drive private investment in special economic zones such as the EEC. Money and capital markets must also be closely monitored and managed to reduce risks.

In light of the current global economic situation and Thailand's still volatile economy, the Bank has adopted a more conservative approach to granting new loans and has introduced measures to help customers from all groups. These measures include the issuance of products such as revolving loan for business operations, the suspension of repayment of principal and interest, and the extension of installment periods to reduce the potential for bad debt in the future. The Bank of Thailand has since ended its assistance measures, but the Bank still aids specific customers in the group that may still be facing difficulties.

The Bank places a great emphasis on the development of 2nd Line of Defence systems, procedures, and structures, particularly in terms of loan quality control, risk management policies, credit policy enhancement, and the Cyber Resilience Framework in accordance with international standards.

The Bank's risk oversight plans remain focus on the appropriate development and enhancement of various risk management systems, encompassing all relevant aspects of the business plan. It also seeks to address the challenges of loan quality and provisioning readiness by formulating effective management strategies and creating an organisation within a comprehensive risk management group. The Risk Oversight Committee and Risk Management Committee will ensure good governance principles and a risk monitoring system are adhered to, while also providing management tools and processes to ensure appropriate risk management.

Thai Credit's risk management comprises of four key processes:

- 1. Risk Identification:** Overall, the Bank faces eight types of risk—strategic risks including credit risks, liquidity risks, price risks, operational risks, risks related to the policies and regulations of the authorities, risks from economic uncertainty, and cyber security risks.
- 2. Risk Measurement:** Methods and tools used for measuring risk must be of high quality and sufficient in quantity.
- 3. Risk Monitoring and Control:** The Bank controls risks by determining proper “risk tolerance” that conforms to the Bank's operational strategies. In addition, the Bank sets “triggers” to raise an alarm when predetermined target risk levels are reached to manage risks in a timely manner.
- 4. Risk Reporting:** This is conducted on a regular basis. The Bank's risk reporting is in a form of a “dashboard” that provides not only detailed data for the operational level but also comprehensive summary for the executive level.

## **2. Risk Management Structure**

The key principle for risk management is setting accountable and effective structures for the organisation, the Board of Directors, and various committees with the purpose of driving the Bank towards continuous growth and generating long term stable returns. The authority and responsibility of each committee is defined below:

### **Board of Directors**

The Board of Directors is responsible for considering and approving the Bank's policy, operational framework, and risk management standards as well as determining the scope and framework for risk management systems and procedures to ensure they meet the standards set by the Bank of Thailand.

### **Risk Oversight Committee**

The Risk Oversight Committee is responsible for advising the Board of Directors about the Bank's risk oversight framework as well as compile risk status reports, ensure high-level executives adhere to risk management policies and strategies, including acceptable risk levels. The panel must also revise and review the adequacy and effectiveness of the overall risk management policy and strategy as well as ensure that the Bank's risk management covers every type of risk including emerging risks.

### **Risk Management Committee**

The panel is in charge of developing and overseeing the Bank's risk management policy and programme to ensure alignment between the risk management strategy and the operational strategy. The committee also develops frameworks for operations, identification, evaluation, controlling, and monitoring risk levels. In addition, it annually reviews and provides comments on all the Bank's policies before proposing them to the Board of Directors for approval.

Furthermore, the panel monitors other sub-committees, for example, the Loan Approval Committee and the Collateral Committee.

### **Asset and Liability Management Committee**

This committee is responsible for managing risks caused by interest rate fluctuations, liquidity issues as well as the use of excess liquidity in the most profitable way. Moreover, the panel supervises the pricing committee to minimise risks related to price.

### **Audit Committee**

The committee is responsible for examining the effectiveness of the Bank's risk management, internal control, internal audit, operational processes, and financial reports. This is to ensure that the Bank's operations and management meet the banking standards and comply with regulations governing financial institutions.

### **Executive Committee**

The panel is responsible for overseeing and managing risks according to the Bank's policy, strategies, work plans, and regulations. For example, the committee is authorised by the Board of Directors to approve expenses and operational decisions. The committee is responsible for providing suggestions related to risk management policies before proceeding to seek for the Board's approval.



### **3. Risk Management and Key Risk Factors**

#### **Strategic Risk**

Strategic risks are caused by the strategic and operational plans that are poorly executed or fail to respond to changes from internal and external factors which negatively affect the Bank's profitability, capital, operations, and the well-being of the Bank's financial businesses.

The framework of strategic risk management comprises of: 1) Short term and long term strategic planning, 2) Monitoring the Bank's performance against its business plan, 3) Overall assessment which considers both internal and external factors, and 4) Adjusting the strategic plan to current situations in order to keep pace with the turnover and the latest situation as well as to report risk management strategies to senior management and related committees in an effort to build confidence that various operations are proceeding in accordance with the strategic plan that has been laid out.

#### **Credit Risk**

A risk caused by customers or partners failing to meet debt obligation, either due to their financial problem or intentionally defaulting, resulting in the Bank's incurred loss. Credit risk can occur with all types of financial products; both on balance sheet products such as loans, overdrafts, or bills of exchange; and off-balance sheet products such as letters of guarantee.

Key principles for credit risk management include:

- Create check and balance mechanisms in the loan process by clearly separating the marketing, risk analysis, and loan approval functions
- Set risk-based authority according to the risk level of the product and credit skills
- Set standards and underwriting criteria to be used under the product programme framework covering the qualification of target customers, conditions, loan limits, collateral, and so on
- Create collateral policy guidelines, categorising assets for guaranteeing loans, collateral liquidity, and appropriate rates for accepting collateral

#### **Credit Risk – Risk Dashboard**

The Bank has become more cautious in granting new loans and has implemented measures to help all groups of customers considering the volatile global and Thai economies such as the introduction of revolving loan for business operations, the suspension of repayment of principal and interest, and extending the installment period, in order to reduce bad debt issues in the future. Moreover, the Bank has been closely monitoring customers even after the expiration of the assistance measures as per the Bank of Thailand's policy. Nonetheless, the Bank continues to provide assistance to specific customers in those groups who are still facing difficulties.

In 2023, the Bank is emphasising the development of credit risk management plans to support the business. This plan focuses on enhancing loan quality and managing debt that does not create revenue, while providing adequate measures for all customer groups. Furthermore, the Bank is monitoring customers closely, including assessing cash flow to adequately match the risk of each product, in accordance with Thai Financial Reporting Standards TFRS9.

In addition to the Bank's strategic plan last year that focused on lending to small and micro business customers with smaller loan limits in order to diversify risk through credit risk management plans tailored to different customer groups, the Bank has formulated a strategy to expand personal loans under the supervision of the Bank of Thailand.

Micro SMEs are often faced with difficulty in obtaining loans due to their high risk. The Bank employs a range of risk diversification strategies to manage this credit risk, such as granting small credit lines and selecting customers carefully. Bank also implements credit policies and rigorous analytical approaches to evaluate customer credit worthiness as well as utilising the data from the National Credit Information Company and Bureau Score to help assess credit risk whilst using credit guarantees from Thai Credit Guarantee Corporation (TCG) as an additional tool to manage credit risk.

The Bank focuses on providing loans to small and micro business customers in the form of both Nano Finance and Micro Finance. The Bank has developed work systems, operational processes, and credit parameters related to credit information and policies to ensure effective risk management. The Bank is planning to employ self-learning technology or machine learning to further enhance the selection process, help select customers more efficiently, and to better manage non-performing loans.

Risk management includes the implementation of a dashboard system to monitor and control loan quality from the central level to the branch level. Targets are set for each branch, and in the event that the goals are not met, each branch is required to develop a management plan, which may include halting loan granting until the loan quality is within the target and developing debt collection methods to improve the loan quality.

The Bank will prioritise providing loans to employees with regular income and use the customer's Bureau Score as a risk screening tool to effectively manage risk associated with personal loans. Additionally, we will develop a credit work system to serve as the primary risk control tool in conjunction with credit analysis personnel.

Credit risk management is focused on supporting the Bank's operational plan while keeping the risk levels within acceptable limits through process, tools, monitoring, and risk reporting. The strategies are as follows:

- Develop credit risk management guidelines to cover new products of the Bank
- Develop, improve, and review of credit policies, operational guidelines, loan approval authority, and related regulations to be in line with the Bank's business policy and regulatory requirements
- Develop new tools such as the existing SLL system to support new transactions and new customers, Credit Scoring Model through machine learning technology, C-Score Model, Customer Exposure Limit and Pacing Period Rules, Robot Framework for automated testing, and TCG User-friendly End-to-end Process in both operation and analysis
- Improve Annual Credit Review preparation through Batch Processing by Portfolio Level for risk management of new products and supporting credit extension projects for existing customers such as trade finance products, top-up programmes, or soft Loans
- Develop an Early Warning system to support improvement of the Bank's loan projects to increase business opportunities while maintaining acceptable risk level
- Improve the Expected Credit Loss model to be up to date in line with financial reporting standards that may change
- Develop modern presentation methods for improved credit risk monitoring and reporting, including Credit Risk Dashboard, Credit Risk Management Report, and Business Intelligence tools to provide support information to executives and relevant external agencies, enabling effective loan portfolio management planning
- Improve stress testing to assess the impact on the sufficiency of provision for doubtful accounts and use it as a tool to plan capital adequacy and enhance the Bank's operations

### **Liquidity Risk**

Liquidity risk occurs when the Bank is unable to meet scheduled liability requirements as a result of an inability to liquidate assets into cash, raise adequate funds, or secure funding at proper pricing. This risk has an impact on the Bank's profitability and capital, both at present and in the future.

The Bank has already complied with the new regulatory guidelines on Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) to manage the liquidity risk. In addition, the Bank continues to generate liquidity risk dashboards that identify risk indicators and trigger points used in liquidity monitoring. Each risk indicator comes with an action plan that must be followed when trigger points are tripped.

The Bank also identifies the early warning and risk limit to signal an impending liquidity crisis by defining liquidity risk limits that cover both behavioral and stress scenarios. This can reflect market status and ensure timely response to an unexpected change or crisis.

The Bank developed management action triggers and an early warning system for the Asset and Liability Management Committee (ALCO), the Risk Management Committee, and the Executive Committee, whom will be presented with a regular report to deal with any liquidity problems. Additionally, an Action Plan will be prepared for executives and related committees to consider controlling liquidity risk to keep up with changing events.

The Bank continues to prioritise investing in high quality, liquid assets such as government bonds, while also pursuing suitable diversification in its investments.

The Bank has implemented a Contingency Funding Plan to be used in the event of a liquidity crisis or an unprecedented crisis, which outlines procedures and increases management efficiency and considers potential scenarios such as the withdrawal of deposits from different levels and provides methods to address any liquidity issues that may arise. Furthermore, the plan provides comprehensive instruction and identifies responsible parties in case of emergency.

At least once a year, the Bank simulates a crisis situation and practices and evaluates the liquidity contingency plan to guarantee that the plan can be properly executed.

### **Market Risk**

Market risk is caused by changes in exchange rates, interest rates, and fluctuations in the prices of Capital Market Instruments, leading to adverse consequences for the Bank's income and capital. As a retail bank, the Bank is exposed to market risks from trading book transactions due to relatively low fluctuations in interest rates and instrument prices as the Bank has no policy regarding trading account transactions. In addition, the Bank's loans and deposits have appropriate maturity distributions with the majority of investments in government or state enterprise bonds in order to maintain liquidity in compliance to the law and good management.

Nevertheless, to manage market risks, the Bank created the policies for financial transactions and liquidity risk management. The Board of Directors, the Assets and Liabilities Management Committee (ALCO), and the Risk Management Committee are responsible for making policies, managing market risks, and reviewing the monthly dashboards. Risk tolerance limits and the early warning systems are utilised to manage market risks.

Furthermore, the Bank conducts a repricing gap analysis to monitor interest rate risks and to evaluate net interest income sensitivity within the next 12 months based on a given 1% – 2% interest rate change. Furthermore, the Bank created a model to demonstrate different interest rate changes in order to maintain the stability of net interest in all cases.

The Bank's exposure to fluctuations in exchange rates can have a detrimental effect on both on- and off-balance sheet foreign currency positions and earnings. Transactions involving foreign currencies or assets or liabilities denominated in foreign currencies may further increase this risk.

The Bank has hedged the exchange rate risk by setting a limit for accepting foreign exchange risk, which considers both Value-at-Risk and Net Open Position, Intraday Limit, and Management Action Trigger Loss calculations.

## Operational Risk

The Bank acknowledges the necessity of managing operational risk to protect against any potential threats that could impact its business operations. Furthermore, the Bank requires risk management to be implemented to support its business expansion plan.

- Information Technology Risk Management (IT Risk Management) is an important consideration for the Bank as it seeks to expand business using technology to improve customer access to financial services. This includes the development of digital service channels such as Mobile Banking, which allows customers to conduct financial transactions via their mobile phones, as well as the creation of credit service channels that enable customers to access loans quickly via e-Wallets. Additionally, the Bank is developing a new loan platform to reach a broader range of customer groups.

The Bank emphasises the importance of IT Risk Management to ensure confidentiality, integrity, and availability of its systems. To this end, the Bank promotes IT Risk Awareness amongst personnel and system users and strives to create a culture of IT Risk awareness to maintain business continuity. The Bank takes all necessary steps to stay secure and prepares for any potential IT risks and cyber resilience management

- Fraud risk management associated with products and services, including analysis of new products, assessment of risks, and implementation of appropriate risk controls to an acceptable level, in order to build customer confidence
- Risk management from legal changes such as Data Risk Management and management of personal data in accordance with the Personal Data Protection Act, and market conduct for fair customer service
- Risk management from using the services of business partners, including banking agents, outsourcing service providers, and cooperation with business alliances in other ways which may have connected information technology systems with the Bank or companies in the financial business group, whereby the Bank and companies in the financial business group are responsible for customers together and give importance to business operations and customer service continuity, such as risk management, including security in transactions and Customer Data Protection. The Bank also uses services from business partners to ensure appropriate and effective risk management and internal control in accordance with the specified criteria or guidelines
- Business continuity management, including cyber threats, to cope with crises or emergency events; preparation of a Business Continuity Plan (BCP) with strategies, business plans, and overall risk management; testing and review of the plan regularly to ensure implementation and continuation of business

The Bank established a working group responsible for collaborating with consultants who possess direct knowledge and expertise in operational risk management. The purpose of this group is to develop an organisational culture that emphasises the importance of operational risk management and aims to improve the efficiency of various work processes to ensure that all departments and employees understand the need for risk management, through the promotion of Risk Awareness among the Risk Owners.

The Bank places great emphasis on developing personnel to have the necessary knowledge and skills for operational risk management, with Operational Risk Specialists (ORS) and BCP Coordinators (BCP Co) to promote sustainable operational risk management as well as encourage the risk management team to attend academic seminars, internal and external training to increase knowledge, develop, and improve various tools used in risk management for enhanced efficiency.



### **Compliance Risk**

Compliance risk is the risk that results from not adhering to the law, regulations, standards, and practices applicable to the Bank's various transactions, which could result in financial damage, defamation, or subjected to government interference.

The Bank is responsible for complying with government regulations, Financial Institute Act, the Bank of Thailand's notifications and circular letters, the laws and regulations of the Securities Exchange of Thailand, the Anti-Money Laundering Act, and other relevant regulations.

The Bank's Compliance Department is responsible for providing suggestions and clarifications on related regulation and laws as well as developing a compliance risk management system, which includes identifying and assessing risks and reviewing operations for compliance with rules. The Compliance Department regularly reports to the executives and the Risk Oversight Committee.

### **Economy Risk**

The Thai economy remains in a fragile and uncertain state of recovery due to rapidly rising inflation and a sharp depreciation of the baht against the U.S. dollar, requiring the overcoming of both internal and external economic factors. The key factors to ensure a successful recovery must be closely monitored: (1) maintaining appropriate levels of domestic consumption to avoid household debt, (2) promoting long stay tourism to both domestic and international tourists, (3) encouraging exports to new markets, (4) driving private investment in targeted industries in the Special Economic Zones, and (5) monitoring, controlling, and managing money and capital market risks.

Simultaneously, the Bank is taking a cautious approach towards granting new loans due to the current volatile global and Thai economies. The Bank has launched products to enhance liquidity and improve debt restructuring to help customers in all segments, such as revolving loan for business operations, suspension of repayment of principal and interest, and extending the installment period to reduce future bad debt problems. Moreover, the Bank has closely monitored customers and provided assistance to specific customers in the group who are still facing difficulties even after the Bank of Thailand's policy-related assistance measures have ended.

### **Cyber Risk**

Cyber security risk comes with technology advancement that can be utilised anywhere and anytime through various and complicated but unlimited networking methods such as mobile applications and omni-channel. When there are more channels available for access, the number of gaps and cyber threats naturally increases.

The Bank implemented the Cyber Resilience Management Framework into the system as suggested by the Bank of Thailand for such risk supervision, with details as follows:

1. Governance: monitor cyber risks including oversight of compliance with applicable laws and regulations to create risk awareness.
2. Risk Identification: monitor hardware, software, and database to assess risks at any moment even in the case of end of life or end of support as well as provide risk management guidelines, review, monitor, and report risks adequately and appropriately according to the risk level.
3. Protect & Detection: monitor and examine the architecture, tools, audits in programme development or change management prior to implementation of a new technology or tool as well as detect abnormal behavior and signal warnings.
4. Response & Recovery: Prepare, respond, and train for cyber incidents in order to effectively handle the situation.
5. Third Party Management: Expand the Cyber Resilience Framework to include a third party or critical systems to prevent intrusion from a concise connection.

#### 4. Capital Maintenance

The Bank places great emphasis on risk and capital management through consistent evaluation of the adequacy of funds under different scenarios, both in normal and during times of crisis, to support planning and operations for capital equities as appropriate. This includes provision of adequate funds to facilitate business strategies and develop the business in compliance with the regulations of the authorities.

The Bank's capital equity management process is consistent with the strategic and business plan as well as the process in assessing, monitoring, and reporting the adequacy of capital equities regularly to the committee in order to effectively and efficiently manage capital funds.

**Table 1: Capital and CRAR**

Million Baht	December 31, 2022	December 31, 2021
Capital Equity Tier 1	13,638.34	9,745.25
Capital Equity Tier 2	1,003.25	836.91
Total Capital Equity	14,641.59	10,582.16
CRAR (%)	15.17	13.32

According to the Basel III regulatory framework, the Bank of Thailand stipulates that Thai Credit Retail Bank must comply with Basel III Pillar 1 to accommodate the three types of risk-weighted assets: credit risk, market risk, and operational risks. The framework states that banks must maintain a minimum Capital to Risk Assets Ratio (CRAR) of 8.5% and a conservation buffer of 2.5%, totaling 11%. As of December 31, 2022, the Bank has a CRAR of 15.17%, turning up higher than the minimum ratio set by the Bank of Thailand.

The Bank additionally strengthens its financial status through its management overlay policy to cope with situations affecting the Thai economy, including the COVID-19 pandemic in addition to the reserve funds according to the Expected Credit Loss Model. As of December 31, 2022, holds an additional or excess reserve of 1,721.7 million baht.

**Table 2: Minimum Reserve and General Reserve**

(Million Baht)	December 31, 2022	December 31, 2021
Regulated Reserve	6,746.8	4,338.6
Excess Reserve	1,721.7	1,339.7
Total Reserve	8,468.5	5,678.3



# Report of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee (NRC) of the Thai Credit Retail Bank Public Company Limited, appointed by the Board of Directors and comprised of three directors: Mr. Stephen Tirador Briones (Independent Director) as Chairman, Mr. Supachai Sukhanindr (Independent Director), and Mr. Gaurav Malik (Non-authorized Director), supports the operations of the Bank's Board of Directors in accordance with the Bank of Thailand, law, and related regulations.

The NRC held a total of eight meetings in 2022 and performed duties and responsibilities with independence and transparency in accordance with the principles of good corporate governance. The NRC's duties and responsibilities are as follows:

## Nomination

1. Examine and appoint new members of the Bank's Board of Directors in replacement for members who have completed their term before requesting approval from the Board of Directors prior to the approval from the Bank of Thailand.
2. Examine, propose, and appoint suitable candidates as members of the Board of Directors to replace vacant positions to the Board of Directors and the Bank of Thailand for approval.
3. Examine and appoint suitable candidates based on their qualifications, education, experience, and skill for management-level positions, assistant managing director-level positions, or other titles of equivalent level

as well as evaluate appropriate remuneration in accordance with the duties assigned whilst considering the standard remuneration rates in the industry.

## Remuneration

1. Review remuneration rates for the Board of Directors and subcommittees based on duties and responsibilities, performance, and the Bank's financial status, whilst adhering to the principles of good corporate governance, prior to proposing to the Board of Directors and shareholders for approval.
2. Review employee's bonus payment for 2021 (which was paid in 2022) based on corporate KPIs before requesting approval from the Board of Directors.
3. Determine appropriate remuneration for the Chief Executive Officer, Managing Director, and Authorised Directors in accordance with their duties and responsibilities in 2021 (which was paid in 2022) prior to requesting approval from the Board of Directors.

## Others

- Examine, review, and offer recommendations for organisational restructuring in accordance with the Bank's corporate strategy.
- Examine and screen the Bank's directors to serve as members of various committees of the Bank.

**Mr. Stephen Tirador Briones**

Chairman of the Nomination and Remuneration Committee



# Shareholding Structure

## Ordinary Shares

The Bank registered capital shares of 6,598,166,660 baht, divided into 659,816,666 ordinary shares with a par value of 10 baht and paid-up capital shares of 5,822,916,660 baht divided into 582,291,666 ordinary shares, as of December 31, 2022.

## Subordinated Bonds

The Bank issued "Tier 1 Subordinated Bonds of Thai Credit Retail Bank Public Company Limited No. 1/2021, which the issuer has the right to redeem prior to the maturity date under the requirement of writing off bad debt (in whole or in part) when government authorities decide to provide financial assistance to the issuer or when the issuer has a Common Equity Tier 1 (CET 1 Ratio) lower than the amount specified by the issuer" of 1,150,000 units valued at 1,000 baht per unit, totalling 1.15 billion baht. The bonds are offered to less than 10 specific investors in accordance with the guidelines of the Notification of the Capital Market Supervisory Board TorJor. 16/2014 on Subordinated Bond Sales as Capital of Commercial Banks, dated June 16, 2014 (Codified Edition), as detailed in the Rights and Duties of Bond Issuers and Bond Holders.

## Warrants

The Bank issued warrants of 77,525,000 units to purchase its ordinary shares.

## Dividend Payment

The Bank's dividend payment must comply with the law and statutory requirements of the Bank of Thailand as well as the relevant regulations. The Thai Credit Retail Bank Public Company Limited has also made the following provision on dividend payment:

"48. Dividend payments cannot be made from funds other than the profit of the Bank. It also cannot pay dividends while the Bank has accumulated losses. The rest of the profit after dividend payments can be appropriated made to reserve accounts at the discretion of the Board of Directors. The Board may occasionally pay interim dividends to the shareholders when the Bank has a large enough profit to warrant it, in which case it will be reported to the shareholders at the next meeting.

Dividend payments must be made within 1 month of the resolution being passed by the Board or the shareholders. The Bank is required to issue a notice to shareholders and publish the notice in the newspapers."

## Dividend Payment of Subsidiaries

Dividend payment is in accordance with the following rules and regulations of Thai Micro Digital Solutions Co., Ltd.

"18. Every time the dividend payment is due, the Bank is required to attribute at least one twentieth of net profit to reserve until the amount is at least one tenth or more of the Bank's capital."

## Major Shareholders

Thai Credit's top three major shareholders, as of December 31, 2022, are:

Major Shareholders	Percentage (%)
1. VNB Holding Company Limited	53.00
2. OCA Investment Holdings I Pte. Ltd.	24.24
3. Thai Life Insurance Public Company Limited	10.15





# Corporate Governance Structure

## Structure of the Board of Directors

The Bank focuses on ensuring that its corporate governance is carried out in accordance with the Bank's policies and regulations as well as the Bank of Thailand's regulations. It also prepares to comply with good corporate governance standards for listed companies issued by the Securities and Exchange Commission and other relevant official agencies.

### 1. The Board of Directors

The Bank has nine directors in accordance with the Bank of Thailand's guidelines by the end of 2022, who bring a range of different perspectives and ideas to the table, based on their gender, nationality, age, education, experience, knowledge, and other factors. This diversity of thought is essential for the Bank to formulate strategies and achieve business goals under the umbrella of good corporate governance.

The nine board members and number of years in office\* are as follows:

Mr. Vanich Chaiyawan is the Advisor of the Board

1. Prof. Kitipong Uraepatanapong	Chairman	Years in office 1 year 5 months
2. Mr. Chamnong Watanagase	Independent Director	Years in office 5 years 9 months
3. Mr. Stephen Tirador Briones	Independent Director	Years in office 8 years 2 months
4. Mr. Supachai Sukhanindr	Independent Director	Years in office 3 years 5 months
5. Miss Ada Ingawanij	Independent Director	Years in office 0 year 2 months
6. Mr. Gaurav Malik	Director	Years in office 3 years 4 months
7. Miss Krisana Aramkulchai	Executive Director	Years in office 15 years 11 months
8. Mr. Winyou Chaiyawan	Executive Director	Years in office 15 years 11 months
9. Mr. Roy Agustinus Gunara	Executive Director	Years in office 10 years 7 months
Miss Pattanajit Varaphitsith	Secretary	

**Remark** \*Number of years in office is counted from the date the Bank opens for retail banking business.

## Duties and Responsibilities

The Board of Directors of the Bank has the authority and responsibility to ensure that the Bank operates its business in accordance with the laws, the Bank of Thailand announcements, and the Bank's regulations. To this end, the Board of Directors must pass resolutions at shareholders' meetings and establish control mechanisms to ensure effective supervision and audit to enable the Bank to operate its business with fairness, transparency, and accountability to shareholders, customers, employees, trading partners, and all stakeholders, and create stable long term growth for the Bank. The duties and responsibilities of the Board of Directors can be divided into two parts: main duties and responsibilities, and specific responsibilities.

### Main Duties and Responsibilities

1. Set policies for the operation of the Bank and closely monitor the operating results by assigning bank officials to regularly submit operational results to the meetings of the Board of Directors.
2. Set the scope of authority for the directors, the Bank's Committees and bank officials of various levels

regarding internal control, loan approval, risk analysis, financial obligations, assets trading, and contract-related matters. The authority must be appropriate to guard against possible damage to the Bank, stakeholders, and the general public.

3. Oversee business operations to ensure the Bank operates legally. The Managing Director must immediately inform the Board of any changes in regulations and related laws or other relevant information contained in circular letters from the authorities. He must also inform the Board of any illegal acts that may have been committed and take actions to prevent them from happening again.
4. Assign bank officials to analyse customers' financial status and financial obligations and regularly submit the results to the meetings of the Board of Directors. When customers run into financial difficulties, solutions have to be found and follow up on how they worked out.
5. Monitor actions on the orders of the Bank of Thailand and on the various reports of both internal and external auditors. The Board must insist that bank officials strictly follow orders and correct all mistakes.

6. Study and understand the roles, duties, and responsibilities as enacted in the Offences Related to Registered Partnerships, Limited Partnerships, Limited Companies, Associations and Foundations Act 1956; the Civil and Commercial Code, the Public Companies Act, the Financial Institution Business Act 2008 as well as the regulations, announcements, and circular letters that have been or will be issued by the concerned authorities.
7. Set the direction and strategic goals of the Bank in accordance with its overview and approve policies, risk governance frameworks, operational goals, work plan, and budget as proposed by the management by considering sustainable business operations.
8. Monitor the Bank's performance and progress towards achieving set objectives as well as complying with the laws, regulations, related policies, and shareholders' meeting resolution.
9. Formulate a provision on the code of ethics, business ethics, code of conduct for directors, executives, and employees of the Bank and use them as official guidelines within the organisation.
10. Monitor the Bank's operation constantly to ensure the Board of Directors, executives, and management adhere to the law and set policies.
11. Ensure management performs effectively and appoint high-level executives to manage internal affairs as well as provide succession plans for chief executives.
12. Ensure the management reports important matters to the Board of Directors.

#### **Specific Duties and Responsibilities**

1. Ensure the management team sets policies and procedures for all types of risk management. The Board of Directors must approve policies as well as regularly review strategies and actions taken by the Bank.
2. Approve the roles and responsibilities of the sub-committees as well as any changes that has impacted towards the sub-committee's role.
3. Ensure the Bank sets a clear policy in giving loan and personal investment to people or entities related to the Bank.
4. Establish a process for external auditors to submit reports and for management to give their opinions and recommendations to the Board of Directors. Any delay in submission would require clarification with the Board of Directors.
5. Maintain an appropriate balance between the management and the major shareholders by giving importance to the ratio of independent directors in the Board of Directors.

6. Arrange for a procedure to hand relevant information to the Board of Directors so they have enough information from the management to carry out their duties and responsibilities with the authority vested in them.
7. Define the power and duty of the Chief Executive Officer and the Managing Director and issue regulations, orders, staff manual, announcements, as well as draft an empowerment document for relevant outsider.
8. Make it mandatory for all directors to attend at least 75% of all Board meetings held each year during their period in office.
9. Appoint the Board Committees or management teams as deemed appropriate and necessary to manage the affairs of the Bank and ensure they proceed in accordance with the set policies.

#### **2. Board Committees Appointed by the Board of Directors**

##### **2.1 The Audit Committee**

This panel consists of three directors as follows:

1. Mr. Chamnong Watanagase	Chairman
2. Mr. Stephen Tirador Briones	Member
3. Miss Ada Ingawanij	Member*
Miss Chorkaew Kaewmorakot	Secretary**

\* Appointed and effective on November 15, 2022

\*\* Appointed and effective on December 15, 2022, replacing Mr. Rong Hirunpanich who retired in 2022.

#### **Duties and Responsibilities**

1. Review financial statements of the Bank to ensure any disclosure of information must be correct and sufficient.
2. Review internal control system and internal audit function to ensure its suitability and effectiveness.
3. Review management of the Bank to comply with the Bank's regulations, commercial banking law, orders, and advice of the Bank of Thailand.
4. Review risk management processes of the Bank and ensure related staff have knowledge about risk management, techniques, and methods.
5. Set professional fees and select the auditors of the Bank while nurturing the independence of the auditors in performing their duty.
6. Approve and review the plans and related policies and charters of the internal audit department.
7. Review the findings of audit teams and report to the Board of Directors for recommendations and suggestions on any deficiencies in operation or management to prevent damage to the Bank.

8. Consider disclosing information related to executives or any possible conflicts of interest to assure transparency.
  9. Approve the appointment, transfer, or dismissal as well as review the performances and remuneration of the head of the internal audit.
  10. Set the organisation chart and manpower of the audit team.
  11. Prepare the Audit Committee Report for disclosure in the annual report of the Bank.
  12. Submit the report to the Board of Directors to take corrective actions within the time limit set by the audit panel when auditors find suspected fraud or violation of the law in accordance with the Financial Institutions Business Act, the Securities and Exchange Act, simplified regulations of the Stock Exchange of Thailand, regulations of the Bank of Thailand, other regulations concerned with financial institutions, the stock exchange, and other related regulations. If the Bank's Board of Directors or executives do not proceed and improve the situation, the Audit Committee must disclose these actions in the annual report and report to the Board of the Bank of Thailand.
  13. Perform other duties assigned by the Board of Directors and the Audit Committee such as reviewing policies on finance, risk management, compliance with the code of ethics by executives, as well as disclosing important reports to the public according to relevant laws.
  14. Perform according to the Bank's code of conduct.
3. Review the necessary qualifications, including education, experience, knowledge, and expertise of executives to be successful in managing the Bank's business in line with its vision. Furthermore, they must be cognisant of the economic and industry conditions, trends, and business competition in the relevant business environment.
  4. Select and nominate qualified persons to the Board of Directors and/or the shareholders' meeting for the following positions:
    - 4.1 Directors
    - 4.2 Members of the Board Committees set up by the Board of Directors with specific duties and responsibilities.
    - 4.3 Senior Executives
    - 4.4 Advisors of the Bank
  5. Ensure recruited personnel, including but not limited to directors and persons with management authority, who are qualified and consistent with the structure and qualifications set forth by adhering to the Bank's corporate governance.
  6. Ensure that the Board of Directors and sub-committees are in compliance with applicable laws, regulations, and relevant charter as well as structured in a way that is suitable to the Bank's needs and adaptable to the changing environment. It must ensure that there are measures in place to facilitate the selection process and to nominate persons with the necessary skills, knowledge, abilities, and experience to serve on the Board and its sub-committees in order to promote the Bank's long term success and ensure that its direction and strategy are carried out effectively.
  7. Organise an evaluation of the Bank's performance and management impact, which may take various forms as deemed necessary by the Bank, for those with managerial authority. This will include the heads of the Bank's principal departments, to ensure the Bank's ongoing operations.
  8. Perform any other tasks related to nomination as assigned by the Board of Directors.
  9. Shall have the power to summon the management, Heads of departments, or employees of the Bank and its related subsidiaries to give opinions, attend meetings, or submit documents deemed necessary as well as seek independent opinions from any other professional advisors deemed necessary, in order to fulfill their duties within the scope of their responsibilities.

## 2.2 The Nomination and Remuneration Committee

The Nomination and Remuneration Committee's term according to the position of Director, as of December 31, 2022, the panel consists of three directors, two Independent Directors and one non-executive, as follows:

- |                                |           |
|--------------------------------|-----------|
| 1. Mr. Stephen Tirador Briones | Chairman  |
| 2. Mr. Supachai Sukhanindr     | Member    |
| 3. Mr. Gaurav Malik            | Member    |
| Mr. Sarawooth Savejnarong      | Secretary |

### Duties and Responsibilities

#### Nomination

1. Review the appropriate qualifications to effectively manage its size and complexity, including education, knowledge, expertise, skills, experiences, and specific abilities of the individuals related to the Bank's business.
2. Review the independence of each independent director and ensure that its independent directors are fully qualified and do not possess any characteristics that are prohibited by laws and regulations, or that conflict with the relevant charter.

## Remuneration

10. Establish a transparent policy for determining remuneration and other benefits for employees, based on clear criteria that reflect the objectives, duties, responsibilities, and risks associated with each position to adhere to good corporate governance principles to ensure fairness and equity.
11. Consider and approve a remuneration policy framework that takes into account the size and complexity of the Bank, the responsibilities of each position, and any applicable legal or regulatory requirements to ensure the Bank's directors, sub-committee members, and persons with management authority, including heads of the Bank's key departments, receive remuneration appropriate to their duties and responsibilities towards the Bank. The framework must be proposed to the Board of Directors and/or the shareholders' meeting (case by case) for approval.
12. Set clear guidelines for the performance evaluation on annual remuneration adjustments of the Bank's directors, sub-committee members, and persons with management authority, including heads of the Bank's key departments to consider the responsibilities and risks associated with their roles, as well as the long term goal of increasing the value of shareholders' equity.
13. Organise annual performance assessments of the Board of Directors and persons with management authority to assess their ability to comply with relevant roles and responsibilities as assigned, including providing recommendations on how to improve the efficiency of the Board of Directors and management of the Bank as a whole.
14. Review management proposals on the remuneration policy framework for the Bank's directors, sub-committee members, and persons with management authority, including heads of the Bank's key departments, to provide recommendations to the Board of Directors.
15. Perform any other tasks related to remuneration as assigned by the Board of Directors.
16. Shall have the power to summon the management, Heads of departments, or employees of the Bank and its related subsidiaries to give opinions, attend meetings, or submit documents deemed necessary as well as seek independent opinions from any other professional advisors deemed necessary, in order to fulfill their duties within the scope of their responsibilities.

## 2.3 Risk Oversight Committee

This panel consists of five executives as follows:

1. Mr. Stephen Tirador Briones Chairman
2. Mr. Supachai Sukhanindr Member

3. Mr. Gaurav Malik Member
4. Mr. Winyou Chaiyawan Executive Director
5. Mr. Roy Agustinus Gunara Executive Director  
Mrs. Suwimol Visavavigrant Secretary

## Duties and Responsibilities

1. Advise the Board of Directors regarding the Bank's risk oversight framework.
2. Ensure senior executives and top management executives of the risk management department comply with risk management policies, strategies, and acceptable risk levels.
3. Ensure the strategies for capital management and liquidity management conform with the Bank's acceptable risk levels.
4. Review and inspect the adequacy and effectiveness of the policies, the overall risk management strategy, and acceptable risk level at least once a year or when there are significant changes. The Risk Committee should discuss and exchange ideas with the Audit Committee to assess whether the Bank's risk management policies and strategies cover all types of risks, including emerging risks. The Committee must implement the policies and strategies efficiently and effectively.
5. Report the risk status, efficiency of risk management, and the status of compliance with corporate culture that considers risk to the Board of Directors. The panel must also report significant factors and problems as well as strategies that need to be revised to be in line with the Bank's risk management policies and strategies.
6. Express opinions and participate in evaluating the efficiency and operational effectiveness of the chairman of the risk management team.
7. Approve and review the compliance programme's plan.
8. Determine the structure and manpower of the compliance agency.
9. Consider scrutinising the compliance work on the following matters before presenting to the Board of Directors for consideration.
  - 9.1 Compliance Policy.
  - 9.2 Compliance Unit Charter.
  - 9.3 Assess the performance of compliance risk management.
  - 9.4 Assign, appoint, transfer, and assess annual performance and remuneration for the Compliance Unit Charter.
  - 9.5 Annual Compliance Report.
10. Discharge other work as assigned by the Board of Directors or the regulations set by the government.



## 2.4 Executive Committee

This panel consists of two executive directors and nine executives as follows:

1. Mr. Winyou Chaiyawan	Chairman
2. Mr. Roy Agustinus Gunara	Vice Chairman
3. Mr. Kamolphu Phuredithsakul	Member
4. Mr. Natus Kittawaranon	Member
5. Mr. Veeravet Chaiyawan	Member
6. Mr. Kittipant Sriwannawit	Member
7. Mr. Christopher Chan	Member
8. Mr. Pichart Roongwarasopit	Member
9. Mr. Sarawooth Savejnarong	Member
10. Mrs. Suwimol Visavavigrant	Member
11. Miss Puckjira Vudhesethakrit	Member
Mrs. Bongkot Sirivallop	Secretary

### Duties and Responsibilities

1. Screen the strategic and business plans that were proposed to the Board of Directors.
2. Ensure the Bank's operations proceed according to its policy, strategic plan, and set goals.
3. Direct all operations in accordance with the law as well as the regulations set by the Bank.
4. Consider and approve transactions within the framework set by the Bank.
5. Consider and approve loans or the issuance of instruments for long term funding for business operation.
6. Consider and approve procurement, operation cost, and investment expense within the set limit.
7. Screen the procedures and practices of the Bank and make recommendations to the Board.
8. Discharge work as assigned by the Board of Directors.

The four committees and sub-committees under the supervision of the Executive Committee are as follows:

#### 2.4.1 IT Steering Committee comprises of:

1. Mr. Roy Agustinus Gunara	Chairman
2. Mr. Kittipant Sriwannawit	Member
3. Mr. Christopher Chan	Member
4. Mr. Natus Kittawaranon	Member
5. Miss Chutharat Chonchol	Member
6. Miss Puckjira Vudhesethakrit	Member
7. Miss Natthita Loveera	Member
Miss Sureeluck Suthiprapa	Secretary

### Duties and Responsibilities

1. Determine strategies, policies, and plans related to the IT system in accordance with the Bank's strategy and business practices.
2. Review and approve the IT Disaster Recovery Plan to support business continuity.
3. Supervise and review appropriate resources used in IT operations such as personnel, infrastructure, and system improvements to support business continuity.
4. Review and approve Information Technology operation projects.
5. Supervise and monitor the progress of IT projects, control expenses to be within the budget frame, and report the progress of significant IT projects to relevant committees.
6. Supervise, monitor, and control operations to ensure risk management and security including the use of connection services or access to information from third parties in compliance with the policy, relevant laws, and regulations.
7. Supervise, monitor, and control IT management issues or situations with broad impacts or affect the Bank's reputation and report to relevant committees.
8. Appoint sub-committees, working teams, or assigned individuals to undertake the supporting operation under the committee's authorisation as well as carry out information systems security management.
9. Set framework to manage and control the operation of information security management structure while encouraging for a continual development as required by ISO/IEC 27001.

#### 2.4.2 Procurement Committee comprises of:

1. Miss Krisana Aramkulchai	Chairman
2. Mr. Kittipant Sriwannawit	Vice Chairman
3. Mr. Christopher Chan	Member
4. Mr. Sarawooth Savejnarong	Member
5. Mr. Siripong Sapyakom	Member
Miss Sureerat Techamanoon	Secretary

### Duties and Responsibilities

1. Undertake the procurement of goods and services with the authority to appoint the Tender Envelope Acceptance and Opening Committee and the Inspection and Acceptance Committee as according to the procurement regulations.
2. Provide approval of the procurement regulations.
3. Report to the Managing Director at the end of every month with procurement approval.

### 2.4.3 Asset Classification Provisioning Committee

comprises of:

- |  |                      |
|--|----------------------|
| 1. Executive Management in Finance                           | Chairman             |
| 2. Vice President for Operational Risk Management            | Member               |
| 3. Vice President for IT                                     | Member               |
| 4. Vice President for Legal and Collateral Appraisal         | Member               |
| 5. Vice President for Accounting and Taxation                | Member               |
| 6. Vice President for Asset Utilisation or Amortisation Unit | Member and Secretary |
| 7. Vice President for General Administration                 | Member               |
| 8. Director for Auditing                                     | Observer             |

**Remarks** Those appointed in the Asset Classification Provisioning Committee in accordance from 1) to 8), the designated positions at the specified level or higher are required to join the committee. If the department has many executives at the specified level of positions, the highest executive will join the committee or assign a lower-level executive to join the committee.

#### Duties and Responsibilities

1. Review and propose comments to support approval requests for the damage write off, amortisation, transfer, renting, donation, or demolition of the Bank's operating assets as regulated.
2. Review and set the final price for the amortisation of "operating assets."
3. Be a witness in the damage write off, amortisation, transfer, renting, donation, or demolition of the Bank's operating assets with high value or high quantity, as deemed appropriate on a case by case basis.
4. Report amortisation transactions to the Management Team at the end of every month.

### 2.4.4 Market Conduct Committee

- comprises of:
- |                                |           |
|--------------------------------|-----------|
| 1. Mr. Roy Agustinus Gunara    | Chairman  |
| 2. Mr. Sarawooth Savejnarong   | Member    |
| 3. Mr. Natus Kittawaranon      | Member    |
| 4. Mr. Veeravet Chaiyawan      | Member    |
| 5. Mr. Kamolphu Phuredithsakul | Member    |
| Miss Natthita Loveera          | Advisor   |
| Mr. Rong Hirunpanich           | Advisor   |
| Mr. Pollaphat Srisareewong     | Secretary |

#### Duties and Responsibilities

1. Monitor, regulate, and ensure compliance with the Bank's policies and practices for fair market conduct.
2. Establish policies, criteria, and practices for fair market conduct that Thai Credit Bank employees are expected to follow.
3. Organise meetings, monitor progress, and report on matters related to fair market conduct to the Bank of Thailand upon request.
4. Appoint a working group or designate individuals with the authority to support the implementation of the Bank's policies for fair market conduct.
5. Review and endorse methods and data collection related to fair market conduct.

### 2.5 Risk Management Committee

The panel comprises of two executive directors and nine executives as follows:

- |                                |               |
|--------------------------------|---------------|
| 1. Mr. Winyou Chaiyawan        | Chairman      |
| 2. Mr. Roy Agustinus Gunara    | Vice Chairman |
| 3. Mr. Kamolphu Phuredithsakul | Member        |
| 4. Mr. Natus Kittawaranon      | Member        |
| 5. Mr. Kittipant Sriwannawit   | Member        |
| 6. Mr. Christopher Chan        | Member        |
| 7. Mr. Pichart Roongwarasopit  | Member        |
| 8. Mr. Veeravet Chaiyawan      | Member        |
| 9. Mrs. Suwimol Visavavigrant  | Member        |
| 10. Miss Achara Ruangchay      | Member        |
| 11. Miss Natthita Loveera      | Member        |
| Mrs. Bongkot Sirivallop        | Secretary     |

#### Duties and Responsibilities

1. Set framework, strategy, and direction of risk management in line with the strategy of the Bank and propose an overall risk management to the Board of Directors. The policy must cover various types of risk associated with strategy, credit, marketing, liquidity, and operations.
2. Set strategies that conform to the Bank's risk management policies. The strategies must be able to identify, measure, monitor, and evaluate the Bank's risks at an acceptable level.
3. Review and ensure the adequacy and efficiency of risk management and operational systems as well as its compliance with set policies. Approval must depend on risk grading, risk monitoring, risk prevention, correction, as well as the appropriate risk control measures.

4. Regulate and manage IT risk management in compliance with the policy. Conduct work in accordance to the law and regulations and within IT compliance for technological safety and stability. IT risk management must be linked to the Bank's overall risk management.
5. Regulate, monitor, and audit IT risk management, issues, or situations that may lead to cyber risk which may lead to a wide impact or affect the Bank's reputation.
6. Review and approve the Business Continuity Plan and Framework.
7. Review and approve new products.
8. Review and approve new product programmes as well as revise and prolong current credit and other product programmes except savings, investment, and fundraising product programmes.
9. Provide recommendations on improvement to the Audit Committee regularly to ensure conformity with set policies and strategies apart from discharging other duties assigned by the Audit Committee.
10. Ensure there are sufficient resources for use in risk management operations such as personnel in the risk management and risk control units and improving work systems to support risk management.
11. Appoint committees or assign an individual to collect and analyse information or undertake other actions to support risk management.

The seven committees and sub-committees under the supervision of the Risk Management Committee are as follows:

**2.5.1 Loan Approval Committee 1** comprises of:

- |                               |           |
|-------------------------------|-----------|
| 1. Miss Krisana Aramkulchai   | Chairman  |
| 2. Mr. Natus Kittawaranon     | Member    |
| 3. Mrs. Suwimol Visavavigrant | Member    |
| 4. Miss Natasa Suracheewakrit | Member    |
| 5. Mr. Kowit Leesirison       | Member    |
| 6. Mr. Sarayut Sukploy        | Member    |
| Mr. Somchai Raweeruengrong    | Secretary |

**Duties and Responsibilities**

1. Set policy and criteria for all types of loan approval except for new product programmes as well as review and renew existing product programmes.
2. Set practices for all types of loan approval.
3. Set code of practice and solutions for troubled debt
4. Scrutinise and approve the interbank loan limit as determined by the Bank's Board of Directors for liquidity management.

5. Scrutinise and approve all types of loan and solutions for troubled debt as determined by the Bank's Board of Directors.
6. Review and approve changes in loan objectives, limit increase or reduction, determination or alteration of the approved terms and conditions for loan approval.
7. Review types of asset for guarantee and determine the loan-to-value ratio.
8. Review overall quality of portfolio.
9. Monitor the total number of loan approvals on a regular basis for strategy adjustment.
10. Appoint an individual to mandate loan approval within the Committee's authorised limit and as regulated by the Board of Directors.

**2.5.2 Loan Approval Committee 2** comprises of:

- |                               |           |
|-------------------------------|-----------|
| 1. Mr. Winyou Chaiyawan       | Chairman  |
| 2. Mr. Roy Agustinus Gunara   | Member    |
| 3. Miss Krisana Aramkulchai   | Member    |
| 4. Mr. Natus Kittawaranon     | Member    |
| 5. Mrs. Suwimol Visavavigrant | Member    |
| 6. Miss Natasa Suracheewakrit | Member    |
| 7. Mr. Kowit Leesirison       | Member    |
| 8. Mr. Sarayut Sukploy        | Member    |
| Mr. Somchai Raweeruengrong    | Secretary |

**Duties and Responsibilities**

1. Scrutinise and approve all types of loan and solutions for troubled debt as determined by the Bank's Board of Directors.
2. Scrutinise and approve interbank loan limit as determined by the Bank's Board of Directors for liquidity management.
3. Review and approve changes in loan objectives, limit increase or reduction, determination or alteration of the approved terms and conditions for loan approval.
4. Review the overall quality of the portfolio.
5. Monitor the total number of loan approvals on a regular basis for strategy adjustment.

**2.5.3 Debt Restructuring Committee** comprises of:

- |                                  |           |
|----------------------------------|-----------|
| 1. Mr. Pichart Roongwarasopit    | Chairman  |
| 2. Mr. Chodok Theerawigasi       | Member    |
| 3. Miss Pratanporn Peetaneelavat | Member    |
| 4. Miss Porntip Sae Lor          | Member    |
| 5. Mrs. Amornrat Chotirosniramit | Member    |
| 6. Mrs. Bongkot Sirivallop       | Member    |
| 7. Mr. Nibondh Iamsa-ard         | Member    |
| Mrs. Suntaree Pansombat          | Secretary |

### Duties and Responsibilities

1. Review and approve mitigation of debt payment terms or debt restructuring under the total limit regulated or announced by the Bank.
2. Review and approve changes in loan objectives, limit increase or reduction, and other alterations such as the reduction or extension of loan term, the reduction or increase of interest rate, the increase or reduction of loan installment, etc. Conditions apply that all are allowed under the limit regulated or announced by the Bank.
3. Review the limit evaluation of the account undergoing debt restructuring and collection.
4. Determine the selling and buying prices for movable and immovable properties from auction.
5. Report the performance to the Risk Management Committee.
6. Appoint assigned individual for the approval of debt mitigation or restructuring within the Committee's authorised limit and as regulated by the Bank.

#### 2.5.4 Business Continuity Planning Committee

comprises of:

1. Mr. Roy Agustinus Gunara	Chairman
2. Mr. Kamolphu Phuredithsakul	Member
3. Mr. Natus Kittawaranon	Member
4. Mr. Sarawooth Savejnarong	Member
5. Mr. Christopher Chan	Member
6. Mr. Veeravet Chaiyawan	Member
7. Mr. Kittipant Sriwannawit	Member
8. Mr. Pichart Roongwarasopit	Member
9. Miss Puckjira Vudhesethakrit	Member
10. Miss Natthita Loveera	Member
11. Mrs. Suwimol Visavavigrant	Member
12. Miss Natasa Suracheewakrit	Member
Miss Chutharat Chonchol	Secretary

### Duties and Responsibilities

1. Set strategies and policies to manage the Bank's business continuity and allocate sufficient resources for the operation to fulfill the Bank's objectives.
2. Review risks in business continuity management and control the operation as according to the business continuity plan.
3. Scrutinise major transaction determination, risk assessment, and potential impact caused by major transaction discontinuation. Determine acceptable duration of hiatus and the strategy to fully resume operations as applicable for each transaction.

4. Scrutinise the Bank's business continuity plan and budget.
5. Review and announce the implementation of the Bank's business continuity plan.
6. Review, approve, and mandate the selection of location for crisis management center. Verify situation and allocate supporting resources and equipment as requested whilst assigning responsibilities to those concerned; for example, report to the Bank of Thailand in the event of major transaction discontinuation.
7. Ensure the testing of the business continuity plan and report to the Risk Management Committee.
8. Consider the review and adjustment of business continuity plan to cope with the changing environment. Ensure training and communication programmes to educate employees.
9. Appoint a sub-committee or assigned individual to undertake the operation under appropriate scope of authorisation.

#### 2.5.5 Collateral Committee comprise of:

1. Mr. Sumit Setthapattana	Chairman
2. Mr. Pronchai Passarasakul	Member
3. Mr. Sorapong Tansakul	Member
4. Mr. Gorawit Thongchok	Member
5. Mr. Chatchai Poojaroen	Member
6. Mr. Watcharapol Panprem	Member
7. Mr. Chalermphol Manokhan	Member and Secretary

### Duties and Responsibilities

1. Produce and propose policies and practices of the evaluation of the collateral asset for the Board of Directors.
2. Determine the qualifications and select external evaluation company as well as review the company's performance at least once a year.
3. Review and approve the result of collateral evaluation and pricing.
4. Produce monthly report on collateral price acceptance and propose for the acknowledgement of the Management Team and the Board of Directors.
5. Review collateral prices to conform with those regulated by the Bank of Thailand.



**2.5.6 Collateral Sub-Committee 1** comprises of:

- |                              |                      |
|------------------------------|----------------------|
| 1. Mr. Pronchai Passarasakul | Chairman             |
| 2. Mr. Chalermphol Manokhan  | Member               |
| 3. Mr. Watcharapol Panprem   | Member               |
| 4. Mr. Anusorn Siritap       | Member               |
| 5. Mrs. Nunthawadee Nasawang | Member               |
| 6. Miss Seeprapa Wani        | Member               |
| 7. Mr. Chatchai Poojaroen    | Member and Secretary |

#### **Duties and Responsibilities**

1. Approve collateral prices or review those with the maximum value of 10 million baht.
2. Produce monthly reports on collateral price acceptance and propose to the Collateral Committee.

**2.5.7 Collateral Sub-Committee 2** comprises of:

- |                              |                      |
|------------------------------|----------------------|
| 1. Mr. Chatchai Poojaroen    | Chairman             |
| 2. Mr. Watcharapol Panprem   | Member               |
| 3. Mrs. Nunthawadee Nasawang | Member               |
| 4. Mr. Chaiwat Srithongkum   | Member               |
| 5. Mr. Sanyaluck Boonsang    | Member               |
| 6. Mr. Kanokzai Kanokzai     | Member               |
| 7. Miss Tiwaporn Chaiburin   | Member               |
| 8. Mr. Anusorn Vesaurai      | Member and Secretary |

#### **Duties and Responsibilities**

1. Approve collateral prices or review those with the maximum value of 5 million baht.
2. Produce monthly reports on collateral price acceptance and propose to the Collateral Committee.

### **2.6 Assets and Liabilities Management Committee**

comprises of:

- |                                |                      |
|--------------------------------|----------------------|
| 1. Mr. Roy Agustinus Gunara    | Chairman             |
| 2. Mr. Kittipant Sriwannawit   | Vice Chairman        |
| 3. Mr. Kamolphu Phuredithsakul | Member               |
| 4. Mr. Natus Kittawaranon      | Member               |
| 5. Mr. Veeravet Chaiyawan      | Member               |
| 6. Miss Sirima Jindatongdee    | Member               |
| 7. Miss Areerat Ekkosol        | Member and Secretary |

#### **Duties and Responsibilities**

1. Set policies and practices involving marketing risks and strategies in managing assets and liability structure as well as relevant risk level and liquidity.
2. Set framework to manage balance sheet structure for goal achievement that includes the pre-determination of loan to deposit ratio, level of cash and capital, components, and structure of loan and deposit.

3. Identify the method for calculating loan transfer pricing which incorporates cost of capital, administrative and operating expenses, desired profit plus incurred fees and fee exemption. Set options for the application of fixed and floating interest rates.
4. Set investment plans, portfolio size, and proportion while monitoring the returns obtained from each investment, the duration-based diversification across each category of securities, annual fundraising plan, and capital contingency plan.
5. Scrutinise and approve the investments and bond trading within the limit predetermined by the Board of Directors.
6. Scrutinise and approve interbank loans within the limit predetermined by the Board of Directors.
7. Determine the interest rate structure for the Bank's reference on both loan and deposit.
8. Review and scrutinise the proposal of the Bank's long term loan and fundraising (longer than 1 year) for the approval of the Board of Directors.
9. Set administrative framework to ensure an applicable capital adequacy ratio for the predetermined business operation and expansion.
10. Set hypothesis and models to assess possible risks incurred under irregular circumstances and provide the report for the Bank's Risk Management Committee and Board of Directors to further determine the risk management framework.
11. Review and approve the deposit and fundraising product programmes to respond to customer demand in order to maintain the Bank's competitiveness. Review and finalise decision to prolong or cancel deposit or fundraising product programmes that do not respond to customer demand.
12. Review and scrutinise new deposit products and fundraising through other financial instruments of the Bank to respond to customer demand and maintain the Bank's competitiveness, considering business possibilities, strategies, and new product risk.
13. Review and approve operations and liquidity contingency plan in the case of a crisis.
14. Plan and approve the selection of asset management company and the investment products that the Bank will be an investment planner for as well as the agreements and contracts concerning the Bank's investment planning business.
15. Appoint an individual or committees to complete the Board's assignment.

The committees and sub-committees under the supervision of the Asset and Liability Management Committee are as follows:

**2.6.1 Interest Rate Sub-Committee** comprises of:

- |                              |               |
|------------------------------|---------------|
| 1. Mr. Roy Agustinus Gunara  | Chairman      |
| 2. Mr. Kittipant Sriwannawit | Vice Chairman |
| 3. Mr. Natus Kittawaranon    | Member        |
| 4. Mr. Veeravet Chaiyawan    | Member        |
| Miss Areerat Ekkosol         | Secretary     |

### Duties and Responsibilities

1. Review and determine the interest rate structure for the Bank for both loans and deposits.
2. Hypothesise and determine models to assess risks that may occur in abnormal circumstances and report results to the Risk Management Committee and the Bank's Board of Directors in order to set further risk management guidelines.
3. Review and approve operations and liquidity contingency plan in the case of a crisis.
4. Review and approve measures to solve liquidity crisis as well as monitor and inspect situations, recruit employees and purchase equipment as notified, and allocate responsibility to those involved. The responsibilities include reporting and publicising information to employees, executives, the general public, and related departments.
5. Ensure the testing and review of the business continuity plan in terms of liquidity at least once a year.
6. Appoint an individual or committees to complete the Board's assignment.

### 3. Independent Directors

Definition of Independent Director: Independent Directors shall not have any financial, administrative, or vested interest in the Bank which may interfere with his/her independent judgement. Independent Directors shall also possess all qualifications prescribed under the Capital Market Supervisory Board announcement. Qualification prescribed under the announcement are as follows:

- (1) An Independent Director must not hold shares exceeding one percent of total shares with voting rights of the Bank, the parent company, subsidiaries, associated companies, or any legal entity that may present a conflict of interest. The percentage shall include shares held by persons associated with the Independent Director.
- (2) An Independent Director shall not be or has been an executive director, employee, staff, or consultant who received a regular salary or was in a position of authority in the Bank, its subsidiaries, associated companies, or

any legal entity that may present a conflict of interest unless he/she has not held such positions for at least two years before applying for directorship to the Securities Exchange Commission (SEC) of Thailand. This does not apply to Independent Directors who were government officials or consultants for governmental organisations that are major shareholders of the Bank.

- (3) An Independent Director shall not be related by blood or legal registration as father, mother, spouse, sibling, or child; including the child's spouse of another director, executive, major shareholder, or someone in a position of authority in the company or a person to be nominated as an executive or has power in the Bank, its subsidiaries, associated companies, any legal entity, or has power in the Bank.
- (4) An Independent Director shall not have or has had a business relationship with the Bank, the parent company, subsidiaries, associate companies, or any legal entity that may present conflicts of interest, in a manner which may interfere with his/her independent judgement. He/she shall not be or has been a major shareholder, director, executive, or has a business relationship with the company, parent company, subsidiaries, associate companies, or any legal entity that may present a conflict of interest unless such relationships ended at least two years before.

The business relationship previously mentioned includes any normal business transaction; rental or lease of non-movable property; transaction relating to assets; or services, grant, or receipt of financial assistance through receiving or extending loans; guarantees; providing assets as collateral, including any other similar actions, which results in the Bank or counterparty being liable to indebtedness payable to other party in the amount of three percent or more of the net tangible assets of the Bank or 20 million baht or more, whichever is lower. Indebtedness payable calculations must follow the Capital Market Supervisory Board announcement. The debt can be deferred and combined with other debt occurred over the past year prior to the day of business relationship with the individual.

- (5) An Independent Director shall not be or has been an auditor of the Bank, subsidiaries, associate companies, or any legal entity that may present a conflict of interest, and shall not be a major shareholder, director, executive or a partner in the auditing office in which the auditor of the Bank, the parent company, subsidiaries, associate companies, or any legal entity that may present a conflict of interest, unless the foregoing relationship ended at least two years prior.

- (6) An Independent Director shall not be or has been a provider of any professional services, including legal advisory or financial advisory service receiving more than 2 million baht of service charge per year from the Bank, subsidiaries, associate companies, or any legal entity that may present a conflict of interest. If the advisory service operates as a juristic person, the independent director shall not be a major shareholder, director, executive or partner of any juristic person, unless the foregoing relationship ended at least two years prior.
- (7) An Independent Director shall not be a director appointed to act as an agent of the directors of the Bank, major shareholders, or shareholders connected to a major shareholder.
- (8) An Independent Director shall not operate any similar business to compete with the Bank or any subsidiaries. An Independent Director must not be a major shareholder, shareholders, or directors involved in administration, employees, staff, or constantly receiving full-time salary or holding more than one percent of voting shares at other companies which operates a similar business, which may lead to competition with the Bank and its subsidiaries.
- (9) An Independent Director shall not possess any other qualities that may obstruct his/her expression of independent opinions on the operation of the Bank.

The qualified Independent Directors, who possess the qualifications mentioned from (1) to (9) may be assigned by the Board of Directors to make decisions in the form of a collective decision, on the operations of the Bank, or that of any subsidiaries, associate companies, or any legal entity that may present a conflict of interest.

The five independent directors of the Bank are:

1. Prof. Kitipong Urapeepatanapong
2. Mr. Chamnong Watanagase
3. Mr. Stephen Tirador Briones
4. Mr. Supachai Sukhanindr
5. Miss Ada Ingawanij

In 2022, the second to fifth independent directors have no business relationship or provide professional services with the Bank, subsidiaries, associated companies, major

shareholders, or the Bank's authorised personnel except for the first independent director who previously served as the chairman of a company, served as legal advisor of the Bank, a major shareholder, and received a service fee of more than 2 million baht per year. The committee approved the appointment of the first independent director, which does not affect the performance of duties and individual opinions and has been waived by the Bank of Thailand.

#### **4. Remuneration to Directors**

##### **4.1 Policies**

The Bank's Board of Directors has a policy in place that dictates the remuneration of directors in accordance with their duties and responsibilities as directors of the Bank, as well as the current laws and regulations, and performance of the Bank's business environment. The Nomination and Remuneration Committee is responsible for recommending the appropriate remuneration for directors and sub-committee members to the Board of Directors for approval at the annual shareholders' meeting.

##### **4.2 Remuneration Payment**

**4.2.1 Monetary Remuneration** Payment for directors is set in four parts.

- 1) Monthly remuneration payment for the following positions:
  - Chairman of the Board of Directors
  - Chairman of the Board of Committee, for instance the Audit Committee
- 2) Meeting allowance is paid based on attendance
- 3) Directors bonus is paid according to the following principles:
  - The Bank has earned profit and
  - The Bank has approved paying dividends to shareholders
- 4) Other types of remuneration are specified and paid periodically as approved by shareholders at their meetings

**4.2.2 Other Types of Remuneration** are paid according to the rules and regulations set by the Bank:

- Per diem/accommodation cost/transport allowance when travelling on business trip to upcountry or overseas
- Medical welfare, annual medical check-up, and life-insurance

## Remuneration for sub-committees in 2022 according to the 2022 Annual General Meeting of Shareholders

Committee	Monthly Remuneration (Baht)	Meeting Allowance (Baht per Meeting)
<b>Board of Directors</b>		
• Advisor to the Board of Directors	120,000	None
• Chairman	100,000	70,000
• Member	-	40,000
<b>Audit Committee</b>		
• Chairman	40,000	50,000
• Member	-	30,000
<b>Risk Oversight Committee</b>		
• Chairman	-	50,000
• Member	-	30,000
<b>Nomination and Remuneration Committee</b>		
• Chairman	-	50,000
• Member	-	30,000

**Remark:** Executive Directors of the Bank do not receive remuneration for their positions on the Board of Directors and sub-committees.

## Monetary Remuneration of Individual Directors for 2022

Unit: million Baht

	The Board of Directors	The Audit Committee	The Nomination and Remuneration Committee	The Risk Oversight Committee	Special Remuneration
1. Mr. Vanich Chaiyawan	-	-	-	-	-
2. Prof. Kitipong Uraepatanapong	2.11	-	-	-	0.75
3. Mr. Teerapol Pussadet	0.16	0.54	-	-	0.75
4. Mr. Chamnong Watanagase	0.52	0.77	0.20	-	0.75
5. Mr. Stephen Tirador Briones	0.52	0.39	0.32	0.60	0.75
6. Mr. Supachai Sukhanindr	0.52	-	0.12	0.36	0.75
7. Mr. Gaurav Malik	0.48	-	0.24	0.33	0.75
8. Miss Krisana Aramkulchai	-	-	-	-	-
9. Mr. Winyou Chaiyawan	-	-	-	-	-
10. Mr. Roy Agustinus Gunara	-	-	-	-	-
11. Miss Ada Ingawanij	0.08	0.03	-	-	-
<b>Total</b>	<b>4.39</b>	<b>1.73</b>	<b>0.88</b>	<b>1.29</b>	<b>4.5</b>

**Remarks:** 1. The above payment does not include the executive directors' monthly compensation and other benefits.  
2. Mr. Vanich Chaiyawan declined to accept the monthly compensations.  
3. Mr. Teerapol Pussadet resigned as of June 17, 2022.  
4. Miss Krisana Aramkulchai, Mr. Winyou Chaiyawan, and Mr. Roy Agustinus Gunara declined to accept the meeting allowances.  
5. Miss Ada Ingawanij was appointed Executive Director as of November 15, 2022.



## **5. Remuneration of Executive Directors and Senior Management**

In 2022, 18 total executives, including two who have resigned, ceased employment, or completed their term, will receive monetary remuneration in the form of salaries, special remuneration, and total monetary assistance amounting to a total of 264,843,144.40 baht and income from work amounting to 2,346,000 baht. These executives are as defined by the Bank of Thailand, ranging from Assistant Managing Directors upwards.

The Bank's regulations provided a range of benefits, including medical treatment benefits, annual health check, life and accident insurance, and contributions to the provident fund in 2022. Total contribution to the provident fund was 10,585,096 baht, and the total value of allocated warrants was 13,909,200 baht.

## **6. The Rights of Stakeholders**

Thai Credit Retail Bank Public Company Limited is committed to managing and operating business with honesty, trustworthiness, and transparency under the principles of good corporate governance. The Bank adheres to social and environmental responsibilities under the philosophies of "good market conduct" and "responsible lending" as well as the belief in "Everyone Matters."

The Bank strives to create long term value and maximise benefits for all stakeholders and is committed to create unique, simple, and transparent products by defining policies, measures, and systems to prevent and manage conflicts of interest, as well as control, monitor, and ensure compliance with policies, measures, and systems up to reviewing the appropriateness of relevant policies and guidelines on a regular basis for the benefit of every group of stakeholders as follows:

**Customers:** The Bank is committed to financially promote access to equitable funds nationwide for every Thai citizen, particularly small and micro business customers with transparent and equitable terms and conditions to ensure customers can utilise and revolve funds to generate stability and long term business growth.

Therefore, the Bank developed financial products that meet various customer demands, fast service processes, and uncomplicated loan approvals as well as consistently retains a positive relationship with customers because the Bank

truly understands the needs of every target customer group. As a result, customers are confident of the Bank's quality and the Bank can generate maximum customer satisfaction from the Bank's financial products and services.

**Shareholders:** The Bank continuously develops products and services to generate growth and sustainability, taking responsibility for creating strong commercial foundation and growth as well as establish a positive, long term relationship with members of the society. The Bank takes into account the best interests in order to generate value for shareholders under the vision and mission of operating business with good corporate governance on the foundation of honesty and transparency.

**Employees:** The Bank has a policy to continuously maintain the high quality of knowledge development and skills of employees in order to meet customer needs and create maximum customer satisfaction. The Bank offers employees the opportunity to progress in their career path and receive appropriate compensation as incentives in working cooperatively in a family-like work environment.

**Partners:** The Bank prioritises operating with honesty and fairness towards business partners, focusing on conducting long term business and generating sustainable growth. The Bank is also interested in seeking partners to increase business opportunities as well as cooperation in exchange for useful information in joint business operations to drive the Bank's operations to quickly achieve the target.

**Creditors:** The Bank adheres to the policy and strictly complies with all loan conditions under the agreement made with creditors by supervising repayment of loans and interest to all types of loan creditors in full by their due dates while generating growth in operating results to increase the creditor's confidence in the Bank's financial status and ability to repay debts.

**Regulatory Agencies:** The Bank is determined to operate business strictly in accordance with the law and regulations issued by the concerned authorities.

**Society:** The Bank contributes to social development by supporting small and micro business customers as they start and continue to strongly expand their businesses, which is an important factor for creating economic stability, under the vision and mission of the Bank to operate business with ethics and good corporate governance.

**Environment:** The Bank helps mitigate the impacts of climate change and the environment in a sustainable manner by implementing projects related to promoting environmental awareness to young individuals and every employee of the Bank as well as determining characteristics for businesses that the Bank does not offer loan services to due to environmental, social, and governance effects. The Bank announced these policies as part of the customer screening process.

**Public Network Partners:** The Bank has implemented a policy to foster equality and inclusion by providing accessible, lifelong learning opportunities to all to encourage good financial discipline, such as saving money and tackling debt, which is a major issue affecting the country's economy. It also aligns with the strategies of government bodies in promoting learning and public engagement, as well as in developing and sustaining stable economic communities. Additionally, the Bank has become a network partner to share financial knowledge with the public, ultimately creating a positive impact on society.

## 7. Conference

Unit: times (attendance/number of meetings)

List of the Company's Directors	The Board of Directors	The Executive Committee	The Audit Committee	The Nomination and Remuneration Committ	The Risk Oversight Committee	Shareholders	Shareholders No. 1/2022
Prof. Kitipong Urapeepatanapong	13/13					1/1	1/1
Mr. Teerapol Pussadet	4/5		6/6			1/1	
Mr. Stephen Tirador Briones	13/13		13/13	8/8	12/12	1/1	1/1
Mr. Chamnong Watanagase	13/13		13/13	4/4		1/1	1/1
Mr. Supachai Sukhanindr	13/13			4/4	12/12	1/1	1/1
Miss Ada Ingawanij	2/2		1/1				1/1
Mr. Gaurav Malik	12/13			8/8	11/12	1/1	
Miss Krisana Aramkulchai	13/13					1/1	1/1
Mr. Winyou Chaiyawan	13/13	10/12			12/12	1/1	1/1
Mr. Roy Agustinus Gunara	13/13	12/12			12/12	1/1	1/1

**Remarks:** 1. Mr. Teerapol Pussadet resigned as of June 17, 2022.  
2. Mr. Supachai Sukhanindr was appointed as a member of the Nomination and Remuneration Committee on June 30, 2022.  
3. Miss Ada Ingawanij was appointed as an Executive Director and member of the Audit Committee as of November 15, 2022.

## 8. Business Ethics

The Bank has been certified as a member of the Thai Private Sector Collective Action Coalition Against Corruption. The Board's policy requires employees at all levels to participate in ethics training in order to strengthen belief and trust as well as maximise benefits toward the banking industry,

shareholders, and stakeholders. All directors and employees are obliged to strictly abide by the guidelines for the Bank, customers, society, and personnel in the organisation. The Code of Conduct is provided as follows:

- Strictly carry out the duties with honesty, transparency, morality, and responsibility in accordance with the law, official rules, and the Bank's regulations. This includes policies to prevent and combat corruption, money laundering, financial support for terrorism, and proliferation of weapons of mass destruction
- Prevent and avoid actions that may bring a conflict of interest
- Perform the duties as professionals with high standards of knowledge, ability, expertise, and meticulous care
- Safeguard secrets and confidential information without using internal information to seek benefits for themselves or others

### **9. Conflicts of Interest Prevention**

The Bank has established the following measures to administer and manage conflicts of interest in its business operation:

#### **9.1 Preventing the use of internal information**

The Bank operates within the scope of retail banks by providing services only to small and micro business customers, SMEs, and a limited number of large or publicly listed corporations, hence, there is low risk of receiving and utilising material non-public information. The Bank included a clause in the Employee Code of Conduct concerning confidentiality and the prohibition of utilising information regarding the Bank and customers for the benefit of an individual or others.

#### **9.2 Transaction with concerned individuals and related undertakings**

The Bank established a policy on conducting transactions with related stakeholders to enhance corporate governance, prevent conflicts of interest, and provide a framework to oversee compliance risks with transaction requirements as follows:

9.2.1 Transactions must not include special conditions or requirements in normal course of trading with the same level of risk.

9.2.2 The Bank's benefits must be based on good corporate governance, taking into account the conditions of the transaction, risk management, internal control, and relevant legal disclosures.

9.2.3 Transactions must be documented as a contract that is legally enforced and has the same normal terms and conditions as a transaction with an ordinary person with the same level of risk.

9.2.4 Transaction reviews must be carried out in a transparent and beneficial manner to the Bank as emphasis is placed on the prevention of transactions that may cause a conflict of interest whereby concerned persons with high-level positions or management authority of the Bank must not participate in the approval of the transaction.

9.2.5 Transactions that do not comply with the Bank's policy must be approved by the Audit Committee and the Board of Directors.

#### **9.3 Reception and offer of gifts, services, and other benefits**

The Bank set written guidelines against corruption. Employees at all levels of the Bank's branches, subsidiaries, brokers and agents, including shareholders or any person acting on behalf of the Bank, must not bribe, offer inducement, or demand any type of benefit, directly or indirectly, from clients, state and private agencies, or a third party. This is to prevent the creation of undue influence on the exercise of good judgement, the performance of duties by others, or to obtain a business advantage, so as to solicit unwarranted benefits.

### **10. Internal Control and Auditing**

The Bank placed particular emphasis on internal control systems by establishing appropriate and sufficient internal control policies including development towards maximum efficiency. The Bank's recognition on the importance of internal control leads to the Bank's effective and efficient business operations and employees' practices in order to achieve long term profitability and goals. The following is the essence of these principles:

1. Appropriating segregation of organisation in accordance with the Bank's size and business goals.
2. The Audit Committee's duty is to review the effectiveness and adequacy of the internal control system of the Bank by overseeing the operations of internal audit and compliance as well as work closely with the auditor of the Bank, focusing on the adequacy of internal controls, practices according to the regulations, and the review of significant accounting policies including disclosures.
3. The Bank is particularly focused on risk management with the Committee and the Risk Management Department is responsible for risk analysis and monitor various types of bank risks at an acceptable level according to the Commission's regulations, which is regularly reported to the Board of Directors and the Audit Committee.

4. The Bank has a procedure for determining the powers and responsibilities of the management and operational levels including process control at each step of the operation. Duties of the operational review and approval are separated in order to achieve balance and appropriate inspection. The operator is provided with a practical guideline for maximum accuracy.
5. Information systems have continuously been upgraded to provide financial, operational, and compliance data in order to monitor the effectiveness of the internal control system and to promptly correct action against significant deficiencies. The adequate information is provided for timely decision-making by the management and the Board of Directors.
6. Internal Audit and Compliance is responsible for reviewing the operations of the Bank based on the risk-based criteria, official regulations, and the Bank's regulations. The internal audit and compliance are independent in their tasks from the management team and report directly to the Audit Committee.

#### **11. Disclosure**

The Bank gives importance on maintaining credibility and is committed to operate with transparency following the rules and regulations of the Bank by disclosing complete, thorough, and transparent information to shareholders and the general public whether it is general information, financial reports, or capital fund maintenance information in accordance with the Bank of Thailand's notification. Disclosure also includes information on our products and services as well as the annual report of the Board of Directors for financial report both in Thai and English. The reports must be published on the Bank's website [www.tcrbank.com](http://www.tcrbank.com), social media accounts, and various media channels.

#### **12. Customer Relationship Management**

The Bank recognises the importance of understanding genuine customer needs to develop products and services to offer the best experience and solution to customers through every service channel. The Bank established a customer relationship management team and a call center to provide respond to customer queries and provide product and service information. The Bank promotes its financial products through various channels, such as Facebook, website, and LINE, to ensure customers have comprehensive access.

The Bank has a team dedicated to building and maintaining a quality customer base by connecting with customers who show interest in the Bank's products. They strive to provide a positive experience through all service channels, and use customer feedback and service satisfaction survey to continuously improve the Bank's services and processes.

#### **13. Complaints and Feedback**

The Bank operates under righteousness, honesty, and transparency by establishing a code of conduct and outlining the roles and responsibilities of its employees at all levels. It ensures compliance with the law and relevant operating manuals, as well as implementing a disciplinary process to punish wrongdoing with fairness and appropriateness. Furthermore, it encourages everyone in the organisation to participate in the surveillance of any offenses.

In addition, the Bank established a Complaint Management team, which handles customer complaints and corruption clues. Customers can file their complaints through the Bank's online channels, branches, and call center where staff members can immediately handle the issues, including issues related to other departments in order to maximise convenience and retain satisfaction for the complainant. After this process, the team must provide the complainant with information on the procedure and the amount of time required to satisfy the complainant with the Bank's services.

#### **14. Human Resource Development**

The Bank believes that its employees are its most important asset, and therefore the Bank's personnel policy is centered on fostering highly qualified personnel to be a reliable partner and a good corporate citizen in the Thai society as the Bank strives to be open-minded and ethical. In addition, the Bank cares for employees through setting up employment policies, managing appropriate and fair remuneration systems and various welfare benefits, and ensuring occupational health and safety in the workplace in accordance with labour protection laws and international standards, as well as providing continuous human resource quality development training and communication of information internally.

Human resources management has three areas of responsibility: Human Resource Management, Change Management in the organisation, and General Administration.



## **Operational Guidelines**

By 2022, the COVID-19 virus has transitioned from a serious epidemic to a disease that must be monitored. This has forced the Human Resource Management department of the Bank to find ways to care for its employees in the face of this ever-changing situation.

The Bank has increased its workforce from 3,464 at the end of 2021 to 3,625 at the end of 2022 to effectively implement the Bank's business plan for 2022. This has been achieved through the careful implementation of management strategies that involve setting criteria and methods for recruiting qualified persons in line with the specified structure and qualifications. Additionally, the Bank has established a remuneration and other benefits, which reflect the duties, responsibilities, and associated risks for each position, while adhering to principles of transparency and good corporate governance.

The Bank simultaneously focuses on developing personnel at the executive level to lead employees and the organisation to grow and advance continuously. To ensure this, the Bank organises mixed-media training which includes training in the training room, online training, and e-Learning. Additionally, the Bank ensures its salespeople have the necessary licenses required by law and promotes awareness of the importance of providing good service to both internal and external customers, which will lead to the Bank's sustainable success.

Furthermore, the Bank has implemented a range of Environmental, Social and Governance (ESG) practices in order to provide its customers, employees, and society with the best possible service and to ensure that its operations are in line with the Bank of Thailand's guidelines. Additionally, the Bank has set up a Market Conduct Committee, chaired by the Managing Director, dedicated to providing fair customer service and helping the Bank to achieve sustainability in the long term.

The Bank places a strong emphasis on cultivating a corporate culture based on its DNA and core values through multiple channels, including e-mails, magazines, broadcasting media, comic book knowledge, and various activities for both new and current employees. In addition, the Bank looks after the well-being of its employees through its employee welfare system, which will be in place throughout 2022.

## **15. Corporate Governance Policy**

The Bank supports the development of good corporate governance through policies and the Bank's Code of Ethics/ Employee Code of Conduct as a framework for retail banking business operations and the Bank's employees. The Bank adheres to morals, integrity, and honesty as well as compliance with various laws and regulations following the guidelines of good corporate governance. The policies are as follows:

15.1 Every executive and employee must sign and accept compliance with the Bank's Code of Ethics and Employee Code of Conduct. Training on the topic of good corporate governance and ethics is provided to employees to raise awareness on the Bank's Code of Ethics. Stipulate the Bank's Code of Ethics with significant information on overall governance as follows:

15.1.1 Provide employees at all levels with knowledge and understanding of the risks of non-compliance with laws and regulations that could impact business operations, the Bank's image and reputation, as well as the duties and responsibilities of the employees.

15.1.2 Establish operational regulations to impose disciplinary action against those who do not comply with the laws, rules, and regulations as deemed appropriate for the effects and the nature of offenses with fairness to all parties.

15.2 Establish an organisational structure to ensure independent compliance operations by defining a Compliance Unit Charter, allocating personnel and resources to carry out regulatory compliance functions such as risk management and risk management system development, including risk identification and assessment, legal consultation, and review of business rules to ensure compliance with laws or regulations. Additionally, the Compliance Unit Charter will be responsible for monitoring compliance with regulations and reporting performance and risk management to senior management, the Bank board, and the parent company of a financial business group for acknowledgment and improvement.

15.3 Establish practical compliance and anti-corruption policies to ensure fair market conduct.



# Financial Report

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<b>94</b>	Statements of Profit or Loss and other Comprehensive Income
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## Report of the Board of Directors' Responsibility for the Financial Report

The Thai Credit Retail Bank PCL's Board of Directors is responsible for preparing and presenting financial statements in accordance with the Thai Financial Reporting Standards and generally accepted accounting practices, with appropriate accounting policies applied on a consistent basis. Judgement and estimates were made with careful and reasonable consideration. Adequate disclosure has been made in the notes to financial statements. Independent certified auditors have audited and given their unbiased opinions on these financial statements.

The Board of Directors has established and maintained a risk management system, an internal control system, an internal audit, and compliance measures that are appropriate, under good corporate governance and ensured that the financial records are accurate and complete. These present the actual and proper financial

position in accordance with the Thai Financial Reporting Standards to ensure the credibility of the Bank in terms of financial stability and capability to effectively manage risks from economic deterioration. In addition, the Board of Directors appointed the Audit Committee, which consists of three independent directors, to ensure the quality of financial reports, internal control system, and the disclosure of related transactions are complete, adequate, and appropriate. The Audit Committee has expressed its opinions with regard to the stated matters as presented in this annual report.

The Board of Directors is of the opinion that the Bank has disclosed appropriate and transparent information and can reasonably assure the credibility of the financial statements of the Bank for the year ending December 31, 2022.

**Prof. Kitipong Urapeepatanapong**  
Chairman



# Report of the Audit Committee

The Audit Committee of the Thai Credit Retail Bank Public Company Limited comprises of three independent directors:

- |                                |  |
|--------------------------------|--|
| 1. Mr. Chamnong Watanagase     | Chairman of the Audit Committee  |
| 2. Mr. Stephen Tirador Briones | Member of the Audit Committee  |
| 3. Miss Ada Ingawanij          | Member of the Audit Committee  |
| Miss Chorkaew Kaewmorakot,     | Senior Vice President of Internal Audit,<br>is the Secretary to the Audit Committee. |

The Bank appointed Mr. Chamnong Watanagase as Chairman of the Audit Committee, effective June 30, 2022, replacing Mr. Teerapol Pussadet, who completed his term as Director of the Bank and Chairman of the Audit Committee as of June 17, 2022. The Board of Directors appointed Ms. Ada Ingawanij as an Independent Director and member of the Audit Committee, effective November 15, 2022 as approved by the Bank of Thailand.

The Audit Committee appointed Miss Chorkaew Kaewmorakot, Senior Vice Present of Internal Audit as the Secretary to the Audit Committee, effective December 15, 2022, replacing Mr. Rong Hirunpanich who retired in 2022.

The Audit Committee performs their duties within the scope of responsibilities stipulated in the Charter of the Audit Committee, which had been assigned by the Bank's Board of Directors. In 2022, the Audit Committee held 13 meetings and reported monthly to the Board of Directors. The achievements of the Audit Committee were as follows:

## 1. Financial Reports Review

The Audit Committee reviewed the Bank's financial reports semi-annually and annually under globally accepted auditing standards. The Audit Committee regularly discussed with the auditors and executives to ensure the accuracy, completability, and reliability of the data, the adequacy of disclosure and transparency, as well as considering audit results, significant risks, and the Bank's risk management plans.

## 2. Internal Control and Audit Review

The Audit Committee is responsible for ensuring appropriateness, adequacy, an effective internal control as well as approving the annual auditing plan and ensuring suitable and adequate personnel in the department to work independently from the management. The Audit Committee is responsible for the Internal Audit Department's operation manual while monitoring performances and results of department on a monthly basis along with providing advice and overseeing solutions for significant issues as well as arrange internal audit quality assessments from external experts to create good corporate governance and increase efficiency and effectiveness in auditing operations. Moreover, the Audit Committee worked closely with auditors from the Bank of Thailand and the Bank.



### **3. Compliance Review**

The Audit Committee reviewed the compliance division by monitoring the performance of the compliance division for the Bank to perform its duties in accordance with the laws and official requirements.

### **4. Risk Management Review**

The Audit Committee reviewed the risk management of the Bank by monitoring the performance of the risk management unit to ensure that the Bank's risk managements are effective, and the encountered risks are at the acceptable levels designated by the Board of Directors.

### **5. Transactions with Related Parties and Conflicts of Interests Review**

The Audit Committee reviewed transactions with related parties and transactions that may have conflicts of interests before reporting to the Bank's Board of Directors for consideration. The Audit Committee focuses on transparency, adequacy of disclosure, and principles of good governance in their practice.

### **6. External Auditors Review**

The Audit Committee has selected the auditor for the Bank based on knowledge, ability, experience, credibility, resource adequacy, and the results from independent assessment. Regarding remuneration, a consideration was made on the scope of auditor's responsibility together with the comparable reference of audit fees paid by other offices.

The Audit Committee has decided to choose the auditor from KPMG Phoomchai Audit Company Limited for the Bank's 2022 audit and proposed the applicable remuneration to the Board of Directors for the shareholders' job appointment. Related comments and recommendations have also been submitted to the Board for consideration.

The Audit Committee has reviewed and evaluated the activities mentioned above and had opinions that the Board of Directors and executive members have good governance policies. They have put a great deal of commitment and discipline to ensure that the Bank's goals are achieved, and risk management is effective with adequate internal controls. The internal auditors are independent and audit process is set according to the internal audit standard, including credit review and compliance to be complied with the Bank's policies as well as the law and regulations.



**Mr. Chamnong Watanagase**

Chairman of the Audit Committee

# Independent Auditor's Report

## To the Shareholders of The Thai Credit Retail Bank Public Company Limited

### *Opinion*

I have audited the consolidated and the Bank's financial statements of The Thai Credit Retail Bank Public Company Limited and its subsidiary (the "Group"), and of The Thai Credit Retail Bank Public Company Limited (the "Bank"), respectively, which comprise the consolidated and the Bank's statements of financial position as at 31 December 2022, the consolidated and the Bank's statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and the Bank's financial statements present fairly, in all material respects, the financial position of the Group and the Bank, respectively, as at 31 December 2022 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs) and the regulations of the Bank of Thailand.

### *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 the Bank's Financial Statements* section of my report. I am independent of the Group and the Bank in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and the Bank's financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### *Other Information*

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and the Bank's 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 the Bank's 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 the Bank's 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 the Bank's 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 those charged with governance and request that the correction be made.

### *Responsibilities of Management and Those Charged with Governance for the Consolidated and the Bank's Financial Statements*

Management is responsible for the preparation and fair presentation of the consolidated and the Bank's financial statements in accordance with TFRSs and the regulations of the Bank of Thailand, and for such internal control as management determines it necessary to enable the preparation of consolidated and the Bank's financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and the Bank's financial statements, management is 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 management either intends to liquidate the Group and the Bank or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Bank's financial reporting process.

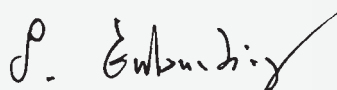
### *Auditor's Responsibilities for the Audit of the Consolidated and the Bank's Financial Statements*

My objectives are to obtain reasonable assurance about whether the consolidated and the Bank's 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 the Bank's financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and the Bank's 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 management.
- Conclude on the appropriateness of management's 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 the Bank's 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 the Bank's financial statements, including the disclosures, and whether the consolidated and the Bank's 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 those charged with governance 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.



(Pantip Gulsantithamrong)  
Certified Public Accountant  
Registration No. 4208

KPMG Phoomchai Audit Ltd.  
Bangkok  
22 February 2023

# Statements of Financial Position

The Thai Credit Retail Bank Public Company Limited and its Subsidiary

Assets	Note	Consolidated		The Bank	
		31 December		31 December	
		2022	2021	2022	2021
		<i>(in thousand Baht)</i>			
Cash		504,097	464,430	504,097	464,430
Interbank and money market items, net	9	19,184,537	10,948,838	19,183,555	10,947,346
Investments, net	10	2,922,750	5,695,814	2,922,750	5,695,814
Investments in subsidiary, net	11	-	-	250,000	250,000
Loans to customers and accrued interest receivables, net	12, 32	117,456,900	95,512,820	117,456,900	95,512,820
Properties for sale, net	14	770,741	341,926	770,741	341,926
Premises and equipment, net	15, 34	1,002,205	1,221,568	996,828	1,219,186
Intangible assets, net	16	185,441	173,786	165,918	156,861
Deferred tax assets	17	412,508	335,869	412,362	335,714
Other assets, net	18, 32	750,292	638,366	764,351	656,076
<b>Total assets</b>		<b>143,189,471</b>	<b>115,333,417</b>	<b>143,427,502</b>	<b>115,580,173</b>

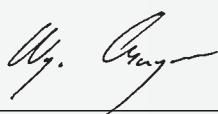
The accompanying notes form an integral part of the financial statements.



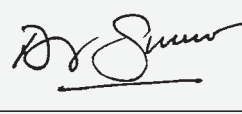
# Statements of Financial Position (Cont'd)

The Thai Credit Retail Bank Public Company Limited and its Subsidiary

Liabilities and equity	Note	Consolidated		The Bank	
		31 December		31 December	
		2022	2021	2022	2021
		<i>(in thousand Baht)</i>			
<b>Liabilities</b>					
Deposits	19, 32	113,444,149	88,514,778	113,621,873	88,736,490
Interbank and money market items	20, 32	11,398,479	12,737,750	11,398,479	12,737,750
Liabilities payable on demand		72,581	88,924	72,581	88,924
Debt issued and borrowings	21, 32	889,930	869,935	889,930	869,935
Provisions	22	254,994	215,550	254,396	214,861
Other liabilities	23, 32, 34	2,747,761	2,443,465	2,678,753	2,395,078
<b>Total liabilities</b>		<b>128,807,894</b>	<b>104,870,402</b>	<b>128,916,012</b>	<b>105,043,038</b>
<b>Equity</b>					
Share capital	26				
Authorised share capital					
659,816,666 ordinary shares of Baht 10 each		6,598,167		6,598,167	
590,375,000 ordinary shares of Baht 10 each			5,903,750		5,903,750
Issued and paid-up share capital					
582,291,666 ordinary shares of Baht 10 each		5,822,917	-	5,822,917	-
500,000,000 ordinary shares of Baht 10 each		-	5,000,000	-	5,000,000
Warrants	27	288,938	288,938	288,938	288,938
Premium on share capital	26, 28	768,239	-	768,239	-
Other reserves		1,228	36,043	1,228	36,043
Retained earnings					
Appropriated					
Legal reserve	29	389,831	269,389	389,831	269,389
Unappropriated		7,110,424	4,868,645	7,240,337	4,942,765
<b>Total equity</b>		<b>14,381,577</b>	<b>10,463,015</b>	<b>14,511,490</b>	<b>10,537,135</b>
<b>Total liabilities and equity</b>		<b>143,189,471</b>	<b>115,333,417</b>	<b>143,427,502</b>	<b>115,580,173</b>



Mr. Winyou Chaiyawan  
Director



Mr. Roy Agustinus Gunara  
Director

The accompanying notes form an integral part of the financial statements.

# Statements of Profit or Loss and other Comprehensive Income

The Thai Credit Retail Bank Public Company Limited and its Subsidiary

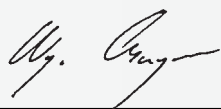
	Note	Consolidated		The Bank	
		Years ended 31 December		Years ended 31 December	
		2022	2021	2022	2021
		<i>(in thousand Baht)</i>			
Interest income	32, 37	12,684,736	9,800,970	12,684,736	9,800,970
Interest expenses	32, 38	<u>(1,632,385)</u>	<u>(1,307,386)</u>	<u>(1,632,813)</u>	<u>(1,307,689)</u>
<b>Net interest income</b>		<b><u>11,052,351</u></b>	<b><u>8,493,584</u></b>	<b><u>11,051,923</u></b>	<b><u>8,493,281</u></b>
Fees and service income	32	528,138	435,553	544,358	444,373
Fees and service expenses		<u>(587,394)</u>	<u>(483,290)</u>	<u>(602,316)</u>	<u>(494,835)</u>
<b>Net fees and service expenses</b>	39	<b><u>(59,256)</u></b>	<b><u>(47,737)</u></b>	<b><u>(57,958)</u></b>	<b><u>(50,462)</u></b>
Gains on foreign exchange transactions, net		-	10	-	10
Gains on investments, net	40	75	97	75	97
Other operating income	32	238,554	296,164	244,329	302,073
<b>Total operating income</b>		<b><u>11,231,724</u></b>	<b><u>8,742,118</u></b>	<b><u>11,238,369</u></b>	<b><u>8,744,999</u></b>
<b>Other operating expenses</b>					
Employee expenses		3,040,448	2,591,901	3,015,869	2,573,627
Directors' remuneration		16,490	15,280	16,490	15,280
Premises and equipment expenses		602,859	520,197	598,404	518,144
Taxes and duties		411,409	304,272	411,371	304,263
Others	32	<u>365,195</u>	<u>267,045</u>	<u>344,476</u>	<u>253,811</u>
<b>Total other operating expenses</b>		<b><u>4,436,401</u></b>	<b><u>3,698,695</u></b>	<b><u>4,386,610</u></b>	<b><u>3,665,125</u></b>
Expected credit loss	41	<u>3,835,409</u>	<u>2,610,553</u>	<u>3,835,409</u>	<u>2,610,553</u>
<b>Profit from operations before income tax</b>		<b><u>2,959,914</u></b>	<b><u>2,432,870</u></b>	<b><u>3,016,350</u></b>	<b><u>2,469,321</u></b>
Income tax	42	<u>607,393</u>	<u>497,853</u>	<u>607,514</u>	<u>497,966</u>
<b>Net profit</b>		<b><u>2,352,521</u></b>	<b><u>1,935,017</u></b>	<b><u>2,408,836</u></b>	<b><u>1,971,355</u></b>

The accompanying notes form an integral part of the financial statements.

# Statements of Profit or Loss and other Comprehensive Income (Cont'd)

The Thai Credit Retail Bank Public Company Limited and its Subsidiary

	Note	Consolidated		The Bank	
		Years ended 31 December 2022	Years ended 31 December 2021	Years ended 31 December 2022	Years ended 31 December 2021
<i>(in thousand Baht)</i>					
<b>Other comprehensive income (loss)</b>					
<b>Items that will be reclassified subsequently to profit or loss</b>					
Losses on investment in debt instruments at fair value through other comprehensive income		(1,404)	(2,341)	(1,404)	(2,341)
Income tax relating to components of other comprehensive income (loss) will be reclassified subsequently to profit or loss	42	281	468	281	468
		<u>(1,123)</u>	<u>(1,873)</u>	<u>(1,123)</u>	<u>(1,873)</u>
<b>Items that will not be reclassified subsequently to profit or loss</b>					
Gains (losses) on investments in equity instruments designated at fair value through other comprehensive income		63	(180)	63	(180)
Gains on remeasurements of defined benefit obligations	22	12,124	1,112	11,472	878
Income tax relating to components of other comprehensive income (loss) will not be reclassified subsequently to profit or loss	42	(2,437)	(186)	(2,307)	(140)
		<u>9,750</u>	<u>746</u>	<u>9,228</u>	<u>558</u>
<b>Total other comprehensive income (loss), net</b>		<u>8,627</u>	<u>(1,127)</u>	<u>8,105</u>	<u>(1,315)</u>
<b>Total comprehensive income</b>		<u>2,361,148</u>	<u>1,933,890</u>	<u>2,416,941</u>	<u>1,970,040</u>
<b>Earnings per share</b>					
	43				
Basic earnings per share <i>(in Baht)</i>		<u>4.56</u>	<u>3.87</u>	<u>4.67</u>	<u>3.94</u>
Diluted earnings per share <i>(in Baht)</i>		<u>4.37</u>	<u>3.78</u>	<u>4.47</u>	<u>3.85</u>



Mr. Winyou Chaiyawan  
Director



Mr. Roy Agustinus Gunara  
Director

The accompanying notes form an integral part of the financial statements.

# Statements of Changes in Equity

The Thai Credit Retail Bank Public Company Limited and its Subsidiary

	Consolidated							Total equity		
	Issued and paid-up capital	Warrants (Note 27)	Premium on share capital	Reserve for share-based payments (Note 28)	Gains (losses) on investments in debt instruments at fair value through other comprehensive income	Gains on investments in equity instruments designated at fair value through other comprehensive income	Other reserves		Retained earnings	
<b>For the year ended 31 December 2022</b>										
<b>Balance at 1 January 2022</b>	<b>5,000,000</b>	<b>288,938</b>	-	<b>34,906</b>	<b>901</b>	<b>236</b>	<b>36,043</b>	<b>269,389</b>	<b>4,868,645</b>	<b>10,463,015</b>
<b>Contributions by owners of the Bank</b>										
Issue of ordinary shares	666,667	-	733,333	-	-	-	-	-	-	1,400,000
Exercise of stock options	156,250	-	34,906	(34,906)	-	-	(34,906)	-	-	156,250
Share-based payment transactions	-	-	-	1,164	-	-	1,164	-	-	1,164
<b>Total contributions by owners of the Bank</b>	<b>822,917</b>	-	<b>768,239</b>	<b>(33,742)</b>	-	-	<b>(33,742)</b>	-	-	<b>1,557,414</b>
<b>Comprehensive income (loss) for the year</b>										
Net profit	-	-	-	-	-	-	-	-	2,352,521	2,352,521
Other comprehensive income (loss)	-	-	-	-	(1,123)	50	(1,073)	-	9,700	8,627
<b>Total comprehensive income (loss) for the year</b>	-	-	-	-	<b>(1,123)</b>	<b>50</b>	<b>(1,073)</b>	-	<b>2,362,221</b>	<b>2,361,148</b>
Transfer to legal reserve	-	-	-	-	-	-	-	120,442	(120,442)	-
<b>Balance at 31 December 2022</b>	<b>5,822,917</b>	<b>288,938</b>	<b>768,239</b>	<b>1,164</b>	<b>(222)</b>	<b>286</b>	<b>1,228</b>	<b>389,831</b>	<b>7,110,424</b>	<b>14,381,577</b>

(in thousand Baht)

The accompanying notes form an integral part of the financial statements.

# Statements of Changes in Equity (Cont'd)

The Thai Credit Retail Bank Public Company Limited and its Subsidiary

	Consolidated							Total equity	
	Other reserves				Retained earnings				
	Issued and paid-up capital	Warrants (Note 27)	Reserve for share-based payments (Note 28)	Gains (losses) on investments in debt instruments at fair value through other comprehensive income	Gains (losses) on investments in equity instruments designated at fair value through other comprehensive income	Total other reserves	Legal reserve		Unappropriated
<b>For the year ended 31 December 2021</b>									
<b>Balance at 1 January 2021</b>	5,000,000	-	34,906	2,774	380	38,060	170,821	3,031,306	8,240,187
<b>Contributions by owners of the Bank</b>									
Issuance of warrants	-	288,938	-	-	-	-	-	-	288,938
<b>Total contributions by owners of the Bank</b>	-	288,938	-	-	-	-	-	-	288,938
<b>Comprehensive income (loss) for the year</b>									
Net profit	-	-	-	-	-	-	-	1,935,017	1,935,017
Other comprehensive income (loss)	-	-	-	(1,873)	(144)	(2,017)	-	890	(1,127)
<b>Total comprehensive income (loss) for the year</b>	-	-	-	(1,873)	(144)	(2,017)	-	1,935,907	1,933,890
Transfer to legal reserve	-	-	-	-	-	-	98,568	(98,568)	-
<b>Balance at 31 December 2021</b>	5,000,000	288,938	34,906	901	236	36,043	269,389	4,868,645	10,463,015

(in thousand Baht)

The accompanying notes form an integral part of the financial statements.



# Statements of Changes in Equity (Cont'd)

The Thai Credit Retail Bank Public Company Limited and its Subsidiary

	The Bank							Total equity	
	Issued and paid-up capital	Warrants (Note 27)	Premium on share capital	Reserve for share-based payments (Note 28)	Gains (losses) on investments in debt instruments at fair value through other comprehensive income	Gains on investments in equity instruments designated at fair value through other comprehensive income	Retained earnings		
<b>For the year ended 31 December 2022</b>									
<b>Balance at 1 January 2022</b>	5,000,000	288,938	-	34,906	901	236	36,043	4,942,765	10,537,135
<b>Contributions by owners of the Bank</b>									
Issue of ordinary shares	666,667	-	733,333	-	-	-	-	-	1,400,000
Exercise of stock options	156,250	-	34,906	(34,906)	-	-	(34,906)	-	156,250
Share-based payment transactions	-	-	-	1,164	-	-	1,164	-	1,164
<b>Total contributions by owners of the Bank</b>	<b>822,917</b>	<b>-</b>	<b>768,239</b>	<b>(33,742)</b>	<b>-</b>	<b>-</b>	<b>(33,742)</b>	<b>-</b>	<b>1,557,414</b>
<b>Comprehensive income (loss) for the year</b>									
Net profit	-	-	-	-	-	-	-	2,408,836	2,408,836
Other comprehensive income (loss)	-	-	-	-	(1,123)	50	(1,073)	9,178	8,105
<b>Total comprehensive income (loss) for the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,123)</b>	<b>50</b>	<b>(1,073)</b>	<b>2,418,014</b>	<b>2,416,941</b>
Transfer to legal reserve	-	-	-	-	-	-	-	120,442	(120,442)
<b>Balance at 31 December 2022</b>	<b>5,822,917</b>	<b>288,938</b>	<b>768,239</b>	<b>1,164</b>	<b>(222)</b>	<b>286</b>	<b>1,228</b>	<b>389,831</b>	<b>14,511,490</b>

(in thousand Baht)

The accompanying notes form an integral part of the financial statements.

# Statements of Changes in Equity (Cont'd)

The Thai Credit Retail Bank Public Company Limited and its Subsidiary

		The Bank						
		Other reserves				Retained earnings		
		Issued and paid-up capital	Warrants	Reserve for share-based payments	Gains (losses) on investments in debt instruments at fair value through other comprehensive income	Gains (losses) on investments in equity instruments designated at fair value through other comprehensive income	Legal reserve	Total equity
Note			(Note 27)	(Note 28)				
	<b>For the year ended 31 December 2021</b>							
	<b>Balance at 1 January 2021</b>	5,000,000	-	34,906	2,774	380	170,821	8,278,157
	<b>Contributions by owners of the Bank</b>							
27	Issuance of warrants	-	288,938	-	-	-	-	288,938
	<b>Total contributions by owners of the Bank</b>	-	<b>288,938</b>	-	-	-	-	<b>288,938</b>
	<b>Comprehensive income (loss) for the year</b>							
	Net profit	-	-	-	-	-	-	1,971,355
	Other comprehensive income (loss)	-	-	-	(1,873)	(144)	(2,017)	(1,315)
	<b>Total comprehensive income (loss) for the year</b>	-	-	-	<b>(1,873)</b>	<b>(144)</b>	<b>-</b>	<b>1,970,040</b>
29	Transfer to legal reserve	-	-	-	-	-	98,568	(98,568)
	<b>Balance at 31 December 2021</b>	<b>5,000,000</b>	<b>288,938</b>	<b>34,906</b>	<b>901</b>	<b>236</b>	<b>269,389</b>	<b>10,537,135</b>

(in thousand Baht)

The accompanying notes form an integral part of the financial statements.

# Statements of Cash flows

The Thai Credit Retail Bank Public Company Limited and its Subsidiary

	Note	Consolidated		The Bank	
		Years ended 31 December		Years ended 31 December	
		2022	2021	2022	2021
		<i>(in thousand Baht)</i>			
<b>Cash flows from operating activities</b>					
Profit from operations before income tax		2,959,914	2,432,870	3,016,350	2,469,321
<i>Adjustments to reconcile profit from operations before income tax to cash receipts (payments) from operating activities</i>					
Depreciation and amortisation	15, 16	279,817	248,957	276,247	247,229
Expected credit losses	41	3,835,409	2,610,553	3,835,409	2,610,553
Provision for employee benefits	22	57,437	45,915	56,876	45,433
Share-based payment expenses	28	1,164	-	1,164	-
Provision for dismantling of leasehold improvement		519	1,507	519	1,507
Contract liabilities		(14)	86	-	-
Gains on disposal of properties for sale		(332)	(1,969)	(332)	(1,969)
Gains on disposal of premises and equipment		(52)	(223)	(52)	(223)
Losses on write-off of premises and equipment		-	1,899	-	1,899
(Gains) losses on write-off of right-of-use assets and lease liabilities		(3,069)	3,199	(3,069)	3,199
Gains on disposal of investments	40	(75)	(97)	(75)	(97)
Net amortisation of premium on investments		5,752	922	5,752	922
Net interest income		(11,052,351)	(8,493,584)	(11,051,923)	(8,493,281)
Interest received		11,738,943	8,316,279	11,738,943	8,316,279
Interest paid		(1,571,878)	(1,207,815)	(1,572,437)	(1,208,119)
Dividend income		(57)	(38)	(57)	(38)
Income tax paid		(559,306)	(477,113)	(559,306)	(477,113)
Profit from operations before changes in operating assets and liabilities		5,691,821	3,481,348	5,744,009	3,515,502
<i>(Increase) decrease in operating assets</i>					
Interbank and money market items		(8,234,928)	(3,427,430)	(8,235,438)	(3,425,938)
Loans to customers		(24,852,244)	(29,825,500)	(24,852,244)	(29,825,500)
Properties for sale		(428,483)	(183,461)	(428,483)	(183,461)
Other assets		(112,900)	(112,832)	(120,317)	(100,728)
<i>Increase (decrease) in operating liabilities</i>					
Deposits		25,094,049	24,031,510	25,050,061	24,109,119
Interbank and money market items		(1,339,271)	7,062,136	(1,339,271)	7,062,136
Liabilities payable on demand		(16,343)	25,636	(16,343)	25,636
Provision for employee benefits paid	22	(6,696)	(1,507)	(6,696)	(1,507)
Other liabilities		205,474	210,489	198,915	174,740
<b>Net cash (used in) from operating activities</b>		<b>(3,999,521)</b>	<b>1,260,389</b>	<b>(4,005,807)</b>	<b>1,349,999</b>

The accompanying notes form an integral part of the financial statements.

# Statements of Cash flows (Cont'd)

The Thai Credit Retail Bank Public Company Limited and its Subsidiary

	Note	Consolidated		The Bank	
		Years ended 31 December		Years ended 31 December	
		2022	2021	2022	2021
		<i>(in thousand Baht)</i>			
<b><i>Cash flows from investing activities</i></b>					
Interest received		31,638	10,287	31,638	10,287
Dividend received		57	38	57	38
Acquisition of instruments measured at fair value through other comprehensive income		(11,273,000)	(8,380,000)	(11,273,000)	(8,380,000)
Proceeds from disposal and redemption of instruments measured at fair value through other comprehensive income		14,039,074	6,144,097	14,039,074	6,144,097
Acquisition of investment in subsidiary		-	-	-	(100,000)
Acquisition of premises and equipment		(122,444)	(80,171)	(121,955)	(77,961)
Proceeds from disposal of premises and equipment		63	470	61	470
Acquisition of intangible assets		(41,243)	(41,964)	(36,421)	(33,784)
<b>Net cash from (used in) investing activities</b>		<b>2,634,145</b>	<b>(2,347,243)</b>	<b>2,639,454</b>	<b>(2,436,853)</b>
<b><i>Cash flows from financing activities</i></b>					
Proceeds from issuing share capital	26	1,556,250	-	1,556,250	-
Proceeds from subordinated debentures and warrants		-	1,150,000	-	1,150,000
Payment for fees related to issuance of subordinated debentures		-	(2,101)	-	(2,101)
Payment of lease liabilities		(151,207)	(117,683)	(150,230)	(117,683)
<b>Net cash from financing activities</b>		<b>1,405,043</b>	<b>1,030,216</b>	<b>1,406,020</b>	<b>1,030,216</b>
<b>Net increase (decrease) in cash</b>		<b>39,667</b>	<b>(56,638)</b>	<b>39,667</b>	<b>(56,638)</b>
Cash at 1 January		464,430	521,068	464,430	521,068
<b>Cash at 31 December</b>		<b>504,097</b>	<b>464,430</b>	<b>504,097</b>	<b>464,430</b>
<b>Supplementary disclosures of cash flow information</b>					
Non-cash transactions:					
Losses on investment in debt instruments at fair value through other comprehensive income		(1,404)	(2,341)	(1,404)	(2,341)
Gains (losses) on investment in equity instruments designated at fair value through other comprehensive income		63	(180)	63	(180)
Increase in properties for sale due to debts settlement	14	457,902	191,709	457,902	191,709
(Decrease) increase in payable for acquisition of equipment		(3,694)	6,706	(3,743)	6,710
Decrease in payable for acquisition of intangible assets		(128)	(1,608)	-	-

The accompanying notes form an integral part of the financial statements.

# Notes to the Financial Statement

The Thai Credit Retail Bank Public Company Limited and its Subsidiary  
For the year ended 31 December 2022

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# Notes to the Financial Statement

The Thai Credit Retail Bank Public Company Limited and its Subsidiary  
For the year ended 31 December 2022

These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 22 February 2023.

## 1 General information

The Thai Credit Retail Bank Public Company Limited, (the “Bank”), was incorporated as a limited company in Thailand on 6 October 1970 and was transformed to a public company limited on 28 July 2005. The Bank has been approved by the Ministry of Finance to operate as a retail bank in Thailand effective from 22 December 2006 and commenced its operations on 18 January 2007 onwards. The Bank registered to change its name with the Ministry of Commerce from “Thai Keha Credit Foncier Public Co., Ltd.” to “The Thai Credit Retail Bank Public Company Limited”.

The Bank has its registered head office at 123 Thai Life Insurance Building, Ratchadaphisek Road, Dindaeng, Bangkok 10400.

The ultimate parent company and the immediate parent company during the financial year were V.C. Property Co., Ltd. and VNB Holding Company Limited. Both companies were incorporated in Thailand.

The principal business of the Bank is financial services under the scope of retail banking license. Its subsidiary is incorporated as a limited company under Thai laws and has been operating in Thailand. Details of the Bank’s subsidiary are given in note 11.

## 2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRSs”), guidelines promulgated by the Federation of Accounting Professions, applicable rules and regulations of the Bank of Thailand (“BoT”) and applicable rules and regulations of the Thai Securities and Exchange Commission; and presented as prescribed by the BoT notification number Sor Nor Sor 21/2561, directive dated 31 October 2018, regarding “*The preparation and announcement of the financial statements of a commercial bank and a holding companies which are the parent company of a financial group*”, and the Circular number Thor Por Tor. For Nor Sor 2. Wor. 802/2564, directive dated 3 September 2021 regarding “*Guidelines regarding the provision of financial assistance to the debtors affected by the COVID-19 (sustainable debt resolution)*” as described in note 4. The financial statements are presented in Thai Baht, which is the Group’s functional currency. The accounting policies set out in note 3, have been applied consistently to all periods presented in these financial statements.

The preparation of financial statements in conformity with TFRS requires management to make judgments, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that are described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

## 3 Significant accounting policies

### (a) Basis of consolidation

The consolidated financial statements relate to the Bank and its subsidiary (together referred to as the “Group”).

Subsidiary is an entity controlled by the Group. The Group controls an entity when it 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. The financial statements of subsidiary are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

At the acquisition date, the Group measures any non-controlling interest at its proportionate interest in the identifiable net assets of the acquiree.

When the Group loses control over a subsidiary, it derecognises the assets and liabilities and other components of equity of the subsidiary. Any resulting gain or loss is recognised in profit or loss.

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements.

**(b) *Investments in subsidiary***

Investments in subsidiary in the separate financial statements are measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Bank's right to receive payment is established.

**(c) *Foreign currencies***

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currencies are translated to the respective functional currencies of each entity in the Group at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date.

Foreign currency differences are generally recognised in profit or loss. However, foreign currency differences arising from the translation of investments in equity instruments designated as at fair value through other comprehensive income (FVOCI) are recognised in other comprehensive income.

**(d) *Cash***

Cash comprises cash on hand and cash on collection.

**(e) *Financial instruments***

**(1) *Initial recognition and measurement***

The Group initially recognises financial assets or financial liabilities (including regular way purchases and sales of financial assets) on the transaction date, which is the date on which the Group becomes the party to the provisions of the instrument, except for investments in debt instruments which are recognised and derecognised on the settlement date.

Financial assets and financial liabilities not measured at fair value through profit or loss (FVTPL) are initially measured at fair value plus or minus transaction costs that are directly attributable to its acquisition or issue of the financial assets or financial liabilities.

## (2) *Classification and subsequent measurement*

### *Classification of financial assets*

On initial recognition, a financial asset is classified as measured at: amortised cost, FVOCI or FVTPL. The classification is based on the cash flow characteristics of the financial asset and the business model in which they are managed.

A financial asset which is not designated as at FVTPL is measured at amortised cost if it meets both of the following conditions:

- the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt instrument which is not designated as at FVTPL is measured at FVOCI only if it meets both of the following conditions:

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition, an investment in equity instrument that is not held for trading, the Group may irrevocably elect to present subsequent changes in fair value in OCI. This election is made on an investment-by-investment basis.

On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

### *Business model assessment*

The Group makes an assessment of the objective of a business model in which an asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. In particular, whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of the liabilities that are funding those assets or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Group's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and the way in which those risks are managed;
- how managers of the business are compensated (e.g. whether compensation is based on the fair value of the assets managed or on contractual cash flows collected); and
- frequency, value and timing of sales in prior year, the reasons for those sales and expectations about future sales activity. However, information about sales is not considered in isolation, but as part of an overall assessment of how the Group's stated objective for managing the financial assets is achieved and how cash flows are realised.

### *Assessment of whether contractual cash flows are solely payments of principal and interest on the principal amount outstanding*

For the purposes of this assessment, ‘principal’ is defined as the fair value of the financial asset on initial recognition. ‘Interest’ is defined as consideration for the time value of money, credit risk, other basic lending risks (e.g. liquidity risk) and costs (e.g. administrative costs), as well as profit margin associated with holding the financial assets for a particular period of time.

In assessing whether the contractual cash flows are solely payment of principal and interest on the principal amount outstanding, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making the assessment, the Group considers:

- contingent events that would change the amount and timing of cash flows;
- leverage features;
- terms that limit the Group’s claim to cash flows from specified assets (e.g. non-recourse loans); and
- features that modify consideration of the time value of money (e.g. periodic reset of the interest rates).

### *Subsequent measurement and gains and losses of financial assets*

Financial assets measured at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss, any gain or loss on derecognition are recognised in profit or loss.
Investment in debt instruments measured at FVOCI	These assets are subsequently measured at fair value. Interest income, calculated using the effective interest method, foreign exchange gains and losses and expected credit loss are recognised in profit or loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.
Investment in equity instruments designated at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss on the date on which the Group’s right to receive payment is established. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

### *Reclassifications*

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

### *Modifications of financial assets*

If the terms of a financial asset are modified, then the Group evaluates whether the cash flows of the modified asset are substantially different.

If the cash flows are substantially different, then the contractual rights to cash flows from the original financial asset are deemed to have expired. In this case, the original financial asset is derecognised and a new financial asset is recognised at fair value plus any eligible transaction costs. Any fees received as part of the modification are accounted for as follows:

- fees that are considered in determining the fair value of the new asset and fees that represent reimbursement of eligible transaction costs are included in the initial measurement of the asset; and
- other fees are included in profit or loss as part of the gain or loss on derecognition.

If cash flows are modified when the borrower is in financial difficulties, then the objective of the modification is usually to maximise recovery of the original contractual terms rather than to originate a new asset with substantially different terms. If the Group plans to modify a financial asset in a way that would result in forgiveness of cash flows, then it first considers whether a portion of the asset should be written off before the modification takes place. This approach impacts the result of the quantitative evaluation and means that the derecognition criteria are not usually met in such cases.

If the modification of a financial asset measured at amortised cost or FVOCI does not result in derecognition of the financial asset, then the Group first recalculates the gross carrying amount of the financial asset using the original effective interest rate of the asset and recognises the resulting adjustment as a modification gain or loss in profit or loss. For floating-rate financial assets, the original effective interest rate used to calculate the modification gain or loss is adjusted to reflect current market terms at the time of the modification. Any costs or fees incurred and fees received as part of the modification adjust the gross carrying amount of the modified financial asset and are amortised over the remaining term of the modified financial asset.

If such a modification is carried out because of financial difficulties of the borrower then the gain or loss is presented together with expected credit loss. In other cases, it is presented as interest income calculated using the effective interest rate method.

#### *Financial guarantee contracts held*

The Group assesses whether a financial guarantee contract held is an integral element of a financial asset that is accounted for separately. The factors that the Group considers when making this assessment include whether:

- the guarantee is implicitly part of the contractual terms of the debt instrument;
- the guarantee is required by laws and regulations that govern the contract of the debt instrument;
- the guarantee is entered into at the same time as and in contemplation of the debt instrument; and
- the guarantee is given by the parent of the borrower or another company within the borrower's group.

If the Group determines that the guarantee is an integral element of the financial asset, then any premium payable in connection with the initial recognition of the financial asset is treated as a transaction cost of acquiring it. The Group considers the effect of the financial guarantee contracts held when measuring the fair value of the debt instrument and when measuring expected credit losses ("ECL").

If the Group determines that the guarantee is not an integral element of the financial asset, then it recognises an asset representing any prepayment of guarantee premium and a right to compensation for credit losses. A prepaid premium asset is recognised only if the risks related to guaranteed exposure neither is credit-impaired nor has undergone a significant increase in credit risk when the guarantee is acquired. These assets are recognised in "other assets". The Group presents gains or losses on a compensation right in profit or loss in the line item "expected credit loss".

#### *Classification, measurement and gains and losses of financial liabilities*

On initial recognition, financial liabilities, except undrawn loan commitments and financial guarantee contracts, are classified and measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.



### *Modifications of financial liabilities*

The Group derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability derecognised and consideration paid is recognised in profit or loss. The consideration paid includes any assets transferred and new liabilities assumed.

If the modification of a financial liability is not accounted for derecognition, then the amortised cost of the liability is recalculated by discounting the modified cash flows at the original effective interest rate and the resulting gain or loss is recognised in profit or loss. For floating-rate financial liabilities, the original effective interest rate used to calculate the modification gain or loss is adjusted to reflect current market terms at the time of the modification. Any costs and fees incurred are recognised as an adjustment to the carrying amount of the liability and amortised over the remaining term of the modified financial liability by re-computing the effective interest rate on the instrument.

### (3) *Derecognition and offsetting*

#### *Derecognition of financial assets*

The Group derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

On derecognition of a financial asset, the difference between the carrying amount of the asset (or the carrying amount allocated to the portion of the asset derecognised) and the sum of (i) the consideration received (including any new asset obtained less any new liability assumed) and (ii) any cumulative gain or loss that had been recognised in OCI is recognised in profit or loss.

Any cumulative gain or loss recognised in OCI in respect of equity investment securities designated as at FVOCI is not recognised in profit or loss on derecognition of such securities. Any interest in transferred financial assets that qualify for derecognition that is created or retained by the Group is recognised as a separate asset or liability.

The Group enters into transactions whereby it transfers assets recognised on its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets or a portion of them. In such cases, the transferred assets are not derecognised. Examples of such transactions are securities lending or purchased under reverse sale-and-repurchase agreements.

#### *Derecognition of financial liabilities*

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or expired. The Group also derecognise a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

### *Offsetting*

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and the Group intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

#### *(4) Securities purchased under reverse sale-and-repurchase agreements/ Securities sold under sale-and-repurchase agreements*

The Group enters into agreements to purchase securities or to sell securities back at certain dates in the future at fixed prices. Amounts paid for securities purchased subject to a resale commitment are presented as assets under the caption of “Interbank and money market items, net (assets)” or “Loans to customers”, depending upon the type of its counterparty, in the statements of financial position, and the underlying securities are treated as collateral to such receivables. Securities sold subject to repurchase commitments are presented as liabilities under the caption of “Interbank and money market items (liabilities)” or “Debt issued and borrowings”, depending upon the type of its counterparty, in the statements of financial position, at the amounts received from the sale of those securities, and the underlying securities are treated as collateral. The difference between the purchase and sale considerations is recognised as interest income or expenses, as the case may be, over the transaction periods.

#### *(f) Properties for sale*

Properties for sale include properties foreclosed transferred under the Bank of Thailand’s supportive measure to acquire collateral assets for debt repayment, which the customers have the right to buy back the assets at transferring price with maintenance expenses within an agreed period not exceed 5 years since transferred date and the customers have the right to rent the assets for doing their businesses.

Properties for sale except for repossessed vehicles are measured at the lower of cost or net realisable value which based on the latest appraisal value net of estimated selling expenses.

The repossessed vehicles are measured at the lower of the outstanding loan principal including accrued interest receivables and output VAT submitted to the Revenue Department or fair value, net of selling costs and expenses.

The impairment of the properties for sale will be realised as the allowance for impairment of the properties for sale when incurred.

#### *(g) Premises and equipment*

Premises and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset and the costs of dismantling, removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Differences between proceeds from disposal and the carrying amount of premises and equipment are recognised in profit or loss.

### *Depreciation*

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on assets under installation.

The estimated useful lives are as follows:

Premises	25	years
Leasehold improvement	Not more than 10	years
Furniture and equipment	3 - 5	years
Computers and accessories	3 - 5	years
Right-of-use assets		
- Building and office spaces	Not more than 13	years
- Vehicles	Not more than 5	years

### **(h) Leases**

At inception of a contract, the Group assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

#### *As a lessee*

At commencement of a contract, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. For the leases of property, the Group has elected not to separate non-lease components and accounted for the lease and non-lease components wholly as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets or short-term leases which are recognised as expenses on a straight-line basis over the respective lease terms.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments, plus any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received. Right-of-use assets are presented as a part of premises and equipment in the statements of financial position. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the Group's incremental borrowing rate to discount the lease payments to the present value. The Group determines its incremental borrowing rate by obtaining the interest rates from internal source which reflect the term of the lease.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a modification. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

#### *As a lessor*

At inception or on modification of a contract, the Group allocates the consideration in the contract to each component on the basis of their relative standalone selling prices.

At lease inception, the Group considers to classify a lease that transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to lessees as a finance lease. A lease that does not meet this criteria is classified as an operating lease.

When the Group is an intermediate lessor, the Group classifies the sub-lease either as a finance lease or an operating lease with reference to the right-of-use asset arising from the head lease. In case of a head lease is a short-term lease, the sub-lease is classified as an operating lease.

The Group recognises finance lease receivables at the net investment of the leases, which includes the present value of the lease payments, and any unguaranteed residual value, discounted using the interest rate implicit in the lease. Finance lease income reflects a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

The Group recognises lease payments received under operating leases in profit or loss on a straight-line basis over the lease term as part of deduction to premises and equipment expenses. Initial direct costs incurred in arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term.

The Group derecognises and determines impairment on the lease receivables as disclosed in note 3 (e) (3) and 3 (j), respectively.

**(i) Intangible assets**

Intangible assets that have indefinite useful lives are measured at cost less impairment losses. Other intangible assets are measured at cost less accumulated amortisation and impairment losses. Subsequent expenditure is capitalised only when it will generate future economic benefits. Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss. No amortisation is provided on assets under installation.

The estimated useful are as follows:

Computer software	3 - 10	years
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**(j) Impairment of financial assets and lease receivables**

*Significant estimates and judgments*

The Group's expected credit loss ("ECL") calculations are based on complex models with a series of underlying assumptions. The significant judgments and estimates in determining ECL include criteria for assessing if there has been a significant increase in credit risk and development of ECL models, including the choice of inputs relating to macroeconomic variables. The calculation of ECL also involves expert credit judgment to be applied by management based upon counterparty information they receive from various internal and external. Expert credit judgment is also applied to determine whether any post-model adjustments are required for credit risk elements which are not captured by the model under a "management overlay" framework, such as identified model deficiencies, debtors' risk and other factors.

*Measurement of ECL*

ECLs are computed as unbiased, probability weighted amounts which are determined by evaluating a range of reasonably possible outcomes, the time value of money, and considering all reasonable and supportable information. This includes forward-looking information.

ECLs are a probability-weighted estimated of credit losses. They are measured as follows:

- financial assets: as the present value of all cash shortfalls (i.e., the difference between the contractual cash flows and the cash flows that the Group expects to receive);

- undrawn loan commitments: as the present value of the difference between the contractual cash flows that are due to the Group if the commitment is drawn down and the cash flows that the Group expects to receive if the loan is drawn down; and
- financial guarantee contracts: the expected payments to reimburse the holder less any amounts that the Group expects to recover.

Estimate of expected cash shortfalls is determined by multiplying the probability of default (“PD”) with percentage of the loss given default (“LGD”) with the expected exposure at the time of default (“EAD”).

Forward-looking macroeconomic assumptions are incorporated into the PD, LGD and EAD where relevant and where they have been identified to influence credit risk such as gross domestic product (“GDP”), inflation rate and unemployment rate. These assumptions are determined using all reasonable and supportable information, which includes both internally developed forecasts and those available externally and are consistent with those used for financial and capital planning.

Multiple forward-looking scenarios are incorporated into the range of reasonably possible outcomes for all material portfolios both in terms of determining the PD, LGD and EAD, where relevant, and in determining the overall expected credit loss amounts.

The estimate of expected cash shortfalls on a collateralised financial instrument reflects the amount and timing of cash flows that are expected from foreclosure on the collateral less the costs of obtaining and selling the collateral, irrespective of whether foreclosure is probable.

Cash shortfalls are discounted using the effective interest rate on the financial instrument.

### *Staging*

For ECL recognition, financial assets are classified in any of the below 3 stages at each reporting date by being assessed on individual basis. A financial asset can move between stages during its lifetime. The stage are based on changes in credit quality since initial recognition and defined as follows:

- Stage 1: Financial assets that have not had a significant increase in credit risk (Performing)

Financial assets that have not had a significant increase in credit risk (“SICR”) since initial recognition (i.e. no Stage 2 or 3 triggers apply) or investment in debt instrument that considered to have low credit risk at each reporting date with the exception of purchased or originated credit impaired (POCI) assets. The allowance for ECL is 12-month ECL. 12-month ECL is the portion of lifetime ECL that result from default events on a financial instrument that are possible within the 12 months after the reporting date.

- Stage 2: Financial assets that have a SICR (Under-performing)

When financial assets that have a SICR since initial recognition, ECLs are recognised for possible default events over the lifetime of the financial assets. SICR is assessed by using a number of quantitative and qualitative factors that are significant to the increase in credit risk. Financial assets that are 30 days or 1 month past due or more and not credit-impaired will always be considered to have experienced a SICR.

Qualitative factor assessments are part of current credit risk management processes, such as an assessment of significant deterioration in the customers’ ability to repay. Qualitative indicators include operating results, financial liquidity and other reliable indicators.

Financial assets can be transferred to Stage 1 in case they have proven that their ability to repay are back to normal.



- Stage 3: Financial assets that are credit-impaired (Non-performing)

Financial assets that are credit-impaired or in default represent those that are at least 90 days or 3 months past due in respect of principal and/or interest. Financial assets are also considered to be credit-impaired where the customers are unlikely to repay on the occurrence of one or more observable events that have a negative impact on the estimated future cash flows of the financial assets.

Evidence that a financial asset is credit impaired includes observable data about the following events:

- Significant financial difficulty of the issuer or borrower;
- In process of asset repossession;
- In process of litigation.

ECLs of credit-impaired financial assets are determined based on the difference between the present value of the recoverable cash flows under a range of scenarios, including the realisation of any collateral held where appropriate, discounted at the financial assets' effective interest rate, and the gross carrying amount of the financial assets prior to any credit impairment.

Financial assets that are credit-impaired require a lifetime provision.

#### *Modifications of financial instruments*

Where the original contractual terms of a financial asset have been modified for credit reasons and the instrument has not been derecognised, the resulting modification loss is recognised within ECL in profit or loss with a corresponding decrease in the gross carrying amount of the asset.

ECLs for modified financial assets that have not been derecognised and are not considered to be credit-impaired will be recognised on a 12-month basis, or a lifetime basis, whether if there is a SICR. These assets are assessed to determine that there has been a SICR subsequent to the modification.

Loans renegotiated or modified of contractual cash flows, the Group might consider them as financial assets that have a SICR except there is an evidence that the risk of not receiving contractual cash flows significantly reduces and there is no indicator of the impairment. The Group then considers the aforementioned financial assets as the ones that does not have a SICR.

#### *Write-offs of credit-impaired instruments and reversal of ECL*

To the extent a financial instrument is considered irrecoverable, the applicable portion of the gross carrying amount is written off against the related allowance for ECL. Such financial instruments are written off after all the necessary procedures have been completed, it is decided that there is no realistic probability of recovery and the amount of the loss has been determined. Subsequent recoveries of amounts previously written off decrease the amount of ECL in the profit or loss or as specified by the BoT's regulations.

If, in a subsequent period, the amount of the allowance for ECL decreases and the decrease can be related objectively to an event occurring after the credit impairment was recognised, the previously recognised ECL is reversed by adjusting the allowance for ECL. The amount of the reversal is recognised in the profit or loss.

#### *Improvement in credit risk*

A period may elapse from the point at which instruments enter stage 2 or stage 3 and are reclassified back to stage 1.

For financial assets with credit-impaired (Stage 3) and no debt restructured will transfer to stage 2 or stage 1 if it is considered that no more qualify as a financial asset with credit-impaired.

For financial assets within stage 2, these can only be transferred to stage 1 when they are no longer considered to have experienced a SICR.

Where SICR was determined using quantitative measures, the instruments will automatically transfer back to stage 1 when the day past due criteria is no longer met. Where instruments were transferred to stage 2 due to an assessment of qualitative factors, the issues that led to the reclassification must be cured before the instruments can be reclassified to stage 1. This includes the action to be resolved before the instruments are reclassified to stage 1.

For debt restructuring receivables, exposures under stage 3 can transfer to stage 2 when the customer performs under the revised terms of the contract for a longer of 3 months or 3 consecutive payments. Further 9 months are required for such customers to be transferred to stage 1 on the basis that there is no overdue balance on the account and the customer is expected to repay its remaining obligations in full.

For debt restructuring receivables, exposures under stage 2 that were not previously credit impaired can transfer to stage 1 when the customer performs under the revised terms of the contract for 3 months or 3 consecutive payments, whichever is longer.

**(k) *Impairment for non-financial assets***

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. For intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognised in profit or loss if the carrying amount of an asset exceeds its recoverable amount.

The recoverable amount is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An impairment loss of asset recognised in prior years is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

**(l) *Employee benefits***

*Defined contribution plans*

Obligations for contributions to the Group's provident funds are recognised as employee expenses in profit or loss as the related service is provided.

*Defined benefit plans*

The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior years. The defined benefit obligations is discounted to the present value, which performed annually by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Group determines the interest expense on the net defined benefit liability for the year by applying the discount rate used to measure the defined benefit obligation at the beginning of the year, taking into account any changes in the net defined benefit liability during the year as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

**(m) Warrants**

Warrants offered to subordinated debenture holders are measured at amount received from issuance of subordinated debenture less the initial fair value of the subordinated debenture.

**(n) Share-based payments**

The grant-date fair value of equity-settled share-based payment awards granted to certain management is generally recognised as an expense, with a corresponding increase in equity, over the vesting period of the awards. The amount recognised as an expense is adjusted to reflect the number of awards for which the related service and non-market performance conditions are expected to be met, such that the amount ultimately recognised is based on the number of awards that meet the related service and non-market performance conditions at the investing date.

The modification which increases the fair value of the stock option, the Group shall include the incremental fair value in the measurement of the amount recognised for services received as consideration for the stock option granted. The incremental fair value is the difference between the fair value of modified stock option and that of the original stock option, both estimated as at the date of modification. If the modification occurs after vesting date, the incremental fair value is recognised immediately.

**(o) Provisions**

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

*Allowance for ECL on obligation having credit risk exposures*

The Group provides allowance for ECL on undrawn loan commitments and financial guarantee contracts by the same methods applied to allowance for ECL as described in note 3 (j).

**(p) Fair value measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable inputs.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received. If the Group determines that the fair value of a financial instrument on initial recognition differs from the transaction price, the financial instrument is initially measured at fair value, adjusted for the difference between the fair value on initial recognition and the transaction price and the difference is recognised in profit loss immediately. However, for the fair value categorised as level 3, such difference is deferred and will be recognised in profit or loss on an appropriate basis over the life of the financial instrument or until the fair value level is transferred or the transaction is closed out.

**(q) Interest**

*Effective interest rate*

Interest income and interest expense are recognised in profit or loss using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to the gross carrying amount of the financial asset or the amortised cost of the financial liability.

When calculating the effective interest rate for financial instruments other than purchased or originated credit-impaired assets, the Group estimates future cash flows considering all contractual terms of the financial instrument, but not allowance for ECL.

The calculation of the effective interest rate includes transaction costs and fees that are an integral part of the effective interest rate. Transaction costs include incremental costs that are directly attributable to the acquisition or issue of a financial asset or financial liability.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured on initial recognition minus the principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount and, for financial assets, adjusted for any allowance for ECL.

The gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any allowance for ECL.

#### *Calculation of interest income and interest expense*

The effective interest rate of a financial asset or a financial liability is calculated on initial recognition of a financial asset or a financial liability. In calculating interest income and interest expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. The effective interest rate is revised as a result of periodic re-estimation of cash flows of floating rate instrument to reflect movements in market rates of interest.

However, for financial assets that are not purchased or originated credit-impaired financial assets but subsequently have become credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis of assets.

#### **(r) Revenue from contracts with customers**

##### *Revenue recognition*

Revenue is recognised when a customer obtains control of the service in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties and value added tax. Judgment is required in determining the timing of the transfer of control for revenue recognition at a point in time or over time. The related costs are recognised in profit or loss when they are incurred.

##### *Commission revenue*

For the contracts that the Group is arranging for the provision of the services on behalf of its customers and does not control the services before the primary service providers will provide the services to the customers. The Group acts in the capacity of an agent and recognises the net amount of consideration as commission revenue when its obligation to arrange for the provision of the specified service is fulfilled.

##### *Gains (losses) on sales of properties for sale*

Gains (losses) on sales of properties for sale are recognised as income or expenses in profit or loss when the significant risks and rewards in ownership of properties for sale have been transferred to the buyer.

#### **(s) Expenses**

The Group recognises expenses on an accrual basis

##### *Contributions to the Deposit Protection Agency and the Financial Institutions Development Fund*

Contributions to the Deposit Protection Agency and the Financial Institutions Development Fund are recorded as expenses in profit or loss on an accrual basis.

#### **(t) Income tax**

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that it relates to items recognised directly in equity or in other comprehensive income.



Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiary to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the Bank's financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

**(u) Earnings per share ("EPS")**

Basic EPS is calculated by dividing the profit attributable to ordinary shareholders of the Bank by the weighted average number of ordinary shares outstanding during the year. Diluted EPS is determined by adjusting the profit attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding, for the effects of all dilutive potential ordinary shares, including share options granted to management.

**(v) Segment reporting**

Segment results that are reported to the Group's Executive Committee (the chief operating decision maker) include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

## **4 Impact of COVID-19 pandemic**

The BoT has issued a Circular number Thor Por Tor. For Nor Sor 2. Wor. 802/2564, directive dated 3 September 2021 regarding "*Guidelines regarding the provision of financial assistance to the debtors affected by the COVID-19 (sustainable debt resolution)*", highlighted:

1. Guidelines regarding sustainable long-term debt restructuring.
2. Relaxing the regulations on conducting credit card business, personal loans under supervision and digital personal loans, for the purpose of reducing debt burdens of debtor, and temporarily enhancing liquidity of the debtors with repayment capability.
3. Guidelines regarding the process related to the regulations on asset classification and provisioning for the debt restructuring.

Under this Circular, the Group can apply staging and provisioning of debt restructuring from 1 January 2022 to 31 December 2023. The guideline of staging and provisioning depends on debt restructuring method which can be categorised into 2 groups as below:

<b>Debt restructuring method</b>	<b>Guideline of staging and provisioning</b>
1. Debt restructuring which aims to reduce the repayment other than term extension	1. Non NPL modified loans can be classified as stage 1 performing immediately once they are identified as being likely to repay. 2. NPL modified loans can be classified as stage 1 performing only if they can repay 3 consecutive months or 3 consecutive dues, whichever is longer. 3. Revision of effective interest rate (EIR) at the date of modification.
2. Debt restructuring by term extension only	Apply in accordance with the relevant financial reporting standards

As at 31 December 2022, the Group provided relief measures as mentioned above by approximately 20.3% (2021: 27.8%) of the gross carrying amount of loans to customers.

Management considered the impact to the financial assets based on available information and the potential impact on the initial ECL estimates. As at 31 December 2022 and 2021, management provided additional ECL as management overlay especially for the customers under relief measures.

On 7 April 2020, the BoT announced a reduction in rate of contribution from financial institutions to the Financial Institutions Development Fund (FIDF) from 0.46% of deposit base to 0.23% per annum temporarily for the year 2020 to 2021 which is retrospectively effective from 1 January 2020.

In August 2021, the BoT has announced to extend the period of the reduction in rate of contribution from financial institutions to the FIDF from 0.46% per annum to 0.23% per annum to the end of 2022.

## **5 Risk management**

The Group's activities expose them to a variety of finance risks: credit risk, market risk (including fair value interest rate risk, cash flow interest rate risk, exchange rate risk and price risk) and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on its financial performance.

Risk management is carried out under policies approved by the Bank's Board of Directors. The Risk Oversight Committee and the Risk Management Committee provide written principles for overall risk management, as well as written policies covering specific areas, such as credit risk, foreign exchange risk, interest rate risk and use of investment excess liquidity.

### **5.1 Credit risk**

Credit risk is risk that borrowers or counterparties fail to fulfil their obligations under the financial instruments, probably due to the fact that the borrowers or counterparties had financial problems or decided not to comply with the obligations resulting in loss to the Group. Credit risk exists in all types of financial products and activities on statement of financial position such as loans, bank overdrafts, notes and contingent liabilities such as various types of letters of guarantee. The maximum exposure of credit risk is the carrying amount of the financial instruments net of allowance for expected credit loss as shown in the statements of financial position and risks of that off-statement of financial position items arising from bank guarantee and other transactions.

The Group defines its credit risk management policies under the supervision of the Risk Management Committee. The main objective is to efficiently manage the Group credit risks in all aspects: policies, organisational structures, processes, and systems within an appropriated risk stated in the Bank business strategies as well as comply with regulations.

The Group applies credit risk management in credit examination and approval process, risk and repayment ability analysis, credit operation process after credit approval, credit review, credit monitoring and debt reschedule or restructure in order to prevent and resolve any problems might occur in the future.

The Group has set the credit risk preventing policy by setting up the “Check and Balance” in credit approval process, setting up risk-based authority, setting up various standard procedures for credit facilities under “Product Program” and setting up appropriate collateral consideration policy.

### **Credit quality analysis**

The following tables set out information about the credit quality as at 31 December 2022 and 2021 without taking into account collateral or other credit enhancement.

	<b>Consolidated 2022</b>			
	Stage 1	Stage 2	Stage 3	Total
	<i>(in thousand Baht)</i>			
<b>Interbank and money market items (assets)</b>				
Current	19,184,537	-	-	19,184,537
<b>Net carrying amount</b>	<b>19,184,537</b>	<b>-</b>	<b>-</b>	<b>19,184,537</b>

	<b>Consolidated 2021</b>			
	Stage 1	Stage 2	Stage 3	Total
	<i>(in thousand Baht)</i>			
<b>Interbank and money market items (assets)</b>				
Current	10,948,838	-	-	10,948,838
<b>Net carrying amount</b>	<b>10,948,838</b>	<b>-</b>	<b>-</b>	<b>10,948,838</b>

	<b>The Bank 2022</b>			
	Stage 1	Stage 2	Stage 3	Total
	<i>(in thousand Baht)</i>			
<b>Interbank and money market items (assets)</b>				
Current	19,183,555	-	-	19,183,555
<b>Net carrying amount</b>	<b>19,183,555</b>	<b>-</b>	<b>-</b>	<b>19,183,555</b>

	<b>The Bank 2021</b>			
	Stage 1	Stage 2	Stage 3	Total
	<i>(in thousand Baht)</i>			
<b>Interbank and money market items (assets)</b>				
Current	10,947,346	-	-	10,947,346
<b>Net carrying amount</b>	<b>10,947,346</b>	<b>-</b>	<b>-</b>	<b>10,947,346</b>

	<b>Consolidated and the Bank</b>			
	2022			
	Stage 1	Stage 2	Stage 3	Total
	<i>(in thousand Baht)</i>			
<b><i>Investments in debt instruments measured at FVOCI</i></b>				
Low credit risk <sup>(1)</sup>	2,920,705	-	-	2,920,705
Credit impaired	-	-	40,470	40,470
<b>Total</b>	<b>2,920,705</b>	<b>-</b>	<b>40,470</b>	<b>2,961,175</b>
Allowance for expected credit loss	(30)	-	(40,470)	(40,500)
<b>Carrying amount - Fair value</b>	<b>2,920,309</b>	<b>-</b>	<b>-</b>	<b>2,920,309</b>
<b><i>Loans to customers and accrued interest receivables and undue interest receivables</i></b>				
Current	105,512,333	4,794,728	85,251	110,392,312
Overdue 1 - 30 days	4,180,438	1,104,030	56,008	5,340,476
Overdue 31 - 60 days	1,168,235 <sup>(2)</sup>	1,870,751	85,303	3,124,289
Overdue 61 - 90 days	-	1,670,774	151,304	1,822,078
Overdue more than 90 days	-	60,882 <sup>(3)</sup>	5,113,500	5,174,382
<b>Total</b>	<b>110,861,006</b>	<b>9,501,165</b>	<b>5,491,366</b>	<b>125,853,537</b>
Less allowance for expected credit loss	(3,718,879)	(1,497,299)	(3,180,459)	(8,396,637)
<b>Net carrying amount</b>	<b>107,142,127</b>	<b>8,003,866</b>	<b>2,310,907</b>	<b>117,456,900</b>
<b><i>Undrawn loan commitments and financial guarantee contracts</i></b>				
Unconditional unused credit line	85,126	26	-	85,152
Financial guarantee contracts	-	-	41,778	41,778
Allowance for expected credit loss	(305)	(3)	(20,889)	(21,197)

(1) Investment grade

(2) Financial assets that are not more than 1 month past due

(3) Financial assets that are not more than 3 months past due

	<b>Consolidated and the Bank</b>			Total
	Stage 1	2021 Stage 2      Stage 3 <i>(in thousand Baht)</i>		
<b><i>Investments in debt instruments measured at FVOCI</i></b>				
Low credit risk <sup>(1)</sup>	5,692,457	-	-	5,692,457
Credit impaired	-	-	40,470	40,470
<b>Total</b>	<b>5,692,457</b>	<b>-</b>	<b>40,470</b>	<b>5,732,927</b>
Allowance for expected credit loss	(57)	-	(40,470)	(40,527)
<b>Carrying amount - Fair value</b>	<b>5,693,436</b>	<b>-</b>	<b>-</b>	<b>5,693,436</b>
<b><i>Loans to customers and accrued interest receivables and undue interest receivables</i></b>				
Current	85,739,827	4,715,504	7,646	90,462,977
Overdue 1 - 30 days	3,304,342	793,405	18,531	4,116,278
Overdue 31 - 60 days	664,991 <sup>(2)</sup>	1,180,181	51,772	1,896,944
Overdue 61 - 90 days	-	1,197,972	40,594	1,238,566
Overdue more than 90 days	-	212,911 <sup>(3)</sup>	3,193,950	3,406,861
<b>Total</b>	<b>89,709,160</b>	<b>8,099,973</b>	<b>3,312,493</b>	<b>101,121,626</b>
Less allowance for expected credit loss	(3,095,532)	(887,821)	(1,625,453)	(5,608,806)
<b>Net carrying amount</b>	<b>86,613,628</b>	<b>7,212,152</b>	<b>1,687,040</b>	<b>95,512,820</b>
<b><i>Undrawn loan commitments and financial guarantee contracts</i></b>				
Unconditional unused credit line	99,548	-	421	99,969
Financial guarantee contracts	-	-	41,778	41,778
Allowance for expected credit loss	-	-	(20,889)	(20,889)

<sup>(1)</sup> Investment grade

<sup>(2)</sup> Financial assets that are not more than 1 month past due

<sup>(3)</sup> Financial assets that are not more than 3 months past due

#### *Collateral held and other credit enhancements*

The reliability of the debtors is associated with an indicator of a debtor's profile, capital, and ability to repay. These are significant aspects of credit quality consideration. In addition, the collateral is used as one type of credit risk mitigation to reduce potential credit losses in the event of default. To ensure that the collateral accepted by the Group is marketable and legally enforceable, the Group reviews collateral value following the collateral policy and the BoT's guidelines and regulations.

In addition, in the event that the collateral does not cover the credit limit or no collateral, the Group still has other credit enhancements such as participating in a credit guarantee program with the Thai Credit Guarantee Corporation ("TCG") which is a state-owned specialised financial institution governed by the Ministry of Finance. TCG acts as a guarantor for SME and micro finance in order to mitigate the credit risk.



As at 31 December 2022 and 2021, the Group holds collateral and other credit enhancements as follows:

Type of credit exposure	Consolidated		Principal type of collateral held and other credit enhancements
	Amount (in thousand Baht)	Collateral*	
<b>2022</b>			
<b>Interbank and money market items</b>			
- Reverse repurchase agreements	9,500,976	9,605,035	Government and state enterprise securities and private debt securities
- Deposits at BoT and domestic commercial banks	9,683,561	-	None
<b>2021</b>			
<b>Interbank and money market items</b>			
- Reverse repurchase agreements	7,000,205	7,062,907	Government and state enterprise securities and private debt securities
- Deposits at BoT and domestic commercial banks	3,948,633	-	None
<b>The Bank</b>			
Type of credit exposure	Amount (in thousand Baht)	Collateral*	Principal type of collateral held and other credit enhancements
<b>2022</b>			
<b>Interbank and money market items</b>			
- Reverse repurchase agreements	9,500,976	9,605,035	Government and state enterprise securities and private debt securities
- Deposits at BoT and domestic commercial banks	9,682,579	-	None
<b>2021</b>			
<b>Interbank and money market items</b>			
- Reverse repurchase agreements	7,000,205	7,062,907	Government and state enterprise securities and private debt securities
- Deposits at BoT and domestic commercial banks	3,947,141	-	None

\* Most recent appraisal value

Type of credit exposure	Consolidated and the Bank		Principal type of collateral held and other credit enhancements
	Amount (in thousand Baht)	Collateral*	
<b>2022</b>			
<b>Investments in debt instruments**</b>			
- Government and state enterprise securities	2,920,705	-	None
- Private debt securities	40,470	-	None
<b>Loans to SME and micro SME customers</b>			
- Loans	83,884,675	68,295,647	Deposits, gold, land, building, residence, machine, equipment and TCG
- Hire purchase	1,598,674	3,168,925	Machine, equipment and vehicle
<b>Loans to micro finance customers</b>			
- Loans	20,036,781	-	TCG
<b>Loans to retail customers</b>			
- Housing loans	8,126,263	10,959,760	Residence
- Other loans to retail customers	12,207,144	17,772,074	Gold, residence and vehicle
<b>2021</b>			
<b>Investments in debt instruments**</b>			
- Government and state enterprise securities	5,692,457	-	None
- Private debt securities	40,470	-	None
<b>Loans to SME and micro SME customers</b>			
- Loans	69,037,442	60,904,869	Deposits, gold, land, building, residence, machine, equipment and TCG
- Hire purchase	1,650,939	3,262,341	Machine, equipment and vehicle
<b>Loans to micro finance customers</b>			
- Loans	14,910,639	-	TCG
<b>Loans to retail customers</b>			
- Housing loans	5,562,203	7,787,746	Residence
- Other loans to retail customers	9,960,403	15,797,855	Gold, residence and vehicle

\* Most recent appraisal value

\*\* Gross carrying amount

### Concentrations of credit risk

The Group monitors concentrations of credit risk by sector and by nature of transactions. Analyses of concentrations of credit risk as at 31 December 2022 and 2021 are shown below.

	Consolidated		The Bank	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
<b>Interbank and money market items (assets)</b>				
Government and state enterprises	9,614,909	3,847,778	9,614,909	3,847,778
Commercial banks	6,069,388	4,700,995	6,068,406	4,699,503
Specialised financial institutions	3,000,205	2,400,065	3,000,205	2,400,065
Other financial institutions	500,035	-	500,035	-
<b>Total</b>	<b>19,184,537</b>	<b>10,948,838</b>	<b>19,183,555</b>	<b>10,947,346</b>
	<b>Consolidated and the Bank</b>			
	2022			
		Loans to customers and accrued interest		
	Investments in debt instruments*	receivables and undue interest receivables	Unconditional unused credit line	Financial guarantee contracts
		<i>(in thousand Baht)</i>		
<i>Financial institutions</i>				
Government and state enterprises	2,920,705	-	-	-
<i>Business loans</i>				
Agriculture and mineral	-	713,841	14	-
Manufacture and commercial	-	69,368,783	49,535	-
Real estate and construction	-	17,397,904	5,715	41,778
Utilities and services	40,470	17,023,891	6,088	-
Others	-	406,285	10,000	-
<i>Consumer loans</i>				
Housing loans	-	8,664,963	-	-
Other lending	-	12,277,870	13,800	-
<b>Total</b>	<b>2,961,175</b>	<b>125,853,537</b>	<b>85,152</b>	<b>41,778</b>
	<b>Consolidated and the Bank</b>			
	2021			
		Loans to customers and accrued interest		
	Investments in debt instruments*	receivables and undue interest receivables	Unconditional unused credit line	Financial guarantee contracts
		<i>(in thousand Baht)</i>		
<i>Financial institutions</i>				
Government and state enterprises	5,692,457	-	-	-
<i>Business loans</i>				
Agriculture and mineral	-	745,285	-	-
Manufacture and commercial	-	54,217,431	8,327	-
Real estate and construction	-	14,308,976	66,835	41,778
Utilities and services	40,470	15,307,245	7,611	-
Others	-	343,130	-	-
<i>Consumer loans</i>				
Housing loans	-	6,169,074	360	-
Other lending	-	10,030,485	16,836	-
<b>Total</b>	<b>5,732,927</b>	<b>101,121,626</b>	<b>99,969</b>	<b>41,778</b>

\* Gross carrying amount

## ***Information related to ECL***

### *Significant increase in credit risk (SICR)*

When determining whether the probability of default on a financial instrument has increased significantly since initial recognition, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both qualitative and quantitative information and analysis, based on the Group's historical experience and expert credit assessment and including forward-looking information.

### *Definition of default*

The Group considers a financial asset to be in default when the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held).

In assessing whether a borrower is in default, the Group considers indicators that are:

- quantitative: e.g., the borrower is more than 90 days or 3 months past due on any material credit obligation to the Group. Overdrafts are considered as being past due once the customer has breached an advised limit or been advised of a limit smaller than the current amount outstanding;
- qualitative: e.g., it is becoming probable that the borrower will restructure the asset as a result of bankruptcy due to the borrower's inability to pay its credit obligations.

Inputs into the assessment of whether a financial instrument is in default and their significance may vary over time to reflect changes in circumstances. The definition of default applied by the Group largely aligns with the BoT criteria.

### *Probability of default*

Credit risk grades are a primary input into the determination of the probability of default. The Group has collected repayment performance data of each receivable and input into statistical models to analyse the data collected and generate estimates of the lifetime PD based on contractual repayment. Then, the Group uses the PD to estimate ECL.

### *Incorporation of forward-looking information*

ECL has been estimated by the probability weighted risk of default over the expected life of the financial instrument. It is based on the present value of all expected cash shortfalls carried by historical loss experience data for the group of assets that the Group considers credit risk to be similar such as types of loans to customers, types of collateral, contract terms and other relevant factors and adjusted by current observed data, along with supportable and reasonable future forecasts if statistically correlated can be proved.

The Group formulates three forward-looking economic scenarios; base case scenario, sluggish scenario and recession scenario. These scenarios are weighted by different level of probabilities. Examples of the macro-economic variables used in the forward-looking information are Gross Domestic Product (GDP), inflation rate and unemployment rate, etc.

The Group uses judgments to assess how much relevant macroeconomic changes should affect to ECL of the Group's portfolio. However, the Group reviews the method, the assumptions and forecasts of the future economic situations on a regular basis. In addition, the Group also considers providing the management overlay as a part of ECL.

## 5.2 Interest rate risk

Interest rate risk is the risk that arises from the potential of changes in interest rates which have an adverse effect on the net interest earnings of the Group in the current reporting period and future. Interest rate risk arises from the structure and the characteristics of the Group's assets and liabilities and the repricing mismatch of assets and liabilities.

The Group defines policies to adjust the structure of their financial positions to conform to the interest direction in the future and the defined risk framework. The Group monitors the interest direction movement and customer's behaviour closely in order to assess the most realistic risk. The Group also monitors its risk position more frequently when there are significant changes in asset and liability structures through "Repricing Gap" reporting in order to follow up the interest rate risks and net interest income sensitivity in the next 12 months.

Furthermore, the Group also simulates the situations by increasing or decreasing its interest rate to manage its stability of net interest income regardless of the interest direction.

As at 31 December 2022 and 2021, the financial assets and liabilities classified by maturity of interest repricing periods are as follows:

	<b>Consolidated</b>						Non- interest bearing	Total
	2022							
	Repricing periods							
Immediate repricing	Within 3 months	Over 3 months to 1 year	Over 1 year to 5 years	Over 5 years				
<i>(in thousand Baht)</i>								
<b>Financial assets</b>								
Cash	-	-	-	-	-	504,097	504,097	
Interbank and money market items, net	2,545	17,499,018	-	-	-	1,682,974	19,184,537	
Investments, net	-	1,488,547	1,293,405	138,357	-	2,441	2,922,750	
Loans to customers <sup>(1), (2)</sup>	334,820	90,856,455	15,688,793	8,757,147	5,660,820	-	121,298,035	
Other financial assets, net	-	-	-	-	-	545,019	545,019	
<b>Total financial assets</b>	<b>337,365</b>	<b>109,844,020</b>	<b>16,982,198</b>	<b>8,895,504</b>	<b>5,660,820</b>	<b>2,734,531</b>	<b>144,545,438</b>	
<b>Financial liabilities</b>								
Deposits	38,037,699	13,481,983	55,795,217	6,129,250	-	-	113,444,149	
Interbank and money market items	372,798	146,627	46,658	10,832,396	-	-	11,398,479	
Liabilities payable on demand	-	-	-	-	-	72,581	72,581	
Debt issued and borrowings	-	-	-	-	889,930	-	889,930	
Other financial liabilities	-	-	-	-	-	1,544,191	1,544,191	
<b>Total financial liabilities</b>	<b>38,410,497</b>	<b>13,628,610</b>	<b>55,841,875</b>	<b>16,961,646</b>	<b>889,930</b>	<b>1,616,772</b>	<b>127,349,330</b>	

<sup>(1)</sup> Exclude accrued interest receivables and undue interest receivables

<sup>(2)</sup> Before deduction of allowance for expected credit loss



<b>Consolidated</b>							
2021							
Repricing periods							
Immediate repricing	Within 3 months	Over 3 months to 1 year	Over 1 year to 5 years	Over 5 years	Non-interest bearing	Total	
<i>(in thousand Baht)</i>							
<b>Financial assets</b>							
Cash	-	-	-	-	464,430	464,430	
Interbank and money market items, net	1,569	7,000,000	-	-	3,947,269	10,948,838	
Investments, net	-	3,227,298	2,425,085	41,053	-	5,695,814	
Loans to customers <sup>(1), (2)</sup>	351,856	70,544,805	11,018,165	11,715,642	4,098,258	97,728,726	
Other financial assets, net	-	-	-	-	358,265	358,265	
<b>Total financial assets</b>	<b>353,425</b>	<b>80,772,103</b>	<b>13,443,250</b>	<b>11,756,695</b>	<b>4,098,258</b>	<b>115,196,073</b>	
<b>Financial liabilities</b>							
Deposits	32,474,060	13,251,447	34,489,451	8,299,820	-	88,514,778	
Interbank and money market items	586,259	111,198	4,216,269	7,824,024	-	12,737,750	
Liabilities payable on demand	-	-	-	-	88,924	88,924	
Debt issued and borrowings	-	-	-	-	869,935	869,935	
Other financial liabilities	-	-	-	-	1,141,518	1,141,518	
<b>Total financial liabilities</b>	<b>33,060,319</b>	<b>13,362,645</b>	<b>38,705,720</b>	<b>16,123,844</b>	<b>869,935</b>	<b>103,352,905</b>	
<b>The Bank</b>							
2022							
Repricing periods							
Immediate repricing	Within 3 months	Over 3 months to 1 year	Over 1 year to 5 years	Over 5 years	Non-interest bearing	Total	
<i>(in thousand Baht)</i>							
<b>Financial assets</b>							
Cash	-	-	-	-	504,097	504,097	
Interbank and money market items, net	581	17,500,000	-	-	1,682,974	19,183,555	
Investments, net	-	1,488,547	1,293,405	138,357	-	2,922,750	
Loans to customers <sup>(1), (2)</sup>	334,820	90,856,455	15,688,793	8,757,147	5,660,820	121,298,035	
Other financial assets, net	-	-	-	-	564,106	564,106	
<b>Total financial assets</b>	<b>335,401</b>	<b>109,845,002</b>	<b>16,982,198</b>	<b>8,895,504</b>	<b>5,660,820</b>	<b>144,472,543</b>	
<b>Financial liabilities</b>							
Deposits	38,215,423	13,481,983	55,795,217	6,129,250	-	113,621,873	
Interbank and money market items	372,798	146,627	46,658	10,832,396	-	11,398,479	
Liabilities payable on demand	-	-	-	-	72,581	72,581	
Debt issued and borrowings	-	-	-	-	889,930	889,930	
Other financial liabilities	-	-	-	-	1,478,613	1,478,613	
<b>Total financial liabilities</b>	<b>38,588,221</b>	<b>13,628,610</b>	<b>55,841,875</b>	<b>16,961,646</b>	<b>889,930</b>	<b>127,461,476</b>	

<sup>(1)</sup> Exclude accrued interest receivables and undue interest receivables

<sup>(2)</sup> Before deduction of allowance for expected credit loss

<b>The Bank</b>							
2021							
Repricing periods							
	Immediate repricing	Within 3 months	Over 3 months to 1 year	Over 1 year to 5 years	Over 5 years	Non-interest bearing	Total
<i>(in thousand Baht)</i>							
<b>Financial assets</b>							
Cash	-	-	-	-	-	464,430	464,430
Interbank and money market items, net	77	7,000,000	-	-	-	3,947,269	10,947,346
Investments, net	-	3,227,298	2,425,085	41,053	-	2,378	5,695,814
Loans to customers <sup>(1),(2)</sup>	351,856	70,544,805	11,018,165	11,715,642	4,098,258	-	97,728,726
Other financial assets, net	-	-	-	-	-	377,827	377,827
<b>Total financial assets</b>	<b>351,933</b>	<b>80,772,103</b>	<b>13,443,250</b>	<b>11,756,695</b>	<b>4,098,258</b>	<b>4,791,904</b>	<b>115,214,143</b>
<b>Financial liabilities</b>							
Deposits	32,695,772	13,251,447	34,489,451	8,299,820	-	-	88,736,490
Interbank and money market items	586,259	111,198	4,216,269	7,824,024	-	-	12,737,750
Liabilities payable on demand	-	-	-	-	-	88,924	88,924
Debt issued and borrowings	-	-	-	-	869,935	-	869,935
Other financial liabilities	-	-	-	-	-	1,093,311	1,093,311
<b>Total financial liabilities</b>	<b>33,282,031</b>	<b>13,362,645</b>	<b>38,705,720</b>	<b>16,123,844</b>	<b>869,935</b>	<b>1,182,235</b>	<b>103,526,410</b>

<sup>(1)</sup> Exclude accrued interest receivables and undue interest receivables

<sup>(2)</sup> Before deducting allowance for expected credit loss

The Group has earning financial assets and interest-bearing financial liabilities. The average balances of such financial assets and financial liabilities are calculated based on outstanding balances and average interest rates for the years ended 31 December 2022 and 2021 were as follows:

<b>Consolidated</b>						
	2022			2021		
	Average balance	Interest	Average interest rate	Average balance	Interest	Average interest rate
	<i>(in thousand Baht)</i>		<i>(% per annum)</i>	<i>(in thousand Baht)</i>		<i>(% per annum)</i>
<b>Earning financial assets</b>						
Interbank and money market items	9,092,295	71,502	0.79	6,524,656	39,597	0.61
Investments	4,353,162	27,492	0.63	3,084,982	15,012	0.49
Loans to customers	115,138,986	12,585,742	10.93	88,236,820	9,746,361	11.05
<b>Total</b>	<b>128,584,443</b>	<b>12,684,736</b>		<b>97,846,458</b>	<b>9,800,970</b>	
<b>Interest-bearing financial liabilities</b>						
Deposits	99,788,223	1,549,109	1.55	78,550,626	1,254,330	1.60
Interbank and money market items	11,757,139	5,781	0.05	7,375,515	7,583	0.10
Debt issued and borrowings	879,759	77,495	8.81	864,423	45,473	9.02
<b>Total</b>	<b>112,425,121</b>	<b>1,632,385</b>		<b>86,970,564</b>	<b>1,307,386</b>	

	<b>The Bank</b>					
	2022		Average interest rate (% per annum)	2021		Average interest rate (% per annum)
	Average balance (in thousand Baht)	Interest		Average balance (in thousand Baht)	Interest	
<b>Earning financial assets</b>						
Interbank and money market items	9,091,456	71,502	0.79	6,523,730	39,597	0.61
Investments	4,353,162	27,492	0.63	3,084,982	15,012	0.49
Loans to customers	<u>115,138,986</u>	<u>12,585,742</u>	10.93	<u>88,236,820</u>	<u>9,746,361</u>	11.05
<b>Total</b>	<b><u>128,583,604</u></b>	<b><u>12,684,736</u></b>		<b><u>97,845,532</u></b>	<b><u>9,800,970</u></b>	
<b>Interest-bearing financial liabilities</b>						
Deposits	99,989,999	1,549,537	1.55	78,739,874	1,254,633	1.59
Interbank and money market items	11,757,139	5,781	0.05	7,375,515	7,583	0.10
Debt issued and borrowings	<u>879,759</u>	<u>77,495</u>	8.81	<u>864,423</u>	<u>45,473</u>	9.02
<b>Total</b>	<b><u>112,626,897</u></b>	<b><u>1,632,813</u></b>		<b><u>86,979,812</u></b>	<b><u>1,307,689</u></b>	

### Sensitivity analysis

A reasonable possible change of 100 basis points in interest rates at the reporting date would have increased (decreased) profit or loss by the amounts shown below. Other factors are supposed to be constant in this analysis.

	<b>Consolidated Profit or loss</b>	
	<b>100 bps Increase</b>	<b>100 bps Decrease</b>
	<i>(in thousand Baht)</i>	
<b>2022</b>		
Baht	460,860	(460,860)
<b>Total effect of interest rates changes</b>	<b><u>460,860</u></b>	<b><u>(460,860)</u></b>
<b>2021</b>		
Baht	241,667	(241,667)
<b>Total effect of interest rates changes</b>	<b><u>241,667</u></b>	<b><u>(241,667)</u></b>
	<b>The Bank Profit or loss</b>	
	<b>100 bps Increase</b>	<b>100 bps Decrease</b>
	<i>(in thousand Baht)</i>	
<b>2022</b>		
Baht	459,148	(459,148)
<b>Total effect of interest rates changes</b>	<b><u>459,148</u></b>	<b><u>(459,148)</u></b>
<b>2021</b>		
Baht	239,529	(239,529)
<b>Total effect of interest rates changes</b>	<b><u>239,529</u></b>	<b><u>(239,529)</u></b>

### **5.3 Foreign exchange rate risk**

Foreign exchange rate risk is the risk that arises from the change in foreign exchange rate which may affect the value change in the financial instruments or may cause fluctuation in the income or expenses or in value of the financial assets or liabilities.

The Group has no material foreign currency transactions or balances.

### **5.4 Equity price risk**

Investments in equity instruments consist of investments in equity held from debt restructuring which are not marketable securities. They are designated at fair value through other comprehensive income.

### **5.5 Liquidity risk**

Liquidity risk is the risk that the Group may not be able to meet its financial obligations when they are due. This risk arises from an inability to convert their assets into cash or acquire adequate funds at the appropriate cost and time which results in a loss to the Group.

The Group defines its liquidity risk management policies under the supervision of the Assets and Liabilities Management Committee and the Risk Management Committee who monitors and reviews the liquidity position on a regular basis.

The Group will disclose Liquidity Coverage Ratio (LCR) information for the Group as at 31 December 2022 through the Bank's website at [www.tcrbank.com](http://www.tcrbank.com) within April 2023.

As at 31 December 2022 and 2021, financial assets and liabilities of the Group classified by maturities were as follows:

	<b>Consolidated</b>					Total
	At call	Less than 1 year	Over 1 year to 5 years	Over 5 years	No maturity	
	2022					
	<i>(in thousand Baht)</i>					
<b>Financial assets</b>						
Cash	-	-	-	-	504,097	504,097
Interbank and money market items, net	1,683,561	17,500,976	-	-	-	19,184,537
Investments, net	-	2,781,952	138,357	-	2,441	2,922,750
Loans to customers <sup>(1), (2)</sup>	444,083	29,545,404	46,894,043	39,691,855	4,722,650	121,298,035
Other financial assets, net	-	400,163	-	65,091	79,765	545,019
<b>Total financial assets</b>	<b>2,127,644</b>	<b>50,228,495</b>	<b>47,032,400</b>	<b>39,756,946</b>	<b>5,308,953</b>	<b>144,454,438</b>
<b>Financial liabilities</b>						
Deposits	38,037,699	69,277,200	6,129,250	-	-	113,444,149
Interbank and money market items	372,798	193,285	10,832,396	-	-	11,398,479
Liabilities payable on demand	72,581	-	-	-	-	72,581
Debt issued and borrowings	-	-	-	889,930	-	889,930
Other financial liabilities	64,741	1,470,865	7,360	-	1,225	1,544,191
<b>Total financial liabilities</b>	<b>38,547,819</b>	<b>70,941,350</b>	<b>16,969,006</b>	<b>889,930</b>	<b>1,225</b>	<b>127,349,330</b>
<b>Net liquidity gap</b>	<b>(36,420,175)</b>	<b>(20,712,855)</b>	<b>30,063,394</b>	<b>38,867,016</b>	<b>5,307,728</b>	<b>17,105,108</b>
Financial guarantee contracts	-	-	-	-	41,778	41,778

<sup>(1)</sup> Exclude accrued interest receivables and undue interest receivables

<sup>(2)</sup> Before deduction of allowance for expected credit loss



	<b>Consolidated</b>					Total
	2021	Over 1 year to 5 years	Over 5 years	No maturity	Total	
	<i>(in thousand Baht)</i>					
<b>Financial assets</b>						
Cash	-	-	-	464,430	464,430	
Interbank and money market items, net	3,948,633	-	-	-	10,948,838	
Investments, net	-	41,053	-	2,378	5,695,814	
Loans to customers <sup>(1), (2)</sup>	445,915	40,694,454	31,526,552	2,798,303	97,728,726	
Other financial assets, net	-	-	65,108	48,666	358,265	
<b>Total financial assets</b>	<b>4,394,548</b>	<b>40,735,507</b>	<b>31,591,660</b>	<b>3,313,777</b>	<b>115,196,073</b>	
<b>Financial liabilities</b>						
Deposits	32,474,060	8,299,820	-	-	88,514,778	
Interbank and money market items	586,259	7,824,024	-	-	12,737,750	
Liabilities payable on demand	88,924	-	-	-	88,924	
Debt issued and borrowings	-	-	869,935	-	869,935	
Other financial liabilities	45,289	11,764	-	1,171	1,141,518	
<b>Total financial liabilities</b>	<b>33,194,532</b>	<b>16,135,608</b>	<b>869,935</b>	<b>1,171</b>	<b>103,352,905</b>	
<b>Net liquidity gap</b>	<b>(28,799,984)</b>	<b>24,599,899</b>	<b>30,721,725</b>	<b>3,312,606</b>	<b>11,843,168</b>	
<b>Financial guarantee contracts</b>	-	-	-	41,778	41,778	

<sup>(1)</sup> Exclude accrued interest receivables and undue interest receivables

<sup>(2)</sup> Before deduction of allowance for expected credit loss

**The Bank  
2022**

	At call	Less than 1 year	Over 1 year to 5 years <i>(in thousand Baht)</i>	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Cash	-	-	-	-	504,097	504,097
Interbank and money market items, net	1,682,579	17,500,976	-	-	-	19,183,555
Investments, net	-	2,781,952	138,357	-	2,441	2,922,750
Loans to customers <sup>(1), (2)</sup>	444,083	29,545,404	46,894,043	39,691,855	4,722,650	121,298,035
Other financial assets, net	-	419,250	-	65,091	79,765	564,106
<b>Total financial assets</b>	<b>2,126,662</b>	<b>50,247,582</b>	<b>47,032,400</b>	<b>39,756,946</b>	<b>5,308,953</b>	<b>144,472,543</b>
<b>Financial liabilities</b>						
Deposits	38,215,423	69,277,200	6,129,250	-	-	113,621,873
Interbank and money market items	372,798	193,285	10,832,396	-	-	11,398,479
Liabilities payable on demand	72,581	-	-	-	-	72,581
Debt issued and borrowings	-	-	-	889,930	-	889,930
Other financial liabilities	-	1,470,028	7,360	-	1,225	1,478,613
<b>Total financial liabilities</b>	<b>38,660,802</b>	<b>70,940,513</b>	<b>16,969,006</b>	<b>889,930</b>	<b>1,225</b>	<b>127,461,476</b>
<b>Net liquidity gap</b>	<b>(36,534,140)</b>	<b>(20,692,931)</b>	<b>30,063,394</b>	<b>38,867,016</b>	<b>5,307,728</b>	<b>17,011,067</b>
Financial guarantee contracts	-	-	-	-	41,778	41,778

<sup>(1)</sup> Exclude accrued interest receivables and undue interest receivables

<sup>(2)</sup> Before deduction of allowance for expected credit loss

**The Bank**  
2021

	At call	Less than 1 year	Over 1 year to 5 years (in thousand Baht)	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Cash	-	-	-	-	464,430	464,430
Interbank and money market items, net	3,947,141	7,000,205	-	-	-	10,947,346
Investments, net	-	5,652,383	41,053	-	2,378	5,695,814
Loans to customers <sup>(1), (2)</sup>	445,915	22,263,502	40,694,454	31,526,552	2,798,303	97,728,726
Other financial assets, net	-	264,053	-	65,108	48,666	377,827
<b>Total financial assets</b>	<b>4,393,056</b>	<b>35,180,143</b>	<b>40,735,507</b>	<b>31,591,660</b>	<b>3,313,777</b>	<b>115,214,143</b>
<b>Financial liabilities</b>						
Deposits	32,695,772	47,740,898	8,299,820	-	-	88,736,490
Interbank and money market items	586,259	4,327,467	7,824,024	-	-	12,737,750
Liabilities payable on demand	88,924	-	-	-	-	88,924
Debt issued and borrowings	-	-	-	869,935	-	869,935
Other financial liabilities	-	1,080,376	11,764	-	1,171	1,093,311
<b>Total financial liabilities</b>	<b>33,370,955</b>	<b>53,148,741</b>	<b>16,135,608</b>	<b>869,935</b>	<b>1,171</b>	<b>103,526,410</b>
<b>Net liquidity gap</b>	<b>(28,977,899)</b>	<b>(17,968,598)</b>	<b>24,599,899</b>	<b>30,721,725</b>	<b>3,312,606</b>	<b>11,687,733</b>
Financial guarantee contracts	-	-	-	-	41,778	41,778

<sup>(1)</sup> Exclude accrued interest receivables and undue interest receivables

<sup>(2)</sup> Before deduction of allowance for expected credit loss

## 6 Fair value of financial assets and financial liabilities

### Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the hierarchy, but does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

	Note	FVOCI	Carrying amount		Consolidated			
			Amortised cost	Total	Level 1 (in thousand Baht)	Level 2	Level 3	Total
<b>2022</b>								
<b>Financial assets</b>								
Investments	10							
- Debt instruments		2,920,309	-	2,920,309	-	2,920,309	-	2,920,309
- Equity instruments		2,441	-	2,441	-	-	2,441	2,441
<b>Financial liabilities</b>								
Deposits	19.1	-	113,444,149	113,444,149	-	113,767,216	-	113,767,216
Interbank and money market items	20	-	11,398,479	11,398,479	-	11,394,227	-	11,394,227
Debt issued and borrowings	21	-	889,930	889,930	-	-	756,276	756,276
<b>2021</b>								
<b>Financial assets</b>								
Investments	10							
- Debt instruments		5,693,436	-	5,693,436	-	5,693,436	-	5,693,436
- Equity instruments		2,378	-	2,378	-	-	2,378	2,378
<b>Financial liabilities</b>								
Deposits	19.1	-	88,514,778	88,514,778	-	88,685,707	-	88,685,707
Interbank and money market items	20	-	12,737,750	12,737,750	-	12,734,548	-	12,734,548
Debt issued and borrowings	21	-	869,935	869,935	-	-	851,895	851,895

		Carrying amount		The Bank			
		Amortised cost		Fair value			
Note	FVOCI	Total	Level 1 (in thousand Baht)	Level 2	Level 3	Total	
<b>2022</b>							
<b>Financial assets</b>							
Investments							
10	2,920,309	2,920,309	-	2,920,309	-	2,920,309	
-	2,441	2,441	-	-	2,441	2,441	
<b>Financial liabilities</b>							
Deposits							
19.1	-	113,621,873	-	113,944,940	-	113,944,940	
20	-	11,398,479	-	11,394,227	-	11,394,227	
21	-	889,930	-	-	756,276	756,276	
<b>2021</b>							
<b>Financial assets</b>							
Investments							
10	5,693,436	5,693,436	-	5,693,436	-	5,693,436	
-	2,378	2,378	-	-	2,378	2,378	
<b>Financial liabilities</b>							
Deposits							
19.1	-	88,736,490	-	88,907,419	-	88,907,419	
20	-	12,737,750	-	12,734,548	-	12,734,548	
21	-	869,935	-	-	851,895	851,895	



### ***Valuation techniques and significant unobservable inputs***

The following tables show the valuation techniques and significant unobservable inputs which are used in measuring Level 3 fair values for financial instruments measured at fair value in the statement of financial position.

<b>Financial instruments measured at fair value</b>	<b>Valuation technique</b>	<b>Significant unobservable inputs</b>
Investments in debt instruments classified as credit-impaired	Discounted cash flow	Expected future cash flow
Investments in equity instruments	Net asset value	Net asset value

### ***Level 3 fair values***

#### **Reconciliation of Level 3 fair values**

The following table shows a reconciliation from the opening balances to the closing balances for Level 3 fair values of investments in equity instruments.

<b><i>For the year ended 31 December</i></b>	<b>Consolidated and the Bank</b>	
	2022	2021
At 1 January	2,378	2,558
Gain (loss) recognised in other comprehensive income	63	(180)
<b>At 31 December</b>	<b>2,441</b>	<b>2,378</b>

There were no transfers between Level 1 and Level 2 of the fair value hierarchy during the years ended 31 December 2022 and 2021.

The following methods and assumptions were used by the Group in estimating the fair value of financial assets and liabilities.

#### ***Interbank and money market items (assets and liabilities)***

The interbank and money market items (assets) are deposits at the BoT, deposits at other financial institutions and loans to financial institutions which are short-term or at call. Accordingly, the fair values are approximated based on the carrying amounts.

The interbank and money market items (liabilities) are deposits and borrowings from the BoT and other financial institutions. Some are short-term or at call. Accordingly, the fair values are approximated based on the carrying amounts. Whereas deposits and borrowings from other financial institutions with longer than 1-year maturity, the fair values are estimated using discounted cash flow by current effective interest rates of similar remaining maturities.

#### ***Investments in debt instruments***

Fair values of investments in debt instruments which are not credit-impaired are calculated by using the bid prices of debt instruments at The ThaiBMA or other financial institutions at the reporting date.

Fair values of credit-impaired investments in debt instruments are determined by valuation technique with unobservable inputs.

#### *Investments in equity instruments*

Fair values of investments in equity instruments are determined based on the net asset value of the investee company.

#### *Loans to customers*

Fair values of floating rate loans to customers are approximated based on the net carrying amounts.

Fair values of fixed rate loans to customers which are not credit-impaired and have the effective rate assessed by the management to be a reasonable approximation of market effective rate are approximated based on the net carrying amount

Fair values of credit-impaired fixed rate loans to customers are approximated based on the net carrying amounts.

#### *Deposits*

Deposits are saving deposits, current accounts, fixed or certificate of deposits. These deposits are typically short-term or at call in nature. The management has assessed the existing effective rate of the deposit is a reasonable approximation of market effective rate. Accordingly, fair values of saving deposits, current accounts and fixed or certificate of deposits with the 1-year maturity or less are approximated based on the carrying amounts. Whereas fixed or certificate of deposits with longer than 1-year maturity, the fair values are estimated using discounted cash flow, applying current effective interest rates offered for fixed deposits of similar remaining maturities.

#### *Liabilities payable on demand*

Liabilities payable on demand are call liabilities. Accordingly, the fair values are approximated based on the carrying amounts.

#### *Debt issued and borrowings*

Fair values are approximated based on the carrying amounts, except for the fair values of fixed rate items with remaining maturity period greater than 1 year which is calculated based on the present value of future cash flows of principal and interest, discounted at the market interest rate at the reporting date, in case where there is no active market.

#### *Other financial instruments*

Fair values of other financial instruments are approximated based on the carrying amounts.

## **7 Maintenance of capital fund**

The Bank'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 Bank may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt obligations.

The Bank is required to manage its capital funds in accordance with the Act on Undertaking of Banking Business B.E. 2551. As at 31 December 2022 and 2021, the Bank's total capital funds could be categorised as follows:

	<b>The Bank</b>	
	2022	2021
	<i>(in thousand Baht)</i>	
<b>Tier 1 Capital</b>		
<b>Common Equity Tier 1 Capital (CET1)</b>		
Paid-up share capital	5,822,917	5,000,000
Warrants	-	34,906
Premium on share capital	733,333	-
Legal reserve	389,831	269,389
Net profit after appropriation	6,120,475	3,782,387
Other reserves	64	1,136
Capital deduction items on CET1	(578,280)	(492,575)
<b>Total Common Equity Tier 1 Capital</b>	<b><u>12,488,340</u></b>	<b><u>8,595,243</u></b>
<b>Additional Tier 1 Capital</b>		
Subordinated debentures classified as additional Tier 1 Capital	1,150,000	1,150,000
<b>Total Tier 1 Capital</b>	<b><u>13,638,340</u></b>	<b><u>9,745,243</u></b>
<b>Tier 2 Capital</b>		
General provision	1,003,250	836,912
<b>Total Tier 2 Capital</b>	<b><u>1,003,250</u></b>	<b><u>836,912</u></b>
<b>Total Capital funds</b>	<b><u>14,641,590</u></b>	<b><u>10,582,155</u></b>
<b>Total Risk-Weighted Assets</b>	<b><u>96,496,223</u></b>	<b><u>79,425,876</u></b>

	The BoT's regulation minimum requirement	2022 (%)	2021
Capital Adequacy Ratio/Total Risk-Weighted Assets	11.00	15.17	13.32
Tier 1 Capital Ratio/Total Risk-Weighted Assets	8.50	14.13	12.27
Common Equity Tier 1 Capital Ratio/Total Risk-Weighted Assets	7.00	12.94	10.82

As at 31 December 2022 and 2021, the Bank has no add-on arising from Single Lending Limit.

The Bank will disclose capital adequacy and capital risk exposure information for the Bank as at 31 December 2022 through the Bank's website at [www.tcrbank.com](http://www.tcrbank.com) within April 2023.

### **Capital management**

The primary objectives of the Bank'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.

## 8 Classification of financial assets and financial liabilities

	<b>Consolidated</b>			Total
	2022			
	Financial instruments measured at FVOCI	Investments in equity instruments designated at FVOCI	Financial instruments measured at amortised cost	
	<i>(in thousand Baht)</i>			
<b>Financial assets</b>				
Cash	-	-	504,097	504,097
Interbank and money market items, net	-	-	19,184,537	19,184,537
Investments, net				
Government and state enterprise securities	2,920,309	-	-	2,920,309
Domestic non-marketable equity instruments	-	2,441	-	2,441
Loans to customers and accrued interest receivables, net	-	-	117,456,900	117,456,900
Other financial assets, net	-	-	545,019	545,019
<b>Total</b>	<b>2,920,309</b>	<b>2,441</b>	<b>137,690,553</b>	<b>140,613,303</b>
<b>Financial liabilities</b>				
Deposits	-	-	113,444,149	113,444,149
Interbank and money market items	-	-	11,398,479	11,398,479
Liabilities payable on demand	-	-	72,581	72,581
Debt issued and borrowings	-	-	889,930	889,930
Other financial liabilities	-	-	1,544,191	1,544,191
<b>Total</b>	<b>-</b>	<b>-</b>	<b>127,349,330</b>	<b>127,349,330</b>
<b>Consolidated</b>				
2021				
	Financial instruments measured at FVOCI	Investments in equity instruments designated at FVOCI	Financial instruments measured at amortised cost	Total
	<i>(in thousand Baht)</i>			
<b>Financial assets</b>				
Cash	-	-	464,430	464,430
Interbank and money market items, net	-	-	10,948,838	10,948,838
Investments, net				
Government and state enterprise securities	5,693,436	-	-	5,693,436
Domestic non-marketable equity instruments	-	2,378	-	2,378
Loans to customers and accrued interest receivables, net	-	-	95,512,820	95,512,820
Other financial assets, net	-	-	358,265	358,265
<b>Total</b>	<b>5,693,436</b>	<b>2,378</b>	<b>107,284,353</b>	<b>112,980,167</b>
<b>Financial liabilities</b>				
Deposits	-	-	88,514,778	88,514,778
Interbank and money market items	-	-	12,737,750	12,737,750
Liabilities payable on demand	-	-	88,924	88,924
Debt issued and borrowings	-	-	869,935	869,935
Other financial liabilities	-	-	1,141,518	1,141,518
<b>Total</b>	<b>-</b>	<b>-</b>	<b>103,352,905</b>	<b>103,352,905</b>

	<b>The Bank</b>			
	2022			
	Financial instruments measured at FVOCI	Investments in equity instruments designated at FVOCI <i>(in thousand Baht)</i>	Financial instruments measured at amortised cost	Total
<b>Financial assets</b>				
Cash	-	-	504,097	504,097
Interbank and money market items, net	-	-	19,183,555	19,183,555
Investments, net				
Government and state enterprise securities	2,920,309	-	-	2,920,309
Domestic non-marketable equity instruments	-	2,441	-	2,441
Loans to customers and accrued interest receivables, net	-	-	117,456,900	117,456,900
Other financial assets, net	-	-	564,106	564,106
<b>Total</b>	<b><u>2,920,309</u></b>	<b><u>2,441</u></b>	<b><u>137,708,658</u></b>	<b><u>140,631,408</u></b>
<b>Financial liabilities</b>				
Deposits	-	-	113,621,873	113,621,873
Interbank and money market items	-	-	11,398,479	11,398,479
Liabilities payable on demand	-	-	72,581	72,581
Debt issued and borrowings	-	-	889,930	889,930
Other financial liabilities	-	-	1,478,613	1,478,613
<b>Total</b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>127,461,476</u></b>	<b><u>127,461,476</u></b>

	<b>The Bank</b>			
	2021			
	Financial instruments measured at FVOCI	Investments in equity instruments designated at FVOCI <i>(in thousand Baht)</i>	Financial instruments measured at amortised cost	Total
<b>Financial assets</b>				
Cash	-	-	464,430	464,430
Interbank and money market items, net	-	-	10,947,346	10,947,346
Investments, net				
Government and state enterprise securities	5,693,436	-	-	5,693,436
Domestic non-marketable equity instruments	-	2,378	-	2,378
Loans to customers and accrued interest receivables, net	-	-	95,512,820	95,512,820
Other financial assets, net	-	-	377,827	377,827
<b>Total</b>	<b><u>5,693,436</u></b>	<b><u>2,378</u></b>	<b><u>107,302,423</u></b>	<b><u>112,998,237</u></b>
<b>Financial liabilities</b>				
Deposits	-	-	88,736,490	88,736,490
Interbank and money market items	-	-	12,737,750	12,737,750
Liabilities payable on demand	-	-	88,924	88,924
Debt issued and borrowings	-	-	869,935	869,935
Other financial liabilities	-	-	1,093,311	1,093,311
<b>Total</b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>103,526,410</u></b>	<b><u>103,526,410</u></b>



## 9 Interbank and money market items, net (assets)

	Consolidated		The Bank	
	2022	2021	2022	2021
	(in thousand Baht)			
<b>Domestic</b>				
Bank of Thailand	9,614,581	3,847,778	9,614,581	3,847,778
Commercial banks	6,068,980	4,700,855	6,067,998	4,699,363
Specialised financial institutions	3,000,000	2,400,000	3,000,000	2,400,000
Other financial institutions	500,000	-	500,000	-
<b>Total</b>	<b>19,183,561</b>	<b>10,948,633</b>	<b>19,182,579</b>	<b>10,947,141</b>
Add accrued interest receivables and undue interest receivables	976	205	976	205
<b>Total domestic</b>	<b>19,184,537</b>	<b>10,948,838</b>	<b>19,183,555</b>	<b>10,947,346</b>

## 10 Investments, net

	Consolidated and the Bank	
	2022	2021
	(in thousand Baht)	
<b>Investments in debt instruments measured at FVOCI</b>		
Government and state enterprise securities	2,920,309	5,693,436
<b>Total</b>	<b>2,920,309</b>	<b>5,693,436</b>
<b>Allowance for expected credit loss</b>	<b>(40,500)</b>	<b>(40,527)</b>
<b>Investments in equity instruments designated at FVOCI</b>		
Domestic non-marketable equity instruments	2,441	2,378
<b>Total</b>	<b>2,441</b>	<b>2,378</b>
<b>Total investments, net</b>	<b>2,922,750</b>	<b>5,695,814</b>

As at 31 December 2022 and 2021, the Group had investments in debt instruments in a company that is subject to uncertainty in settlement or in default, the gross carrying amount was Baht 40.5 million (2021: Baht 40.5 million) which the allowance for expected credit losses has been fully provided.

As at 31 December 2022 and 2021, the Group had some investments in securities pledged as collateral as disclosed in note 30.

As at 31 December 2022 and 2021, the Group did not have investment in any entity in which the Group held 10% or more of the paid-up share capital of the investee company.

## 11 Investments in subsidiary, net

Subsidiary	Type of business	Type of share	Percentage of ownership interest		The Bank			
			2022	2021	Cost		Dividend income	
			(%)		2022	2021	2022	2021
Thai Micro Digital Solutions Co., Ltd.	Electronic payment and electronic money service	Ordinary	100.00	100.00	250,000	250,000	-	-
<b>Total</b>					<b>250,000</b>	<b>250,000</b>	<b>-</b>	<b>-</b>

The subsidiary is registered and has been operating in Thailand.

## 12 Loans to customers and accrued interest receivables, net

### 12.1 Classified by loan type

	<b>Consolidated and the Bank</b>	
	2022	2021
	<i>(in thousand Baht)</i>	
Overdrafts	511,984	285,132
Loans	118,991,863	95,445,668
Notes	210,614	357,339
Hire-purchase receivables	1,583,574	1,640,587
<b>Total loans to customers</b>	<b>121,298,035</b>	<b>97,728,726</b>
Add accrued interest receivables and undue interest receivables	4,555,502	3,392,900
<b>Total loans to customers and accrued interest receivables and undue interest receivables</b>	<b>125,853,537</b>	<b>101,121,626</b>
Less allowance for expected credit loss	(8,396,637)	(5,608,806)
<b>Loans to customers and accrued interest receivables, net</b>	<b>117,456,900</b>	<b>95,512,820</b>

### 12.2 Classified by residency of debtors

	<b>Consolidated and the Bank</b>	
	2022	2021
	<i>(in thousand Baht)</i>	
Domestic	121,298,035	97,728,726
<b>Total</b>	<b>121,298,035</b>	<b>97,728,726</b>

### 12.3 Classified by loan classification

	<b>Consolidated and the Bank</b>	
	2022	2021
	<i>(in thousand Baht)</i>	
<b>Loans to customers and accrued interest receivables and undue interest receivables</b>		
Financial assets that have not had a significant increase in credit risk (Performing)	110,861,006	89,709,160
Financial assets that have a significant increase in credit risk (Under-performing)	9,501,165	8,099,973
Financial assets that are credit-impaired (Non-performing)	5,491,366	3,312,493
<b>Total</b>	<b>125,853,537</b>	<b>101,121,626</b>

## 12.4 Loans classified as credit-impaired

As at 31 December 2022 and 2021, the Group had loans to customers classified as credit-impaired under TFRS 9 per the BoT's regulations as follows:

	<b>Consolidated and the Bank</b>	
	2022	2021
<b>Net loans classified as credit-impaired (principal net of allowance for expected credit loss)</b>		
Loans classified as credit-impaired net of allowance for expected credit loss on loans classified as credit-impaired ( <i>in thousand Baht</i> )	1,553,983	1,182,351
Total loans net of allowance for expected credit loss on loans classified as credit-impaired ( <i>in thousand Baht</i> )	118,117,576	96,103,273
Percentage of net loans classified as credit-impaired (%)	1.31	1.23
<b>Loans classified as credit-impaired (principal)</b>		
Loans classified as credit-impaired ( <i>in thousand Baht</i> )	4,734,442	2,807,804
Total loans ( <i>in thousand Baht</i> )	121,298,035	97,728,726
Percentage of loans classified as credit-impaired (%)	3.90	2.86

During the year ended 31 December 2022, the Group sold parts of its loans to customers classified as credit-impaired to third parties with the net carrying amount of Baht 381.4 million (2021: Nil).

## 12.5 Modified loans to customers

	<b>Consolidated and the Bank</b>	
	2022	2021
	<i>(in thousand Baht)</i>	
<b>For the year ended 31 December</b>		
<b>Loans to customers modified during the year <sup>(1)</sup></b>		
Amortised cost before modification	7,494,963	4,681,119
Net modification losses	(31,542)	-

<sup>(1)</sup> Loans to customers net of allowance for expected credit loss that had only lifetime ECL

	<b>Consolidated and the Bank</b>	
	2022	2021
	<i>(in thousand Baht)</i>	
<b>Loans to customers modified since initial recognition</b>		
Gross carrying amount of loans to customers previously modified for which allowance for expected credit loss has changed during the year to an amount equal to 12-month ECL from lifetime ECL	1,481,081	233,803

## 12.6 Hire-purchase receivables

	Consolidated and the Bank						Total
	2022						
	Portion due within 1 year	Portion due over 1 year but within 2 years	Portion due over 2 years but within 3 years	Portion due over 3 years but within 4 years	Portion due over 4 years but within 5 years	Portion due over 5 years	
	<i>(in thousand Baht)</i>						
Hire-purchase receivables	534,271	393,660	319,568	174,094	114,438	47,543	1,583,574
Less unearned interest income	-	-	-	-	-	-	-
Present value of minimum lease payments	<u>534,271</u>	<u>393,660</u>	<u>319,568</u>	<u>174,094</u>	<u>114,438</u>	<u>47,543</u>	<u>1,583,574</u>
Add accrued interest receivables and undue interest receivables							26,039
Less allowance for expected credit loss							(55,238)
<b>Hire-purchase receivables, net</b>							<b><u>1,554,375</u></b>

	Consolidated and the Bank						Total
	2021						
	Portion due within 1 year	Portion due over 1 year but within 2 years	Portion due over 2 years but within 3 years	Portion due over 3 years but within 4 years	Portion due over 4 years but within 5 years	Portion due over 5 years	
	<i>(in thousand Baht)</i>						
Hire-purchase receivables	583,626	441,069	287,636	148,759	91,063	88,434	1,640,587
Less unearned interest income	-	-	-	-	-	-	-
Present value of minimum lease payments	<u>583,626</u>	<u>441,069</u>	<u>287,636</u>	<u>148,759</u>	<u>91,063</u>	<u>88,434</u>	<u>1,640,587</u>
Add accrued interest receivables and undue interest receivables							32,530
Less allowance for expected credit loss							(50,105)
<b>Hire-purchase receivables, net</b>							<b><u>1,623,012</u></b>

## 13 Allowance for expected credit loss

	Consolidated and the Bank			Total
	2022			
	Financial assets that have not had a significant increase in credit risk	Financial assets that have a significant increase in credit risk	Financial assets that are credit-impaired	
	<i>(in thousand Baht)</i>			
Investments in debt instruments	30	-	40,470	40,500
Loans to customers and accrued interest receivables and undue interest receivables	3,718,879	1,497,299	3,180,459	8,396,637
Other financial assets	673	1,559	7,918	10,150
Undrawn loan commitments and financial guarantee contracts	305	3	20,889	21,197
<b>Total</b>	<b><u>3,719,887</u></b>	<b><u>1,498,861</u></b>	<b><u>3,249,736</u></b>	<b><u>8,468,484</u></b>

	<b>Consolidated and the Bank</b>			
	2021			
	Financial assets that have not had a significant increase in credit risk	Financial assets that have a significant increase in credit risk <i>(in thousand Baht)</i>	Financial assets that are credit-impaired	Total
Investments in debt instruments	57	-	40,470	40,527
Loans to customers and accrued interest receivables and undue interest receivables	3,095,532	887,821	1,625,453	5,608,806
Other financial assets	144	1,001	6,942	8,087
Undrawn loan commitments and financial guarantee contracts	-	-	20,889	20,889
<b>Total</b>	<b><u>3,095,733</u></b>	<b><u>888,822</u></b>	<b><u>1,693,754</u></b>	<b><u>5,678,309</u></b>

The movements in allowance for expected credit loss during the years ended 31 December 2022 and 2021 were as follows:

	<b>Consolidated and the Bank</b>			
	2021			
	Financial assets that have not had a significant increase in credit risk	Financial assets that have a significant increase in credit risk <i>(in thousand Baht)</i>	Financial assets that are credit-impaired	Total
<b><i>Investments in debt instruments</i></b>				
At 1 January 2021	35	-	40,470	40,505
Purchased or acquired	54	-	-	54
Derecognised	(32)	-	-	(32)
<b>At 31 December 2021 and 1 January 2022</b>	<b>57</b>	<b>-</b>	<b>40,470</b>	<b>40,527</b>
Purchased or acquired	29	-	-	29
Derecognised	(56)	-	-	(56)
<b>At 31 December 2022</b>	<b><u>30</u></b>	<b><u>-</u></b>	<b><u>40,470</u></b>	<b><u>40,500</u></b>
<b><i>Loans to customers and accrued interest receivables and undue interest receivables</i></b>				
At 1 January 2021	1,670,153	1,127,028	747,195	3,544,376
Change from stage reclassification	(10,580)	(470,111)	480,691	-
Change from remeasurement of ECL	610,872	(99,305)	800,794	1,312,361
Purchased or acquired	939,987	395,195	147,838	1,483,020
Derecognised	(114,900)	(64,986)	(10,492)	(190,378)
Written-off	-	-	(540,573)	(540,573)
<b>At 31 December 2021 and 1 January 2022</b>	<b>3,095,532</b>	<b>887,821</b>	<b>1,625,453</b>	<b>5,608,806</b>
Change from stage reclassification	(1,659)	(481,951)	483,610	-
Change from remeasurement of ECL	(85,120)	705,103	1,934,797	2,554,780
Purchased or acquired	825,025	526,167	361,670	1,712,862
Derecognised	(114,899)	(139,841)	(842,486)	(1,097,226)
Written-off	-	-	(382,585)	(382,585)
<b>At 31 December 2022</b>	<b><u>3,718,879</u></b>	<b><u>1,497,299</u></b>	<b><u>3,180,459</u></b>	<b><u>8,396,637</u></b>

	Financial assets that have not had a significant increase in credit risk	Consolidated and the Bank		Total
		Financial assets that have a significant increase in credit risk <i>(in thousand Baht)</i>	Financial assets that are credit-impaired	
<b>Other financial assets</b>				
At 1 January 2021	44	461	4,078	4,583
Change from stage reclassification	71	(165)	94	-
Change from remeasurement of ECL	6	370	3,009	3,385
Purchased or acquired	33	427	137	597
Derecognised	(10)	(92)	(63)	(165)
Written-off	-	-	(313)	(313)
<b>At 31 December 2021 and 1 January 2022</b>	<b>144</b>	<b>1,001</b>	<b>6,942</b>	<b>8,087</b>
Change from stage reclassification	143	(368)	225	-
Change from remeasurement of ECL	273	657	4,998	5,928
Purchased or acquired	126	573	314	1,013
Derecognised	(13)	(304)	(4,341)	(4,658)
Written-off	-	-	(220)	(220)
<b>At 31 December 2022</b>	<b>673</b>	<b>1,559</b>	<b>7,918</b>	<b>10,150</b>
<b>Undrawn loan commitments and financial guarantee contracts</b>				
At 1 January 2021	-	-	19,178	19,178
Change from remeasurement of ECL	-	-	1,711	1,711
<b>At 31 December 2021 and 1 January 2022</b>	<b>-</b>	<b>-</b>	<b>20,889</b>	<b>20,889</b>
Change from remeasurement of ECL	-	3	-	3
Purchased or acquired	305	-	-	305
<b>At 31 December 2022</b>	<b>305</b>	<b>3</b>	<b>20,889</b>	<b>21,197</b>

## 14 Properties for sale, net

	Consolidated and the Bank			At 31 December 2022
	At 1 January 2022	Additions <i>(in thousand Baht)</i>	Disposals	
Assets from settlement of debts*				
- Immovable assets	341,926	457,902	(29,087)	770,741
<b>Total</b>	<b>341,926</b>	<b>457,902</b>	<b>(29,087)</b>	<b>770,741</b>

\* Assets from settlement of debts include properties foreclosed transferred under the Bank of Thailand's supportive measure to acquire collateral assets for debt repayment.



	<b>Consolidated and the Bank</b>			At 31 December 2021
	At 1 January 2021	Additions <i>(in thousand Baht)</i>	Disposals	
Assets from settlement of debts*				
- Immovable assets	157,986	190,439	(6,499)	341,926
- Movable asset	-	1,270	(1,270)	-
<b>Total</b>	<b>157,986</b>	<b>191,709</b>	<b>(7,769)</b>	<b>341,926</b>
Less allowance for impairment losses	(1,490)	-	1,490	-
<b>Net</b>	<b>156,496</b>	<b>191,709</b>	<b>(6,279)</b>	<b>341,926</b>

\* Assets from settlement of debts include properties foreclosed transferred under the Bank of Thailand's supportive measure to acquire collateral assets for debt repayment.

As at 31 December 2022 and 2021, all immovable assets from settlement of debts were appraised by external appraisers.

## 15 Premises and equipment, net

	<b>Consolidated</b>						Total
	Premises	Leasehold improvement	Furniture and equipment	Computers and accessories	Right-of-use assets	Others	
	<i>(in thousand Baht)</i>						
<b>Cost</b>							
At 1 January 2021	66,090	314,045	220,757	221,367	936,450	326	1,759,035
Additions	-	25,224	25,624	26,307	233,907	9,722	320,784
Transfers in (out)	-	1,378	-	-	-	(1,378)	-
Disposals	-	(2,800)	(2,920)	(10,130)	-	-	(15,850)
Write-off	-	(5,148)	(1,642)	(497)	(14,845)	-	(22,132)
<b>At 31 December 2021 and 1 January 2022</b>	<b>66,090</b>	<b>332,699</b>	<b>241,819</b>	<b>237,047</b>	<b>1,155,512</b>	<b>8,670</b>	<b>2,041,837</b>
Additions	-	15,850	16,776	75,284	209,019	10,840	327,769
Transfers in (out)	-	12,553	50	922	-	(13,525)	-
Disposals	-	-	(28)	(8,087)	-	-	(8,115)
Write-off	-	(125)	(1,268)	(533)	(500,125)	-	(502,051)
<b>At 31 December 2022</b>	<b>66,090</b>	<b>360,977</b>	<b>257,349</b>	<b>304,633</b>	<b>864,406</b>	<b>5,985</b>	<b>1,859,440</b>
<b>Accumulated depreciation</b>							
At 1 January 2021	(9,788)	(177,015)	(163,173)	(156,894)	(125,685)	-	(632,555)
Depreciation charge for the year	(2,641)	(44,652)	(26,684)	(24,742)	(121,632)	-	(220,351)
Disposals	-	2,800	2,699	10,104	-	-	15,603
Write-off	-	3,269	1,622	497	11,646	-	17,034
<b>At 31 December 2021 and 1 January 2022</b>	<b>(12,429)</b>	<b>(215,598)</b>	<b>(185,536)</b>	<b>(171,035)</b>	<b>(235,671)</b>	<b>-</b>	<b>(820,269)</b>
Depreciation charge for the year	(2,641)	(35,631)	(27,610)	(33,548)	(150,927)	-	(250,357)
Disposals	-	-	19	8,085	-	-	8,104
Write-off	-	125	1,268	533	203,361	-	205,287
<b>At 31 December 2022</b>	<b>(15,070)</b>	<b>(251,104)</b>	<b>(211,859)</b>	<b>(195,965)</b>	<b>(183,237)</b>	<b>-</b>	<b>(857,235)</b>
<b>Net book value</b>							
At 31 December 2021	<b>53,661</b>	<b>117,101</b>	<b>56,283</b>	<b>66,012</b>	<b>919,841</b>	<b>8,670</b>	<b>1,221,568</b>
At 31 December 2022	<b>51,020</b>	<b>109,873</b>	<b>45,490</b>	<b>108,668</b>	<b>681,169</b>	<b>5,985</b>	<b>1,002,205</b>

	<b>The Bank</b>						Total
	Premises	Leasehold improvement	Furniture and equipment	Computers and accessories	Right-of-use assets	Others	
<i>(in thousand Baht)</i>							
<b>Cost</b>							
At 1 January 2021	66,090	314,045	220,675	220,992	936,450	326	1,758,578
Additions	-	25,204	25,303	25,820	233,907	8,344	318,578
Disposals	-	(2,800)	(2,920)	(10,130)	-	-	(15,850)
Write-off	-	(5,148)	(1,642)	(497)	(14,845)	-	(22,132)
<b>At 31 December 2021 and 1 January 2022</b>	<b>66,090</b>	<b>331,301</b>	<b>241,416</b>	<b>236,185</b>	<b>1,155,512</b>	<b>8,670</b>	<b>2,039,174</b>
Additions	-	15,850	16,757	74,765	205,086	10,840	323,298
Transfers in (out)	-	12,553	50	922	-	(13,525)	-
Disposals	-	-	(28)	(8,085)	-	-	(8,113)
Write-off	-	(125)	(1,268)	(533)	(500,125)	-	(502,051)
<b>At 31 December 2022</b>	<b>66,090</b>	<b>359,579</b>	<b>256,927</b>	<b>303,254</b>	<b>860,473</b>	<b>5,985</b>	<b>1,852,308</b>
<b>Accumulated depreciation</b>							
At 1 January 2021	(9,788)	(177,015)	(163,153)	(156,814)	(125,685)	-	(632,455)
Depreciation charge for the year	(2,641)	(44,625)	(26,654)	(24,618)	(121,632)	-	(220,170)
Disposals	-	2,800	2,699	10,104	-	-	15,603
Write-off	-	3,269	1,622	497	11,646	-	17,034
<b>At 31 December 2021 and 1 January 2022</b>	<b>(12,429)</b>	<b>(215,571)</b>	<b>(185,486)</b>	<b>(170,831)</b>	<b>(235,671)</b>	<b>-</b>	<b>(819,988)</b>
Depreciation charge for the year	(2,641)	(35,398)	(27,527)	(33,291)	(150,026)	-	(248,883)
Disposals	-	-	19	8,085	-	-	8,104
Write-off	-	125	1,268	533	203,361	-	205,287
<b>At 31 December 2022</b>	<b>(15,070)</b>	<b>(250,844)</b>	<b>(211,726)</b>	<b>(195,504)</b>	<b>(182,336)</b>	<b>-</b>	<b>(855,480)</b>
<b>Net book value</b>							
At 31 December 2021	<b>53,661</b>	<b>115,730</b>	<b>55,930</b>	<b>65,354</b>	<b>919,841</b>	<b>8,670</b>	<b>1,219,186</b>
At 31 December 2022	<b>51,020</b>	<b>108,735</b>	<b>45,201</b>	<b>107,750</b>	<b>678,137</b>	<b>5,985</b>	<b>996,828</b>

## 16 Intangible assets, net

	<b>Consolidated</b>			Total
	Computer software	Initial service fee of ITMX	Computer software under installation	
<i>(in thousand Baht)</i>				
<b>Cost</b>				
At 1 January 2021	266,661	32,621	17,129	316,411
Additions	9,625	-	30,731	40,356
Transfers in (out)	11,571	-	(11,571)	-
<b>At 31 December 2021 and 1 January 2022</b>	<b>287,857</b>	<b>32,621</b>	<b>36,289</b>	<b>356,767</b>
Additions	24,154	-	16,961	41,115
Transfers in (out)	13,019	-	(13,019)	-
<b>At 31 December 2022</b>	<b>325,030</b>	<b>32,621</b>	<b>40,231</b>	<b>397,882</b>

	<b>Consolidated</b>			
	Computer software	Initial service fee of ITMX <i>(in thousand Baht)</i>	Computer software under installation	Total
<b>Accumulated amortisation</b>				
At 1 January 2021	(154,375)	-	-	(154,375)
Amortisation charge for the year	(28,606)	-	-	(28,606)
<b>At 31 December 2021 and 1 January 2022</b>	<b>(182,981)</b>	<b>-</b>	<b>-</b>	<b>(182,981)</b>
Amortisation charge for the year	(29,460)	-	-	(29,460)
<b>At 31 December 2022</b>	<b>(212,441)</b>	<b>-</b>	<b>-</b>	<b>(212,441)</b>
<b>Net book value</b>				
<b>At 31 December 2021</b>	<b>104,876</b>	<b>32,621</b>	<b>36,289</b>	<b>173,786</b>
<b>At 31 December 2022</b>	<b>112,589</b>	<b>32,621</b>	<b>40,231</b>	<b>185,441</b>
	<b>The Bank</b>			
	Computer software	Initial service fee of ITMX <i>(in thousand Baht)</i>	Computer software under installation	Total
<b>Cost</b>				
At 1 January 2021	256,094	32,621	15,050	303,765
Additions	9,516	-	24,268	33,784
Transfers in (out)	3,029	-	(3,029)	-
<b>At 31 December 2021 and 1 January 2022</b>	<b>268,639</b>	<b>32,621</b>	<b>36,289</b>	<b>337,549</b>
Additions	22,257	-	14,164	36,421
Transfers in (out)	11,469	-	(11,469)	-
<b>At 31 December 2022</b>	<b>302,365</b>	<b>32,621</b>	<b>38,984</b>	<b>373,970</b>
<b>Accumulated amortisation</b>				
At 1 January 2021	(153,629)	-	-	(153,629)
Amortisation charge for the year	(27,059)	-	-	(27,059)
<b>At 31 December 2021 and 1 January 2022</b>	<b>(180,688)</b>	<b>-</b>	<b>-</b>	<b>(180,688)</b>
Amortisation charge for the year	(27,364)	-	-	(27,364)
<b>At 31 December 2022</b>	<b>(208,052)</b>	<b>-</b>	<b>-</b>	<b>(208,052)</b>
<b>Net book value</b>				
<b>At 31 December 2021</b>	<b>87,951</b>	<b>32,621</b>	<b>36,289</b>	<b>156,861</b>
<b>At 31 December 2022</b>	<b>94,313</b>	<b>32,621</b>	<b>38,984</b>	<b>165,918</b>

## 17 Deferred tax assets

	At 1 January 2022	Consolidated (Charged) / Credited to:		At 31 December 2022
		Profit or loss	Other comprehensive income	
		(note 42)		
		(in thousand Baht)		
<b>Deferred tax assets</b>				
Investments	7,821	(5)	268	8,084
Loans to customers and accrued interest receivables	278,962	74,107	-	353,069
Debt issued and borrowings	1,775	3,999	-	5,774
Provisions	37,669	8,351	(2,424)	43,596
Lease liabilities	2,660	(675)	-	1,985
Reserve for share-based payment	6,982	(6,982)	-	-
<b>Total</b>	<b>335,869</b>	<b>78,795</b>	<b>(2,156)</b>	<b>412,508</b>

	At 1 January 2021	Consolidated Credited / (Charged) to:		At 31 December 2021
		Profit or loss	Other comprehensive income	
		(note 42)		
		(in thousand Baht)		
<b>Deferred tax assets</b>				
Investments	7,313	4	504	7,821
Loans to customers and accrued interest receivables	215,585	63,377	-	278,962
Properties for sale	298	(298)	-	-
Debt issued and borrowings	-	1,775	-	1,775
Provisions	28,780	9,111	(222)	37,669
Lease liabilities	788	1,872	-	2,660
Reserve for share-based payment	6,982	-	-	6,982
<b>Total</b>	<b>259,746</b>	<b>75,841</b>	<b>282</b>	<b>335,869</b>

	At 1 January 2022	The Bank (Charged) / Credited to:		At 31 December 2022
		Profit or loss	Other comprehensive income	
		(note 42)		
		(in thousand Baht)		
<b>Deferred tax assets</b>				
Investments	7,821	(5)	268	8,084
Loans to customers and accrued interest receivables	278,962	74,107	-	353,069
Debt issued and borrowings	1,775	3,999	-	5,774
Provisions	37,514	8,241	(2,294)	43,461
Lease liabilities	2,660	(686)	-	1,974
Reserve for share-based payment	6,982	(6,982)	-	-
<b>Total</b>	<b>335,714</b>	<b>78,674</b>	<b>(2,026)</b>	<b>412,362</b>

	At 1 January 2021	The Bank Credited / (Charged) to:		At 31 December 2021
		Profit or loss	Other comprehensive income	
		(note 42) (in thousand Baht)		
<b>Deferred tax assets</b>				
Investments	7,313	4	504	7,821
Loans to customers and accrued interest receivables	215,585	63,377	-	278,962
Properties for sale	298	(298)	-	-
Debt issued and borrowings	-	1,775	-	1,775
Provisions	28,692	8,998	(176)	37,514
Lease liabilities	788	1,872	-	2,660
Reserve for share-based payment	6,982	-	-	6,982
<b>Total</b>	<b>259,658</b>	<b>75,728</b>	<b>328</b>	<b>335,714</b>

## 18 Other assets, net

	Consolidated		The Bank	
	2022	2021	2022	2021
	(in thousand Baht)			
Prepaid expenses - TCG	184,809	208,677	184,809	208,677
Receivables eligible for government reimbursement	101,282	48,920	101,282	48,920
Suspense debtors	93,245	49,486	107,615	65,656
Accrued fee income	89,818	52,823	92,488	54,882
Advance to customers	89,445	56,282	89,445	56,282
Other receivables, net	76,535	77,707	78,548	79,040
Deposits and guarantee	65,091	65,108	65,091	65,108
Receivables - counter service	24,191	41,953	24,191	41,953
Supplies	5,415	5,614	5,415	5,614
Accrued interest income	1,843	8,384	1,843	8,384
Others	18,618	23,412	13,624	21,560
<b>Total</b>	<b>750,292</b>	<b>638,366</b>	<b>764,351</b>	<b>656,076</b>

## 19 Deposits

### 19.1 Classified by type of deposits

	Consolidated		The Bank	
	2022	2021	2022	2021
	(in thousand Baht)			
Current	40,142	99,020	132,152	251,219
Savings	37,383,769	31,429,579	37,469,483	31,499,092
Term	76,020,238	56,986,179	76,020,238	56,986,179
<b>Total</b>	<b>113,444,149</b>	<b>88,514,778</b>	<b>113,621,873</b>	<b>88,736,490</b>

## 19.2 Classified by currency and residency of depositors

	Consolidated		The Bank	
	2022	2021	2022	2021
	Domestic		Domestic	
	<i>(in thousand Baht)</i>			
Thai Baht	113,444,149	88,514,778	113,621,873	88,736,490
<b>Total</b>	<b>113,444,149</b>	<b>88,514,778</b>	<b>113,621,873</b>	<b>88,736,490</b>

## 20 Interbank and money market items (liabilities)

	Consolidated and the Bank	
	2022	2021
	<i>(in thousand Baht)</i>	
<b>Domestic</b>		
Bank of Thailand	10,855,835	9,056,176
Specialised financial institutions	80,406	2,977,662
Other financial institutions	462,238	703,912
<b>Total domestic</b>	<b>11,398,479</b>	<b>12,737,750</b>

## 21 Debt issued and borrowings

As at 31 December 2022 and 2021, debt issued and borrowings, which were issued in Thailand and denominated entirely in Thai Baht, consist of the following:

	Year of maturity	Interest rate (%)	Consolidated and the Bank	
			2022	2021
Perpetual subordinated debentures <sup>(1)</sup>	2026 <sup>(2)</sup>	5.00	<i>(in thousand Baht)</i>	
			889,930	869,935
<b>Total</b>			<b>889,930</b>	<b>869,935</b>

<sup>(1)</sup> Counted as a part of Additional Tier 1 Capital, which is determined under the conditions as specified in the BoT's notification (note 7)

<sup>(2)</sup> The year in which call option exercise period starts

On 27 May 2021, the Bank issued the perpetual subordinated debentures to be counted as Additional Tier 1 Capital under Basel III requirement, par value at Baht 1,150 million, which has no expiry date and bears a fixed interest rate at 5.00% per annum, payable semi-annually in May and November of every year. The debentures were offered to private placement) institutional investors, high net-worth investors and related parties to the Group). The Bank can early redeem the perpetual subordinated debentures after 5 years from the issued date or according to certain specified conditions. The Bank has to seek an approval from the Bank of Thailand for early redemption.





### Actuarial assumptions

	Consolidated		The Bank	
	2022	2021	2022	2021
				(%)
Discount rate	2.31 - 2.89	1.65 - 2.77	2.31	1.65
Future salary growth	5.00	5.00	5.00	5.00

Assumptions regarding future mortality have been based on published statistics and mortality tables.

At 31 December 2022, the Group's and the Bank's weighted-average durations of the defined benefit obligation were 7.5 - 12.1 years and 7.5 years, respectively (2021: 8.0 - 18.8 years and 8.0 years, respectively).

### Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

	Consolidated		The Bank	
	Increase	Decrease	Increase	Decrease
				(in thousand Baht)
<b>2022</b>				
Discount rate (1% movement)	(14,577)	16,362	(14,512)	16,286
Future salary growth (1% movement)	14,684	(13,363)	14,612	(13,300)
<b>2021</b>				
Discount rate (1% movement)	(13,211)	14,937	(13,097)	14,796
Future salary growth (1% movement)	13,399	(12,115)	13,264	(12,003)

## 23 Other liabilities

	Note	Consolidated		The Bank	
		2022	2021	2022	2021
					(in thousand Baht)
Accrued expenses		948,478	713,114	946,546	709,063
Lease liabilities	34	688,564	930,454	685,477	930,454
Corporate income tax payable		440,187	311,766	440,187	311,766
Accrued interest expenses		401,868	254,308	401,868	254,308
Other payables		150,774	132,646	92,508	91,237
Others		117,890	101,177	112,167	98,250
<b>Total</b>		<b>2,747,761</b>	<b>2,443,465</b>	<b>2,678,753</b>	<b>2,395,078</b>

## 24 Advance received from electronic payment

In accordance with the BoT notification number Sor Nor Chor 7/2561 dated 16 April 2018, regarding to *Regulations on service business relating to electronic money ("e-Money")* and Sor Nor Chor 2/2562 dated 20 December 2019, regarding to *Regulations on service business relating to electronic fund transfer ("EFT")* require the Group to disclose advance received from e-Money and EFT. As at 31 December 2022, the Group had advance received from e-Money as total amount of Baht 64.7 million (2021: Baht 45.3 million) and there was no outstanding from EFT (2021: Nil).

## 25 Offsetting of financial assets and financial liabilities

Consolidated and the Bank 2022						
	Gross carrying amount	Amount to be offset in statement of financial position	Net amount presented in statement of financial position (in thousand Baht)	Amount of unoffsetting in statement of financial position		Net amount
				Offsetting amount which is not met the accounting standard's conditions	Relevant financial collateral amount	
<b>Financial assets</b>						
Reverse repurchase agreements	9,500,000	-	9,500,000	-	9,605,035	-
<b>Total</b>	<b>9,500,000</b>	<b>-</b>	<b>9,500,000</b>	<b>-</b>	<b>9,605,035</b>	<b>-</b>

Consolidated and the Bank 2021						
	Gross carrying amount	Amount to be offset in statement of financial position	Net amount presented in statement of financial position (in thousand Baht)	Amount of unoffsetting in statement of financial position		Net amount
				Offsetting amount which is not met the accounting standard's conditions	Relevant financial collateral amount	
<b>Financial assets</b>						
Reverse repurchase agreements	7,000,000	-	7,000,000	-	7,062,907	-
<b>Total</b>	<b>7,000,000</b>	<b>-</b>	<b>7,000,000</b>	<b>-</b>	<b>7,062,907</b>	<b>-</b>

Reconciliation of net amount presented in statement of financial position with the caption in statement of financial position as follows:

Consolidated 2022					
Type of financial instrument	Net amount presented in statement of financial position (in thousand Baht)	Caption in statement of financial position	Note	Carrying amount presented in statement of financial position (in thousand Baht)	Carrying amount of financial position not under the offsetting conditions
<b>Financial assets</b>					
Reverse repurchase agreements	9,500,000	Interbank and money market (assets)	9	19,184,537	9,684,537
<b>Total</b>	<b>9,500,000</b>			<b>19,184,537</b>	<b>9,684,537</b>

<b>Consolidated</b>					
2021					
Type of financial instrument	Net amount presented in statement of financial position <i>(in thousand Baht)</i>	Caption in statement of financial position	<i>Note</i>	Carrying amount presented in statement of financial position <i>(in thousand Baht)</i>	Carrying amount in statement of financial position not under the offsetting conditions
<b>Financial assets</b>					
Reverse repurchase agreements	7,000,000	Interbank and money market (assets)	9	10,948,838	3,948,838
<b>Total</b>	<b>7,000,000</b>			<b>10,948,838</b>	<b>3,948,838</b>

<b>The Bank</b>					
2022					
Type of financial instrument	Net amount presented in statement of financial position <i>(in thousand Baht)</i>	Caption in statement of financial position	<i>Note</i>	Carrying amount presented in statement of financial position <i>(in thousand Baht)</i>	Carrying amount in statement of financial position not under the offsetting conditions
<b>Financial assets</b>					
Reverse repurchase agreements	9,500,000	Interbank and money market (assets)	9	19,183,555	9,683,555
<b>Total</b>	<b>9,500,000</b>			<b>19,183,555</b>	<b>9,683,555</b>

<b>The Bank</b>					
2021					
Type of financial instrument	Net amount presented in statement of financial position <i>(in thousand Baht)</i>	Caption in statement of financial position	<i>Note</i>	Carrying amount presented in statement of financial position <i>(in thousand Baht)</i>	Carrying amount in statement of financial position not under the offsetting conditions
<b>Financial assets</b>					
Reverse repurchase agreements	7,000,000	Interbank and money market (assets)	9	10,947,346	3,947,346
<b>Total</b>	<b>7,000,000</b>			<b>10,947,346</b>	<b>3,947,346</b>

## 26 Share capital

	Par value per share (in Baht)	2022		2021	
		Number	Baht	Number	Baht
<i>Authorised share capital</i>					
At 1 January					
- ordinary shares	10	590,375	5,903,750	515,625	5,156,250
Issue of ordinary shares	10	69,442	694,417	74,750	747,500
<b>At 31 December</b>					
<b>- ordinary shares</b>	<b>10</b>	<b>659,817</b>	<b>6,598,167</b>	<b>590,375</b>	<b>5,903,750</b>
<i>Issued and paid-up share capital</i>					
At 1 January					
- ordinary shares	10	500,000	5,000,000	500,000	5,000,000
Issue of ordinary shares	10	66,667	666,667	-	-
Exercise of stock options	10	15,625	156,250	-	-
<b>At 31 December</b>					
<b>- ordinary shares</b>	<b>10</b>	<b>582,292</b>	<b>5,822,917</b>	<b>500,000</b>	<b>5,000,000</b>

### *Increase in authorised share capital*

On 7 December 2022, the Bank's Extraordinary General Meeting of shareholders No. 1/2022 approved the following matters:

- (1) Increase in the Bank's authorised share capital in order to reserve for the exercise of the stock option of Baht 27.75 million as mentioned in note 28; and
- (2) Increase in the Bank's authorised share capital for right offering of Baht 666.67 million.

Total increase in the Bank's authorised share capital of Baht 694.42 million from Baht 5,903.75 million (590.37 million shares, par value at Baht 10 per share) to be a new authorised share capital of Baht 6,598.17 million (659.82 million shares, par value at Baht 10 per share). The Bank has registered with the Ministry of Commerce on 28 December 2022.

On 11 January 2021, the Bank's Extraordinary General Meeting of shareholders No.1/2021 approved to increase in the Bank's authorised share capital to reserve for the exercise of the warrants of Baht 747.5 million from Baht 5,156.25 million (515.6 million shares, par value at Baht 10 per share) to be a new authorised share capital of Baht 5,903.75 million (590.4 million shares, par value at Baht 10 per share). The Bank has registered with the Ministry of Commerce on 22 January 2021.

### *Increased in issued and paid-up share capital*

In December 2022, the Bank has offered newly issued ordinary shares to existing shareholders by their ownership interest in the total of 66.67 million shares at Baht 21 per share (par value at Baht 10 per share and premium at Baht 11 per share). The Bank received subscription of Baht 1,400 million. The Bank has registered with the Ministry of Commerce on 28 December 2022.

Total 15.625 million units of stock options per Share-based payment arrangement were exercised at Baht 10 per unit as described in note 28. The Bank received subscription for shares exercised amounting to Baht 156.25 million and registered its change in issued and paid-up share capital with the Ministry of Commerce on 16 March 2022.

### ***Premium on share capital***

Section 51 of the Public Limited Companies Act, B.E. 2535 (1992) requires that a public company to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account (“Share premium”). Share premium is not available for dividend distribution.

### ***Movement in premium on share capital***

### **Consolidated and the Bank 2022**

*(in thousand Baht)*

At 1 January	-
Issue of ordinary shares	733,333
Exercise of stock options	34,906
<b>At 31 December</b>	<b>768,239</b>

## **27 Warrants**

### ***The issuance of warrants***

On 11 January 2021, the Bank’s Extraordinary General Meeting of shareholders No.1/2021 approved to issue the warrants in the amount of 74.75 million warrants to the perpetual subordinated debenture holders as mentioned in note 21 without any consideration.

### ***The allocation of warrants***

On 27 May 2021, the Bank allocated the Bank’s warrants to the perpetual subordinated debenture holders. The warrants are exercisable within 10 years from the issued date at an exercise ratio of 1 warrant to 1 new ordinary share at the exercise price at Baht 15.24 per share. The warrant can be exercised semi-annually on 27 May and 27 November of each year, starting on 27 November 2021 and with a final exercise date on 27 May 2031.

Movements in the number of warrants outstanding are as follows:

	Exercise price <i>(in Baht / unit)</i>	Number of warrants <i>(in thousand units)</i>
At 1 January 2021	-	-
Allocated during the year	15.24	74,750
<b>At 31 December 2021 and 1 January 2022</b>	<b>15.24</b>	<b>74,750</b>
<b>At 31 December 2022</b>	<b>15.24</b>	<b>74,750</b>

## **28 Share-based payments**

### ***Stock options***

The Bank awards stock options of the Bank to the Bank’s management.

On 7 December 2022, the Bank’s Extraordinary General Meeting of shareholders passed a resolution to grant the Management Stock Option Program in the total amount of 2.775 million units. Exercise ratio is 1 stock option for 1 ordinary share at the exercise price at Baht 23.25 per unit.



Management has estimated the fair value using the Binomial valuation model by engaging the valuation specialist. The weighted average option price as at 31 October 2022 is Baht 5.19 per stock option. The Bank expected that there would be no material impact from using data as at 31 October 2022 for the valuation, compared with the grant date. The risk-free interest rate is the implied yield on zero-coupon Thailand government bonds, with a remaining life equal to the expected life of the stock option. The expected volatility is estimated for giving consideration to, amongst other things, the historical volatility of pass listed in the Stock Exchange of Thailand for the period that commensurate with the expected life of the stock option. The 0% dividend yield assumption has been adopted for valuation.

On 22 March 2019, the Bank's Extraordinary General Meeting of shareholders passed a resolution to modify the first program of the stock option which was issued and approved by the Annual General Meeting of shareholders held on 27 March 2014 and the second program of the stock option which was issued and approved by the Extraordinary General Meeting of shareholders held on 28 February 2017, in the total amount of 15.625 million units. Exercise ratio is 1 stock option for 1 ordinary share at the exercise price at Baht 10 per unit. The expiration date was modified from 27 March 2019 to 31 March 2022. The incremental fair value is Baht 0.89 per unit.

Management has estimated the fair value using the Binomial valuation model by engaging the valuation specialist. The weighted average option price as at 31 December 2018 is Baht 3.44 per stock option. The Bank expected that there would be no material impact from using data as at 31 December 2018 for the valuation, compared with modification date. The risk-free interest rate is the implied yield on zero-coupon Thailand government bonds, with a remaining life equal to the expected life of the stock option. The expected volatility is estimated for giving consideration to, amongst other things, the historical volatility of pass listed in the Stock Exchange of Thailand for the period that commensurate with the expected life of the stock option. The 0% dividend yield assumption has been adopted for valuation. In addition, the effect of early exercise is included.

### ***Exercise of stock options***

Total 15.625 million units of stock options from the Share-based payment arrangement were exercised as per their terms and conditions. The stock options have been converted into issued and paid-up shares as explained in note 26.

Movements in the number of stock options outstanding and their related weighted average exercise prices are as follows:

	Exercise price (in Baht / unit)	Number of stock option (in thousand units)
At 1 January 2021	10.00	15,625
<b>At 31 December 2021 and 1 January 2022</b>	<b>10.00</b>	<b>15,625</b>
Stock option issued	23.25	2,775
Exercise of stock options	10.00	(15,625)
<b>At 31 December 2022</b>	<b>23.25</b>	<b>2,775</b>

As at 31 December 2022 and 2021, stock options outstanding and its expired date and exercise prices were as follow:

	Exercise price (in Baht / unit)	2022 (in thousand units)	2021
Expired date:			
31 March 2022	10.00	-	15,625
7 December 2024	23.25	2,775	-

As at 31 December 2022, the remaining stock option of the bank were 2.775 million units with the remaining contractual life of 1.94 years (2021: 15.625 million units with the remaining contractual life of 0.25 years).

For the year ended 31 December 2022, the Group recognised stock option expense from the share-based payment arrangement of Baht 1.2 million (2021: Nil).

## 29 Reserve

Reserves comprise:

### *Appropriations of profit and/or retained earnings*

#### Legal reserve

Section 116 of the Public Limited Companies Act B.E. 2535 (1992) requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account (“legal reserve”), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

As at 31 December 2022, the Bank has allocated a legal reserve amounted to Baht 120.4 million (2021: 98.6 million) from unappropriated retained earnings.

### *Other components of equity*

#### Reserve for share-based payment

Reserve for share-based payment within equity comprises the fair value of services received from equity-settled share-based payment transactions.

#### **Fair value changes in investments in debt instruments measured at FVOCI and equity instruments designated at FVOCI**

The fair value changes in investments in debt instruments measured at FVOCI and equity instruments designated at FVOCI within equity comprises the cumulative net change in the fair value of investments in debt instruments measured at FVOCI and equity instruments designated at FVOCI and the allowance for ECL for debt instruments measured at FVOCI until the investments are derecognised or reclassified.

## 30 Assets pledged as collateral and under restriction

	<b>Consolidated and the Bank</b>	
	2022	2021
	<i>(in thousand Baht)</i>	
Investments in securities		
- Pledged as collateral for liquidity management <sup>(1)</sup>	1,537,998 <sup>(2)</sup>	1,792,476 <sup>(2)</sup>
- Pledged as other collaterals	50	51
<b>Total</b>	<b>1,538,048</b>	<b>1,792,527</b>

<sup>(1)</sup> The Bank of Thailand requires the Group to maintain the Securities Requirement for Settlement (SRS) and maintain the Intraday Liquidity Facility.

<sup>(2)</sup> As at 31 December 2022, the Group’s minimum requirement to maintain the Securities Requirement for Settlement (SRS) and maintain the Intraday Liquidity Facility was Baht 841.1 million (2021: Baht 695.6 million).

### 31 Contingent liabilities

	Consolidated		The Bank	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Other contingencies				
- Amount of unused bank overdrafts	333,704	233,037	333,704	233,037
- Other guarantees	145,343	151,229	145,343	151,229
- Others				
Capital commitments	55,293	6,971	53,577	4,896
Other agreements	201,583	206,627	195,009	158,833
<b>Total</b>	<b>735,923</b>	<b>587,864</b>	<b>727,633</b>	<b>537,995</b>

### 32 Related parties

A related party is a person or entity that has direct or indirect control, or has significant influence over the financial and managerial decision-making of the Group; a person or entity that is under common control or under the same significant influence as the Group; or a person or entity over which the Group has direct or indirect control or has significant influence over the financial and managerial decision-making. The pricing policies for transactions with related parties are determined on an arm's length basis or based on contractually agreed price.

Relationships with subsidiary are described in note 11. Other related parties that the Group had significant transactions with during the year were as follows:

Name of entities	Country of incorporation / nationality	Nature of relationship
Key management personnel	Thai and other nationalities	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the Bank and its subsidiary.
V.C. Property Co., Ltd.	Thailand	The ultimate parent company of the Bank
VNB Holding Company Limited	Thailand	The parent company of the Bank owning 53% of the Bank's paid-up share capital.
Thai Life Insurance Public Company Limited	Thailand	The major shareholder of the Bank owning over 10% of the Bank's paid-up share capital.
OCA Investment Holdings I Pte. Ltd.	Singapore	The major shareholder of the Bank owning over 10% of the Bank's paid-up share capital.
Thai Micro Digital Solutions Co., Ltd.	Thailand	Subsidiary, 100% shareholding
Thai Health Insurance Public Company Limited	Thailand	Entity in the same group company
Thai Paiboon Insurance Public Company Limited	Thailand	Entity in the same group company
Thai Asia Pacific Brewery Co., Ltd.	Thailand	Entity in the same group company
V. One Asset Co., Ltd.	Thailand	Entity in the same group company
T.C. Insurance Broker Service Co., Ltd.	Thailand	Entity in the same group company
T A P Trading Co., Ltd.	Thailand	Entity in the same group company
Phetch Trading Co., Ltd.	Thailand	Entity in the same group company
Thai Life. 52 Co., Ltd.	Thailand	Entity in the same group company

<b>Name of entities</b>	<b>Country of incorporation / nationality</b>	<b>Nature of relationship</b>
Yartsamphan Co., Ltd.	Thailand	Entity in the same group company
Hotels and Resorts Co., Ltd.	Thailand	Entity in the same group company
V.73 Co., Ltd.	Thailand	Entity in which key management personnel or their close family members are major shareholders
Mahaphol Apartment Co., Ltd.	Thailand	Entity in which key management personnel or their close family members are major shareholders
Fortuna Capital Co., Ltd.	Thailand	Entity in which key management personnel or their close family members are major shareholders
Well Glass Co., Ltd.	Thailand	Entity in which key management personnel or their close family members are major shareholders
Wan Brothers Co., Ltd.	Thailand	Entity in which key management personnel or their close family members are major shareholders
T.L. Management Co., Ltd.	Thailand	Entity in which key management personnel or their close family members are major shareholders

<b>Significant transactions with related parties For the year ended 31 December</b>	<b>Consolidated</b>		<b>The Bank</b>	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
<b>Interest income</b>				
Key management personnel of the Bank	54	58	54	58
<b>Interest expenses</b>				
Parent company	68,078	41,168	68,078	41,168
Major shareholders	11,017	6,799	11,017	6,799
Subsidiary	-	-	429	303
Other related parties	10,033	8,437	10,033	8,437
Key management personnel of the Bank	1,458	962	1,458	962
<b>Fees and service income</b>				
Major shareholders	227,164	90,782	227,164	90,782
Subsidiary	-	-	19,507	10,529
Other related parties	115,974	242,276	115,974	242,276
<b>Other operating income</b>				
Parent company	916	166	916	166
Major shareholders	955	593	955	593
Subsidiary	-	-	7,939	7,380
Other related parties	171,828	148,849	171,828	148,849
<b>Other operating expenses</b>				
Ultimate parent company	1,512	1,373	1,512	1,373
Major shareholders	12,631	12,194	12,631	12,194
Subsidiary	-	-	17,291	12,809
Other related parties	65,301	61,470	65,301	61,470
<b>Balances with related parties At 31 December</b>				
	<b>Consolidated</b>		<b>The Bank</b>	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
<b>Loans to customers and accrued interest receivables, net</b>				
Key management personnel of the Bank	15,451	1,072	15,451	1,072

<b>Balances with related parties</b> <b>At 31 December</b>	<b>Consolidated</b>		<b>The Bank</b>	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
<b>Other assets</b>				
Ultimate parent company	120	120	120	120
Parent company	2	-	2	-
Major shareholders	19,121	8,558	19,121	8,558
Subsidiary	-	-	43,164	31,773
Other related parties	82,610	56,932	82,610	56,932
<b>Deposits</b>				
Parent company	881,704	25,810	881,704	25,810
Subsidiary	-	-	177,724	221,712
Other related parties	1,428,267	1,093,390	1,428,267	1,093,390
Key management personnel of the Bank	100,490	127,847	100,490	127,847
<b>Interbank and money market items</b> <b>(liabilities)</b>				
Major shareholders	192,664	352,386	192,664	352,386
<b>Debt issued and borrowing</b>				
Parent company	773,852	756,465	773,852	756,465
Major shareholders	116,078	113,470	116,078	113,470
<b>Other liabilities</b>				
Parent company	4,861	4,800	4,861	4,800
Major shareholders	732	732	732	732
Subsidiary	-	-	36,942	21,024
Other related parties	2,379	1,574	2,379	1,574
Key management personnel of the Bank	456	618	456	618

As at 31 December 2022, the Bank's debt issued and borrowings from the parent and major shareholder have the par value at Baht 1,150 million (2021: Baht 1,150 million). Key terms and conditions were disclosed in note 21.

#### **Significant agreements with related parties**

As at 31 December 2022, the Bank had loan agreements with key management personnel of the Bank for the total credit limit of Baht 16.9 million (2021: Baht 1.9 million) for a period of 5 - 6 years. Interest rates were offered at staff welfare rate. The Bank held residences and vehicles as collaterals.

The Bank has deposit agreements with several related parties. Interest rates are offered at contractually agreed rates.

The Bank has served as service agreements with several related parties to be an agent of life insurance, health insurance and non-life insurance products. The Bank is committed to receive bancassurance fees and promotion fees as specified in the agreements. Bancassurance fees are determined by product with no contractual life. Promotion fee agreements have a period of 1 year.

The Bank has served as several service agreements with a subsidiary, regarding to KYC ("Know Your Customer") and CDD ("Customer Due Diligence") operation, public relations and introduction of Micro Pay products and a Hosting Infrastructure for a period of 2 years. The Bank is committed to receive the service fee as specified in the agreements. Service fee will be revisited every time when the agreements are due.

The Bank has office lease agreements with a parent and a subsidiary for a period of 3 years. The Bank is committed to receive the rental fee as specified in the agreements. Rental fee will be revisited every time when the agreements are due.

The Bank has served as shared service agreements with a parent and a subsidiary regarding to management services and advisory services in various fields for a period of 1 year. The Bank is committed to receive the service fee as specified in the agreements. Service fee will be revisited every time when the agreements are due.

The Bank has been served as a service agreement with a subsidiary regarding to loan disbursement and loan repayment channel through Micro Pay e-Wallet for a period of 2 years. The Bank is committed to pay the service fee as specified in the agreement. Service fee will be revisited every time when the agreement is due.

#### ***Letters of guarantees***

As at 31 December 2022, the Bank issued letters of guarantees to a subsidiary amounted to Baht 10.5 million (2021: Baht 10.5 million).

### **33 Other benefits to directors and persons with managing authority**

Except for the benefits that are normally paid such as directors' fee, directors' bonus, executives' salary and bonus, the Group issued stock options to directors and executives as described in note 28.

### **34 Leases**

#### **34.1 Leases as lessee**

As at 31 December 2022, the Group has several lease agreements of building, office spaces and vehicles with local companies and non-related persons for a period of 0.5 - 13 years (2021: 0.5 - 19 years). Lease payment is specified in the agreements.

#### ***Right-of-use assets***

	Building and office spaces	Consolidated	
		Vehicles <i>(in thousand Baht)</i>	Total
At 1 January 2021	791,309	19,456	810,765
Additions	204,895	29,012	233,907
Depreciation charge for the year	(108,789)	(12,843)	(121,632)
Write-off	-	(3,199)	(3,199)
<b>At 31 December 2021 and 1 January 2022</b>	<b>887,415</b>	<b>32,426</b>	<b>919,841</b>
Additions	190,592	18,427	209,019
Depreciation charge for the year	(139,378)	(11,549)	(150,927)
Write-off	(269,337)	(27,427)	(296,764)
<b>At 31 December 2022</b>	<b>669,292</b>	<b>11,877</b>	<b>681,169</b>



	<b>The Bank</b>		
	Building and office spaces	Vehicles <i>(in thousand Baht)</i>	Total
At 1 January 2021	791,309	19,456	810,765
Additions	204,895	29,012	233,907
Depreciation charge for the year	(108,789)	(12,843)	(121,632)
Write-off	-	(3,199)	(3,199)
<b>At 31 December 2021 and 1 January 2022</b>	<b>887,415</b>	<b>32,426</b>	<b>919,841</b>
Additions	190,592	14,494	205,086
Depreciation charge for the year	(139,378)	(10,648)	(150,026)
Write-off	(269,337)	(27,427)	(296,764)
<b>At 31 December 2022</b>	<b>669,292</b>	<b>8,845</b>	<b>678,137</b>

#### *Lease liabilities*

	<b>Consolidated</b>		<b>The Bank</b>	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Less than 1 year	117,206	171,167	116,140	171,167
1 year to 5 years	342,670	484,279	340,450	484,279
Over 5 years	297,950	367,192	297,950	367,192
<b>Total undiscounted lease liabilities</b>	<b>757,826</b>	<b>1,022,638</b>	<b>754,540</b>	<b>1,022,638</b>
<b>Lease liabilities included in the statement of financial position</b>	<b>688,564</b>	<b>930,454</b>	<b>685,477</b>	<b>930,454</b>

#### *Amount recognised in profit or loss*

<i>For the year ended 31 December</i>	<b>Consolidated</b>		<b>The Bank</b>	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Income from subleasing	166	166	898	724
Depreciation for right-of-use assets				
- Building and office spaces	(139,378)	(108,789)	(139,378)	(108,789)
- Vehicles	(11,549)	(12,843)	(10,648)	(12,843)
Interest expense on lease liabilities	(20,852)	(20,317)	(20,722)	(20,317)
Expenses relating to short-term leases	(892)	(587)	(892)	(587)
Expenses relating to leases for which the underlying asset is of low value	(15,803)	-	(15,803)	-



*For the year ended 31 December*

**Consolidated**  
2022

	Banking business				Total
	Business loans	Retail loans secured by residential property	Others <i>(in thousand Baht)</i>	Total banking business	
e-Wallet business					
	428	763,030	217,532	111,051,923	11,052,351
	(1,069)			186,446	179,373
Net interest income					
Non-interest (expenses) income, net					
<b>Total operating (expenses) income</b>	<b>(641)</b>			<b>11,238,369</b>	<b>11,231,724</b>
Total operating expenses	(55,837)			(4,386,610)	(4,436,401)
<b>(Loss) profit before expected credit loss and income tax</b>	<b>(56,478)</b>			<b>6,851,759</b>	<b>6,795,323</b>
Expected credit loss	-			(3,835,409)	(3,835,409)
<b>Segment (loss) profit before income tax</b>	<b>(56,478)</b>			<b>3,016,350</b>	<b>2,959,914</b>
Income tax					(607,393)
<b>Net profit</b>					<b>2,352,521</b>

*For the year ended 31 December*

**Consolidated**  
2021

	Banking business				Total
	Business loans	Retail loans secured by residential property	Others <i>(in thousand Baht)</i>	Total banking business	
e-Wallet business					
	303	606,664	88,581	8,493,281	8,493,584
	2,819			251,718	248,534
Net interest income					
Non-interest income, net					
<b>Total operating income</b>	<b>3,122</b>			<b>8,744,999</b>	<b>8,742,118</b>
Total operating expenses	(39,590)			(3,665,125)	(3,698,695)
<b>(Loss) profit before expected credit loss and income tax</b>	<b>(36,468)</b>			<b>5,079,874</b>	<b>5,043,423</b>
Expected credit loss	-			(2,610,553)	(2,610,553)
<b>Segment (loss) profit before income tax</b>	<b>(36,468)</b>			<b>2,469,321</b>	<b>2,432,870</b>
Income tax					(497,853)
<b>Net profit</b>					<b>1,935,017</b>

## Consolidated

	Banking business						
	e-Wallet business	Business loans	Retail loans secured by residential property	Others <i>(in thousand Baht)</i>	Total banking business	Elimination	Total
<b>2022</b>							
Loans to customers <sup>(1)</sup>	-	101,345,388	18,687,423	1,265,224	121,298,035	-	121,298,035
Total assets	218,587				143,427,502	(456,618)	143,189,471
Total liabilities	98,578				128,916,012	(206,696)	128,807,894
<b>2021</b>							
Loans to customers <sup>(1)</sup>	-	82,414,487	14,677,172	637,067	97,728,726	-	97,728,726
Total assets	247,432				115,580,173	(494,188)	115,333,417
Total liabilities	71,595				105,043,038	(244,231)	104,870,402

<sup>(1)</sup> Exclude accrued interest income and undue interest income and allowance for expected credit loss.

### 36 Financial position and results of operations classified by domestic and foreign business

The Group mainly operates in two segments, which are e-Wallet business and banking business, carrying out in Thailand only. Most revenues, expenses, profit, assets and liabilities are as reflected in the financial statements pertaining to the aforementioned industry and geographic area.

### 37 Interest income

<i>For the year ended 31 December</i>	<b>Consolidated and the Bank</b>	
	2022	2021
	<i>(in thousand Baht)</i>	
Interbank and money market items	71,502	39,597
Investments in debt instruments	27,492	15,012
Loans to customers	12,466,875	9,614,697
Hire-purchase	118,867	131,664
<b>Total</b>	<b>12,684,736</b>	<b>9,800,970</b>

### 38 Interest expenses

<i>For the year ended 31 December</i>	Note	<b>Consolidated</b>		<b>The Bank</b>	
		2022	2021	2022	2021
		<i>(in thousand Baht)</i>			
Deposits	32	1,308,310	1,063,290	1,308,738	1,063,593
Interbank and money market items	32	5,781	7,583	5,781	7,583
Debt issued and borrowings - Perpetual subordinated debentures	32	77,495	45,473	77,495	45,473
Contribution to Deposit Protection Agency and BoT		240,799	191,040	240,799	191,040
<b>Total</b>		<b>1,632,385</b>	<b>1,307,386</b>	<b>1,632,813</b>	<b>1,307,689</b>

### 39 Net fees and service expenses

<i>For the year ended 31 December</i>	Note	<b>Consolidated</b>		<b>The Bank</b>	
		2022	2021	2022	2021
		<i>(in thousand Baht)</i>			
<b>Fees and service income</b>					
- Acceptances, aval and guarantees		2,301	2,747	2,301	2,747
- Management fees		32,812	19,034	32,812	19,034
- Brokerage fees	32	454,987	378,278	454,987	378,278
- Others		38,038	35,494	54,258	44,314
<b>Total</b>		<b>528,138</b>	<b>435,553</b>	<b>544,358</b>	<b>444,373</b>
<b>Fees and service expenses</b>					
- Fees and service expenses on ATM		(37,592)	(21,700)	(35,607)	(20,558)
- Loan guarantee expenses		(376,111)	(342,026)	(376,111)	(342,026)
- Legal fee		(10,466)	(6,475)	(10,466)	(6,475)
- Collection and recovery expenses		(127,229)	(86,356)	(127,229)	(86,356)
- Others		(35,996)	(26,733)	(52,903)	(39,420)
<b>Total</b>		<b>(587,394)</b>	<b>(483,290)</b>	<b>(602,316)</b>	<b>(494,835)</b>
<b>Net</b>		<b>(59,256)</b>	<b>(47,737)</b>	<b>(57,958)</b>	<b>(50,462)</b>

#### 40 Gains on investments, net

<i>For the year ended 31 December</i>	<b>Consolidated and the Bank</b>	
	2022	2021
	<i>(in thousand Baht)</i>	
<b>Gains on derecognition</b>		
- Investments in debt instruments measured at FVOCI	75	97
<b>Total</b>	<u>75</u>	<u>97</u>

#### 41 Expected credit loss

<i>For the year ended 31 December</i>	<b>Consolidated and the Bank</b>	
	2022	2021
	<i>(in thousand Baht)</i>	
<b>(Reversal of) expected credit loss</b>		
Investments in debt instruments measured at FVOCI	(27)	22
Loans to customers and accrued interest receivables and undue interest receivables	3,728,641	2,605,003
Other financial assets	9,577	3,817
Undrawn loan commitments and financial guarantee contracts	308	1,711
<b>Modification loss</b>		
Loans to customers and accrued interest receivables and undue interest receivables	96,910	-
<b>Total</b>	<u>3,835,409</u>	<u>2,610,553</u>

#### 42 Income tax

##### *Income tax recognised in profit or loss*

<i>For the year ended 31 December</i>	<i>Note</i>	<b>Consolidated</b>		<b>The Bank</b>	
		2022	2021	2022	2021
		<i>(in thousand Baht)</i>			
<b>Current tax</b>					
Current year		689,494	572,475	689,494	572,475
(Over) under provided in prior years		(3,306)	1,219	(3,306)	1,219
		<u>686,188</u>	<u>573,694</u>	<u>686,188</u>	<u>573,694</u>
<b>Deferred tax income</b>					
Movements in temporary differences	17	(78,795)	(75,841)	(78,674)	(75,728)
<b>Total</b>		<u>607,393</u>	<u>497,853</u>	<u>607,514</u>	<u>497,966</u>



***Income tax recognised in other comprehensive income***

<b><i>For the year ended 31 December</i></b>	<b>Consolidated</b>					
	Before tax	2022 Tax income (expense)	Net of tax <i>(in thousand Baht)</i>	Before tax	2021 Tax income (expense)	Net of tax
Financial assets measured at FVOCI	(1,341)	268	(1,073)	(2,521)	504	(2,017)
Defined benefit plan actuarial gain	12,124	(2,424)	9,700	1,112	(222)	890
<b>Total</b>	<b>10,783</b>	<b>(2,156)</b>	<b>8,627</b>	<b>(1,409)</b>	<b>282</b>	<b>(1,127)</b>

<b><i>For the year ended 31 December</i></b>	<b>The Bank</b>					
	Before tax	2022 Tax income (expense)	Net of tax <i>(in thousand Baht)</i>	Before tax	2021 Tax income (expense)	Net of tax
Financial assets measured at FVOCI	(1,341)	268	(1,073)	(2,521)	504	(2,017)
Defined benefit plan actuarial gain	11,472	(2,294)	9,178	878	(176)	702
<b>Total</b>	<b>10,131</b>	<b>(2,026)</b>	<b>8,105</b>	<b>(1,643)</b>	<b>328</b>	<b>(1,315)</b>

***Reconciliation of effective tax rate***

<b><i>For the year ended 31 December</i></b>	<b>Consolidated</b>			
	Rate (%)	2022 <i>(in thousand Baht)</i>	Rate (%)	2021 <i>(in thousand Baht)</i>
Profit before income tax		2,959,914		2,432,870
Income tax using the Thai corporation tax rate	20.0	591,983	20.0	486,574
Tax effect of income or expenses that are not taxable income or expenses		18,716		10,060
(Over) under provided in prior years		(3,306)		1,219
<b>Total</b>	<b>20.5</b>	<b>607,393</b>	<b>20.5</b>	<b>497,853</b>

<b><i>For the year ended 31 December</i></b>	<b>The Bank</b>			
	Rate (%)	2022 <i>(in thousand Baht)</i>	Rate (%)	2021 <i>(in thousand Baht)</i>
Profit before income tax		3,016,350		2,469,321
Income tax using the Thai corporation tax rate	20.0	603,270	20.0	493,864
Tax effect of income or expenses that are not taxable income or expenses		7,550		2,883
(Over) under provided in prior years		(3,306)		1,219
<b>Total</b>	<b>20.1</b>	<b>607,514</b>	<b>20.2</b>	<b>497,966</b>

#### 43 Earnings per share

<i>For the year ended 31 December</i>	<b>Consolidated</b>		<b>The Bank</b>	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
<b>Profit attributable to ordinary shareholders of the Bank (basic and diluted)</b>	<b><u>2,352,521</u></b>	<b><u>1,935,017</u></b>	<b><u>2,408,836</u></b>	<b><u>1,971,355</u></b>
<b>Ordinary shares outstanding</b>				
Number of ordinary shares outstanding at				
1 January	500,000	500,000	500,000	500,000
Effect of exercise of share options	12,457	-	12,457	-
Effect of issue of ordinary shares	3,078	-	3,078	-
<b>Weighted average number of ordinary shares outstanding (basic) at 31 December</b>	<b><u>515,535</u></b>	<b><u>500,000</u></b>	<b><u>515,535</u></b>	<b><u>500,000</u></b>
Effect of share options outstanding	1,591	6,609	1,591	6,609
Effect of warrants outstanding	21,697	5,409	21,697	5,409
<b>Weighted average number of ordinary shares outstanding (diluted) at 31 December</b>	<b><u>538,823</u></b>	<b><u>512,018</u></b>	<b><u>538,823</u></b>	<b><u>512,018</u></b>
<b>Earnings per share (basic) (in Baht)</b>	<b><u>4.56</u></b>	<b><u>3.87</u></b>	<b><u>4.67</u></b>	<b><u>3.94</u></b>
<b>Earnings per share (diluted) (in Baht)</b>	<b><u>4.37</u></b>	<b><u>3.78</u></b>	<b><u>4.47</u></b>	<b><u>3.85</u></b>

#### 44 Reclassification of accounts

Certain accounts in the 2021 financial statements have been reclassified to conform to the presentation in the 2022 financial statements as follows:

	<b>Consolidated</b>		
	Before reclassification	2021 Reclassification <i>(in thousand Baht)</i>	After reclassification
<b>Statements of profit or loss and other comprehensive income</b>			
Interest income	9,861,376	(60,406)	9,800,970
Fees and service expenses	(543,696)	60,406	(483,290)
		<u>-</u>	
<b>The Bank</b>			
	Before reclassification	2021 Reclassification <i>(in thousand Baht)</i>	After reclassification
<b>Statements of profit or loss and other comprehensive income</b>			
Interest income	9,861,376	(60,406)	9,800,970
Fees and service expenses	(555,241)	60,406	(494,835)
		<u>-</u>	

## **45 Events after the reporting period**

On 22 February 2023, the Bank's Extraordinary General Meeting of shareholders No.1/2023 passed resolutions to repurchase the Bank's warrants in the amount of 74.75 million warrants in order to their cancellation, and decrease the Bank's authorised share capital of Baht 747.5 million from Baht 6,598.17 million (659.82 million shares, par value at Baht 10 per share) to be a new authorised share capital of Baht 5,850.67 million (585.07 million shares, par value at Baht 10 per share) for the cancellation of the Bank's warrants.



# Type of Business

The Thai Credit Retail Bank Public Company Limited

## Type of Business

The Thai Credit Retail Bank PCL. is the financial institution providing services under the scope of commercial retail bank operations.

## Initial Registered Capital

Registered capital	1,000,000,000	Baht
Paid-up capital	1,000,000,000	Baht
Issued and paid-up common stock	100,000,000	Shares
Issued and paid-up preferred stock		None
The par value per share	10	Baht

## Registered Capital in 2022

Registered capital	6,598,166,660	Baht
Paid-up capital	5,822,916,660	Baht
Issued and paid-up common stock	582,291,666	Shares
Issued and paid-up preferred stock		None
The par value per share	10	Baht

## The Auditors

The Audit Committee reviewed auditors' qualifications and performance and reported to the Board of Directors in order to present its proposal for consideration of auditor's appointment and audit fee in the Annual General Meeting of Shareholders.

The proposed auditors must obtain the approval from the BOT. As the BOT had approved and issued a notification no. For Kor Kor. 117/2018 Re: Approval of Auditors dated March 12, 2018, approving 3 auditors from KPMG Phoomchai Audit Co., Ltd.:

1. Miss Aorapin Sinthawornkul  
(Certified Public Accountant (Thailand) No. 9441) or
2. Mr. Chanchai Sakulkoedsin  
(Certified Public Accountant (Thailand) No. 6827) or
3. Miss Pantip Gulsantithamrong  
(Certified Public Accountant (Thailand) No. 4208)

## The Relationship between Auditors and the Bank

Appointed auditors do not have other relationship with the Bank.



## Branch Office

Branch Office	Office Hours	Tel.	Fax
<b>Head Office</b>			
123 Thai Life Insurance Bldg., Ratchadaphisek Road, Din Daeng, Bangkok 10400			
.....			
<b>Ratchadaphisek Business Office</b>	Monday - Friday 08.30 hrs. - 17.00 hrs.	0 2697 5454	0 2642 3112
1 <sup>st</sup> fl., Thai Life Insurance Bldg., 123 Ratchadaphisek Road, Din Daeng, Din Daeng, Bangkok 10400			
.....			
<b>Asoke PS Tower Branch</b>	Monday - Friday 08.30 hrs. - 17.30 hrs.	0 2261 9958-9	0 2261 9957
G fl., PS Tower, 36/11 Sukhumvit 21 Road (Asoke), Khlong Toei Nuea, Vadhana, Bangkok 10110			
.....			
<b>Big C Om Yai Branch</b>	Everyday 10.30 hrs. - 19.30 hrs.	0 2431 2590-2	0 2431 2589
Room GJA 001/3, Big C Supercenter, 17/17 Moo 8, Phet Kasem Road, Om Yai, Sam Phran, Nakhon Pathom 73160			
.....			
<b>Central Chon Buri Branch</b>	Everyday 10.30 hrs. - 19.30 hrs.	0 3805 3773-4, 0 3805 3999	0 3805 3775
Room 173, 1 <sup>st</sup> fl., CentralPlaza Chon Buri, 55/88-89, 55/91 Moo 1, Samet, Mueang Chon Buri, Chon Buri 20000			
.....			
<b>Central Eastville Branch</b>	Everyday 10.30 hrs. - 19.30 hrs.	0 2530 3888	0 2530 3887
Room 324/1B, 3 <sup>rd</sup> fl., Central Festival Eastville, 69, 69/1, 69/2, 69/4 Pradit Manutham Road, Lat Phrao, Lat Phrao, Bangkok 10230			
.....			
<b>Central Lat Phrao Branch</b>	Everyday 11.00 hrs. - 20.00 hrs.	0 2056 9576-8	0 2056 9579
Room 231/2, 2 <sup>nd</sup> fl., CentralPlaza Lat Phrao, 1697 Phahon Yothin Road, Chatuchak, Chatuchak, Bangkok 10900			
.....			
<b>Central Pinklao Branch</b>	Everyday 11.00 hrs. - 19.30 hrs.	0 2884 7797-9	0 2884 7890
Room 426/2, 4 <sup>th</sup> fl., CentralPlaza Pinklao, 7/222 Borommaratchachonnani Road, Arun Ammarin, Bangkok Noi, Bangkok 10700			
.....			
<b>Central Rama 2 Branch</b>	Everyday 11.00 hrs. - 19.30 hrs.	0 2416 1688-9, 0 2416 1900	0 2416 1901
Room G30/1, G fl., CentralPlaza Rama II, 160 Rama II Road, Samae Dam, Bang Khun Thian, Bangkok 10150			
.....			
<b>Central Rama 3 Branch</b>	Everyday 10.30 hrs. - 19.30 hrs.	0 2231 1888, 0 2126 6814-5	0 2126 6816
Room 402/2, 4 <sup>th</sup> fl., CentralPlaza Rama III, 79 Sathu Pradit Road, Chong Nonsi, Yan Nawa, Bangkok 10120			
.....			
<b>Central Westgate Branch</b>	Everyday 11.00 hrs. - 20.00 hrs.	0 2086 2211, 0 2086 5934-5	0 2086 5936
Room 342, 3 <sup>rd</sup> fl., CentralPlaza Westgate, 199, 199/1, 199/2 Moo 6, Sao Thong Hin, Bang Yai, Nonthaburi 11140			
.....			
<b>Central World Branch</b>	Everyday 10.30 hrs. - 19.30 hrs.	0 2250 1888	0 2250 1888
Room B406/1, 4 <sup>th</sup> fl., CentralWorld 4, 4/1-4/2, 4/4 Ratchadamri Road, Pathum Wan, Pathum Wan, Bangkok 10330			
.....			
<b>Emquartier Branch</b>	Everyday 10.30 hrs. - 19.30 hrs.	0 2258 6888	0 2258 6888
Room 3B06/A, 3 <sup>rd</sup> fl., Emquartier Department Store, 689 Sukhumvit Road, Khlong Tan Nuea, Vadhana, Bangkok 10110			
.....			
<b>Fashion Island Ramindra Branch</b>	Everyday 11.00 hrs. - 19.30 hrs.	0 2947 5656, 0 2947 5681, 0 2947 5694-5	0 2947 5680
Room GSSH111, 1 <sup>st</sup> fl., Fashion Island Shopping Mall, 587, 589, 589/7-9 Ram Inthra Road, Khan Na Yao, Khan Na Yao, Bangkok 10230			
.....			

Branch Office	Office Hours	Tel.	Fax
<b>Future Park Rangsit Branch</b> Room PLZ.2.SHP030, 2 <sup>nd</sup> fl., Future Park Rangsit, 94 Phahon Yothin Road, Prachathipat, Thanyaburi, Pathum Thani 12130	Everyday 11.00 hrs. - 19.30 hrs.	0 2958 5276-9	0 2958 5377
<b>Nakhon Pathom Branch</b> 136 Ratchawithi Road, Phra Pathom Chedi, Mueang Nakhon Pathom, Nakhon Pathom 73000	Monday - Friday 08.30 hrs. - 17.00 hrs.	0 3431 0555, 0 3431 0001-3	0 3431 0004
<b>Paradise Park Srinakarin Branch</b> Room 2 C001, 2 <sup>nd</sup> fl., Paradise Park Shopping Center, 61 Srinakarin Road, Nong Bon, Prawet, Bangkok 10250	Everyday 10.30 hrs. - 19.30 hrs.	0 2780 2209-11	0 2780 2208
<b>Samut Prakan Branch</b> 156 Sri Samut Road, Pak Nam, Mueang Samut Prakan, Samut Prakan 10270	Monday - Friday 08.30 hrs. - 17.00 hrs.	0 2730 9160-3	0 2730 9159
<b>Samut Sakhon Branch</b> 920/30 Ekkachai Road, Maha Chai, Mueang Samut Sakhon, Samut Sakhon 74000	Monday - Friday 08.30 hrs. - 17.00 hrs.	0 3442 4200, 0 3442 4343-4, 0 3442 4446	0 3442 4445
<b>Seacon Bang Khae Branch</b> Room 329, 3 <sup>rd</sup> fl., Seacon Bang Khae, 607 Phet Kasem Road, Bang Wa, Phasi Charoen, Bangkok 10160	Everyday 11.00 hrs. - 19.30 hrs.	0 2458 2818-20	0 2458 2821
<b>Seacon Srinakarin Branch</b> Room 3057D-2, 3 <sup>rd</sup> fl., Seacon Square, 55 Srinakarin Road, Nong Bon, Prawet, Bangkok 10250	Everyday 10.30 hrs. - 19.30 hrs.	0 2054 0567, 0 2054 0678, 0 2054 0777	0 2054 0789
<b>The Mall Bangkapi Branch</b> Room 2S-C13 A, B, 2 <sup>nd</sup> fl., The Mall Bang Kapi, 3522 Lat Phrao Road, Khlong Chan, Bang Kapi, Bangkok 10240	Everyday 11.00 hrs. - 19.30 hrs.	0 2704 7500, 0 2704 7891-3	0 2704 7894
<b>The Mall Bang Khae Branch</b> Room 3S-R2-3B, 3 <sup>rd</sup> fl., The Mall Bang Khae, 518 Phet Kasem Road, Bang Khae Nuea, Bang Khae, Bangkok 10160	Everyday 10.30 hrs. - 19.30 hrs.	0 2803 8488-92	0 2803 8493
<b>The Mall Nakhon Ratchasima Branch</b> Room BB-07, B fl., The Mall Nakhon Ratchasima, 1242/2 Mittraphap Road, Nai Mueang, Mueang Nakhon Ratchasima, Nakhon Ratchasima 30000	Everyday 10.30 hrs. - 19.30 hrs.	0 4434 2342, 0 4434 2688-90	0 4434 2665
<b>The Mall Ngam Wong Wan Branch</b> Room 524, 5 <sup>th</sup> fl., The Mall Lifestore Ngam Wong Wan, 408, 410, 412, 414, 416, 418, 420, 422, 424, 426, 428, 430, 430/1 Moo 2, Ngam Wong Wan Road, Bang Khen, Mueang Nonthaburi, Nonthaburi 11000	Everyday 11.00 hrs. - 19.30 hrs.	0 2180 6446-8	0 2180 6449
<b>The Mall Thapra Branch</b> Room 326, 3 <sup>rd</sup> fl., The Mall Lifestore Thapra, 129 Ratchadaphisek Road (Thapra-Taksin), Bukkhalo, Thon Buri, Bangkok 10600	Everyday 10.30 hrs. - 19.30 hrs.	0 2472 1888	0 2472 1888
<b>Yaowarat Branch</b> 222-224 Yaowarat Road, Chakkrawat, Samphanthawong, Bangkok 10100	Monday - Friday 08.30 hrs. - 17.00 hrs.	0 2222 3180-1, 0 2222 3760-1	0 2222 3120





## Lending Branch and Nano Credit Kiosk

Area	Branch Office	Office Hours	Tel.
Bangkok Metropolitan Region Bangkok	<b>Bang Bon Lending Branch</b> 701 Ekkachai Road, Bang Bon, Bangkok 10150	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2415 5644-6
	<b>Bang Kapi Lending Branch</b> 171 Soi Happyland 2, Khlong Chan, Bang Kapi, Bangkok 10240	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2377 2985-6, 0 2377 2940
	<b>Bang Khae Lending Branch</b> 100/2 Moo 15, Phet Kasem Road, Bang Wa, Phasi Charoen, Bangkok 10160	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2413 3503-5
	<b>Bang Khen-Watcharaphon Lending Branch</b> 2/18 Watcharaphon Road, Tha Raeng, Bang Khen, Bangkok 10230	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2347 0441-3
	<b>Bang Khun Non Lending Branch</b> 21/45 Bang Khun Non Road, Bang Khun Non, Bangkok Noi, Bangkok 10700	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2433 7406-8
	<b>Chan Road Lending Branch</b> 34 Sathu Pradit Road, Thung Wat Don, Sathon, Bangkok 10120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2212 8670-2
	<b>Huai Khwang Lending Branch</b> 1998/4-5 Pracha Songkhro Road, Din Daeng, Din Daeng, Bangkok 10320	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2275 5245-6
	<b>Kluai Nam Thai Lending Branch</b> 4062 Rama IV Road, Phra Khanong, Khlong Toei, Bangkok 10110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2249 3517, 0 2249 5165, 0 2249 5236
	<b>Lat Krabang Lending Branch</b> 2654/39 Lat Krabang Road, Lat Krabang, Lat Krabang, Bangkok 10250	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2327 0384-6
	<b>Min Buri Lending Branch</b> Min Buri Market, 2 <sup>nd</sup> fl., Plataphianthong Building, 521/7 Moo 18, Sihaburanukit Road, Min Buri, Min Buri, Bangkok 10510	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2540 0190-3
	<b>Nak Niwat - Lat Phrao Lending Branch</b> Room 104, 2 Soi Nak Niwat 37, Nak Niwat Road, Lat Phrao, Lat Phrao, Bangkok 10310	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2538 5073, 0 2538 5083, 0 2538 5421
	<b>Nong Chok Lending Branch</b> 3 Chueam Samphan Road, Krathum Rai, Nong Chok, Bangkok 10530	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2548 2797-9
	<b>Nong Khaem Lending Branch</b> 1711 Phet Kasem Road, Lak Song, Bang Khae, Bangkok 10160	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2421 7570-2
	<b>O Ngoen Market Lending Branch</b> 49/765 Sukhaphiban 5 Road Soi 45, O Ngoen, Sai Mai, Bangkok 10220	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2532 2285-6
	<b>Phra Khanong Lending Branch</b> 28/1 Sukhumvit 71 Road, Phra Khanong Nuea, Vadhana, Bangkok 10110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2130 7625-6
<b>Phraya Suren Lending Branch</b> 785 Phraya Suren Road, Bang Chan, Khlong Sam Wa, Bangkok 10510	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2136 6842-3	

Area	Branch Office	Office Hours	Tel.
	<b>Pracha Niwet Lending Branch</b> Room A1, Prachanives 1 Square, 3/1 Baan Pracha Niwet 1, Thetsaban Nimit Nuea Road, Lat Yao, Chatuchak, Bangkok 10900	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2591 9180-2
	<b>Rama 2 Lending Branch</b> 179/10 Tha Kham Road, Samae Dam, Bang Khun Thian, Bangkok 10150	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2408 4850-2
	<b>Ramkhamhaeng Lending Branch</b> 38 Soi Ramkhamhaeng 37/1 (Vikon Village), Hua Mak, Bang Kapi, Bangkok 10240	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2318 2673-4, 0 2318 4060
	<b>Si Yan Lending Branch</b> Edison Department Store, 664 Sam Sen Road, Thanon Nakhon Chai Si, Dusit, Bangkok 10300	Monday - Friday 10.00 hrs. - 19.00 hrs.	0 2241 7363-5
	<b>Thung Khru Lending Branch</b> 381/4 Pracha Uthit Road, Bang Mot, Thung Khru, Bangkok 10140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2426 2663-4
	<b>Udom Suk Lending Branch</b> 79 Udom Suk Road, Nong Bon, Prawet, Bangkok 10250	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2397 0736-8
	<b>Wongwian Yai Lending Branch</b> 388 Lat Ya Road, Khlong San, Khlong San, Bangkok 10600	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2437 8730-2
	<b>Bang Kradi Nano Credit Kiosk</b> 166/3 Bang Kradi Road, Samae Dam, Bang Khun Thian, Bangkok 10150	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2409 2720
	<b>Bang Pakok Market Nano Credit Kiosk</b> 1439 Suk Sawat Road, Bang Pa Kok, Rat Burana, Bangkok 10140	Monday, Tuesday, Thursday 09.00 hrs. - 15.00 hrs.	0 2409 2998
	<b>Bawon Romkiao Market Nano Credit Kiosk</b> Bawon Romkiao Market, 123/23, Soi Kheha Rom Klao 1/3, Khlong Song Ton Nun, Lat Krabang, Bangkok 10520	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2540 0190-3
	<b>Bua Phatthana Market (Lat Pla Khao 50) Nano Credit Kiosk</b> 456 Lat Pla Khao Road, Chorakhe Bua, Lat Phrao, Bangkok 10230	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2157 3167
	<b>Center One Nano Credit Kiosk</b> Room 99, G fl., Center One Shopping Plaza, 1 Soi Loet Panya, Ratchawithi Road, Thanon Phaya Thai, Ratchathewi, Bangkok 10400	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2275 5245-6
	<b>Chumchon Chai Chimphi Market Nano Credit Kiosk</b> 19 Soi Bang Waek 82, Khlong Khwang, Phasi Charoen, Bangkok 10160	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2413 3503-5
	<b>Chumchon Muban Thara Kon Market Nano Credit Kiosk</b> 4 Soi Ramkhamhaeng 166 Yaek 7, Min Buri, Min Buri, Bangkok 10510	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 2138 5788
	<b>Flower Market Thailand Nano Credit Kiosk</b> 499/1-10 Phran Nok - Phutthamonthon Sai 4 Road, Bang Phrom, Taling Chan, Bangkok 10170	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2410 7787
	<b>Khu Bon 27 Nano Credit Kiosk</b> 4 Soi Khu Bon 27 Yaek 24, Tha Raeng, Bang Khen, Bangkok 10220	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2136 1398

Area	Branch Office	Office Hours	Tel.
	<b>Kip Mu Market Nano Credit Kiosk</b> 399/5 Surao Khlong Nueng Road, Bang Chan, Khlong Sam Wa, Bangkok 10510	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 2170 9819
	<b>Kosum Ruam Chai Market Nano Credit Kiosk</b> Kosum Ruam Chai Market, 312/3 Kosum Ruam Chai Road, Don Mueang, Don Mueang, Bangkok 10210	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2503 7505
	<b>Lan Sai Plaza Market Nano Credit Kiosk</b> 659/103 Sathu Pradit Road, Bang Phongphang, Yan Nawa, Bangkok 10120	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2126 5444
	<b>Lasalle 10 Martket Nano Credit Kiosk</b> 179 Lasalle Road, Bang Na Tai, Bang Na, Bangkok 10260	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2130 5110
	<b>Lat Phrao Wang Hin Nano Credit Kiosk</b> 760 Lat Phrao Wang Hin Road, Lat Phrao, Lat Phrao, Bangkok 10230	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2538 5073, 0 2538 5083, 0 2538 5421
	<b>Lung Phoem Market (Vibhavadi 22) Nano Credit Kiosk</b> 222 Soi Thong Lo, Lat Yao, Chatuchak, Bangkok 10900	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2511 1588
	<b>Muban Nakkila Laem Thong Nano Credit Kiosk</b> 45 Nakkila Laem Thong Road, Thap Chang, Saphan Sung, Bangkok 10240	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2377 2985-6, 0 2377 2940
	<b>Namchai Market Nano Credit Kiosk</b> 127 Lat Krabang Road, Lat Krabang, Lat Krabang, Bangkok 10520	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2136 7132
	<b>New Happy Land Market (Seri Thai 41) Nano Credit Kiosk</b> 48/5 Soi Seri Thai 41, Seri Thai Road, Khlong Kum, Bueng Kum, Bangkok 10240	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2377 2985-6, 0 2377 2940
	<b>One @ Bobae Nano Credit Kiosk</b> 253/3 Damrong Rak Road, Khlong Maha Nak, Pom Prap Sattru Phai, Bangkok 10100	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2222 3180 ext. 1131
	<b>On Nut 58 Market Nano Credit Kiosk</b> 1932 On Nut Road, Suan Luang, Suan Luang, Bangkok 10250	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2130 0159
	<b>Patthavikon Market Nano Credit Kiosk</b> 27/51 Moo 7, Khlong Kum, Bueng Kum, Bangkok 10240	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2780 2980
	<b>Phahurat Nano Credit Kiosk</b> Phahurat Market Tower, 95/103-106, Tri Phet Road, Wang Burapha Phirom, Phra Nakhon, Bangkok 10200	Monday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 2222 3180 ext. 1131
	<b>Phatthanakan 20 Nano Credit Kiosk</b> 206 Soi Phatthanakan 20, Suan Luang, Suan Luang, Bangkok 10250	Tuesday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 2318 2673-4, 0 2318 4060
	<b>Phatthanakan Market Nano Credit Kiosk</b> 174 Soi Phatthanakan 70, Prawet, Prawet, Bangkok 10250	Wednesday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 2322 3611
	<b>Pratunam Nano Credit Kiosk</b> 555 Ratchaprarop Road, Makkasan, Ratchathewi, Bangkok 10400	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2253 4500

Area	Branch Office	Office Hours	Tel.
	<b>Ramkhamhaeng 2 Nano Credit Kiosk</b> Number One Plaza Bldg., 197, 199, 201, 203, 205, Ramkhamhaeng 2 Road, Dok Mai, Prawet, Bangkok 10250	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2136 6122
	<b>Save Center Market Nano Credit Kiosk</b> 42/30-42/34 Moo 18, Borommaratchachonnani Road, Sala Thammasop, Thawi Watthana, Bangkok 10170	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2413 3503-5
	<b>Setthathat Market Nano Credit Kiosk</b> 75 Soi Phibun Watthana Building, Rama VI Road, Sam Sen Nai, Phaya Thai, Bangkok 10400	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2163 4788
	<b>Si Lom Nano Credit Kiosk</b> 425 Si Lom Road, Si Lom, Bang Rak, Bangkok 10500	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2212 8670-2
	<b>Siriraj Nano Credit Kiosk</b> 954/32 Phran Nok Road, Ban Chang Lo, Bangkok Noi, Bangkok 10700	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2433 7406-8
	<b>Song Prapha Nano Credit Kiosk</b> 8/2 Soi Song Prapha 9, Song Prapha Road, Don Mueang, Don Mueang, Bangkok 10210	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2567 0060-3
	<b>Suan Phak Road Nano Credit Kiosk</b> 89 Moo 8, Borommaratchachonnani Road, Chimphli, Taling Chan, Bangkok 10170	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2408 1677
	<b>Talat Phlu Nano Credit Kiosk</b> 1577 Thoet Thai Road, Talat Phlu, Thon Buri, Bangkok 10600	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2466 4899
	<b>Tao Poon Market Nano Credit Kiosk</b> 547/25 Pracha Rat Sai 2 Road, Bang Sue, Bang Sue, Bangkok 10800	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2591 9180-2
	<b>Tha Sai Nano Credit Kiosk</b> 304/237 Soi Pracha Chuen 12 Yaek 1-2, Thung Song Hong, Lak Si, Bangkok 10210	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2591 9180-2
	<b>World Market Nano Credit Kiosk</b> 109/14 Thawi Watthana Road, Thawi Watthana, Thawi Watthana, Bangkok 10170	Monday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 2421 7570-2
	<b>Yingcharoen Market Nano Credit Kiosk</b> Yingcharoen Market, 651 Phahon Yothin Road, Anusawari, Bang Khen, Bangkok 10220	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2521 0014
<b>Nakhon Pathom</b>	<b>Kamphaeng Saen Lending Branch</b> 111/2 Moo 1, Kamphaeng Saen, Kamphaeng Saen, Nakhon Pathom 73140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3430 0637-9
	<b>Nakhon Chai Si (Nakhon Pathom) Lending Branch</b> 97/19 Moo 2, Bang Krabao, Nakhon Chai Si, Nakhon Pathom 73120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3431 0326-7
	<b>Nakhon Pathom Lending Branch</b> 17-18 Bo Roem Road, Phra Pathom Chedi, Mueang Nakhon Pathom, Nakhon Pathom 73000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3421 9696, 0 3427 2696
	<b>Don Tum Nano Credit Kiosk</b> 129/19 Moo 1, Sam Ngam, Don Tum, Nakhon Pathom 73150	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3421 9696, 0 3427 2696

Area	Branch Office	Office Hours	Tel.
	<b>Khunphaen Market (Nakhon Pathom) Nano Credit Kiosk</b> 31/37 Moo 1, Tha Talat, Sam Phran, Nakhon Pathom 73110	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3431 1086
	<b>Malee Market Nano Credit Kiosk</b> 141/50 Moo 5, Krathum Lom, Sam Phran, Nakhon Pathom 73220	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 2408 7479
	<b>Salaya Market Nano Credit Kiosk</b> 139/32 Moo 5, Salaya, Phutthamonthon, Nakhon Pathom 73170	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 2441 9383
<b>Nonthaburi</b>	<b>Bang Yai Lending Branch</b> 52/95 Moo 6, Sao Thong Hin, Bang Yai, Nonthaburi 11140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2595 0420-3
	<b>Nonthaburi Lending Branch</b> 706 Pracharat Road, Suan Yai, Mueang Nonthaburi, Nonthaburi 11000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2526 8524-5, 0 2526 8540
	<b>Pak Kret Lending Branch</b> Room PB 03, 121/19 Moo 3, Chaeng Watthana Road, Pak Kret, Pak Kret, Nonthaburi 11120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2583 5615-7
	<b>Bang Bua Thong Nano Credit Kiosk</b> 59/2 Moo 2, Sano Loi, Bang Bua Thong, Nonthaburi 11110	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2526 8524-5, 0 2526 8540
	<b>Lung Om Market Nano Credit Kiosk</b> 61/3 Moo 4, Plai Bang, Bang Kruai, Nonthaburi 11130	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2403 5009
	<b>Muang Thong Thani Nano Credit Kiosk</b> 101-101/1, Popular Road, Ban Mai, Pak Kret, Nonthaburi 11120	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2241 7363-5
	<b>New Rewadi Market Nano Credit Kiosk</b> 543/34 Rewadi Road, Talat Khwan, Mueang Nonthaburi, Nonthaburi 11000	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2526 8524-5, 0 2526 8540
	<b>Sai Noi (Nonthaburi) Nano Credit Kiosk</b> 25/10 Moo 1, Khlong Khwang, Sai Noi, Nonthaburi 11150	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2147 1837
<b>Pathum Thani</b>	<b>Lam Luk Ka Lending Branch</b> 169/33 Moo 3, Lam Luk Ka Road, Khu Khot, Lam Luk Ka, Pathum Thani 12130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2531 5236-8
	<b>Navanakhon (Pathum Thani) Lending Branch</b> 10/27 Moo 19, Khlong Nueng, Khlong Luang, Pathum Thani 12120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2529 1891-2
	<b>Pathum Thani Lending Branch</b> 96 Thet Bamrung Road, Bang Prok, Mueang Pathum Thani, Pathum Thani 12000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2581 1046-8
	<b>Rangsit Lending Branch</b> 81 Soi Rangsit-Pathum Thani 3, Prachathipat, Thanyaburi, Pathum Thani 12130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2567 0060-3
	<b>Talad Thai Lending Branch</b> 105/17 Moo 7, Khlong Nueng, Khlong Luang, Pathum Thani 12120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2516 4035-7
	<b>Thanyaburi Khlong 6 Lending Branch</b> 40/67 Moo 1, Khlong Hok, Khlong Luang, Pathum Thani 12120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2577 1383-5

Area	Branch Office	Office Hours	Tel.
	<b>Bang Khu Wat Nano Credit Kiosk</b> 88/10 Moo 1, Bang Khu Wat, Mueang Pathum Thani, Pathum Thani 12000	Monday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 2159 9118
	<b>Klang Lat Sawai Market Nano Credit Kiosk</b> 52/39 Moo 5, Lat Sawai, Lam Luk Ka, Pathum Thani 12150	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2531 5236-8
	<b>Lam Luk Ka Klong 8 Nano Credit Kiosk</b> Charoenkan Market, 9/18 Moo 5, Lam Luk Ka, Lam Luk Ka, Pathum Thani 12150	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2531 5236-8
	<b>Maruai Market (Hathai Rat 54) Nano Credit Kiosk</b> 39/4 Moo 18, Bueng Kham Phroi, Lam Luk Ka, Pathum Thani 12150	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2136 6842-3
	<b>Nana Charoen Market Nano Credit Kiosk</b> 23/7 Moo 6, Khu Khot, Lam Luk Ka, Pathum Thani 12130	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2592 4191
	<b>Thai Somboon Market Nano Credit Kiosk</b> 58 Moo 4, Khlong Sam, Khlong Luang, Pathum Thani 12120	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2516 4035-7
	<b>Than Phet Pathum Market Nano Credit Kiosk</b> 99/8 Moo 5, Ban Mai, Mueang Pathum Thani, Pathum Thani 12000	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2194 0993
	<b>Thanyaburi Khlong 11-12 Nano Credit Kiosk</b> 11/12 Moo 1, Bueng Nam Rak, Thanyaburi, Pathum Thani 12110	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2147 1522
	<b>Udomsap Market Nano Credit Kiosk</b> Udomsap Market, 89/85 Moo 1, Sai 346 Road, Khu Khwang, Lat Lum Kaeo, Pathum Thani 12140	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2581 1046-8
<b>Samut Prakan</b>	<b>Bang Phli Lending Branch</b> 200/60 Moo 1, Thepharak Road, Bang Sao Thong, Bang Sao Thong, Samut Prakan 10540	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2181 7971-2, 0 2181 7974-5
	<b>Bang Phli Yai (Samut Prakan) Lending Branch</b> 228/11 Moo 11, Bang Phli Yai, Bang Phli, Samut Prakan 10540	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2180 0598-9
	<b>Phra Pradaeng Lending Branch</b> 265/2 Moo 17, Nakhon Khuean Khan Road, Bang Phueng, Phra Pradaeng, Samut Prakan 10130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2464 2471-2
	<b>Iam Charoen Market Nano Credit Kiosk</b> 2114 Moo 8, Samrong Nuea, Mueang Samut Prakan, Samut Prakan 10270	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2384 1448
	<b>Nam Thai Market (Bang Phli) Nano Credit Kiosk</b> 99/5 Moo 5, Bang Phli Noi, Bang Bo, Samut Prakan 10560	Tuesday, Wednesday, Thursday 10.00 hrs. - 16.00 hrs.	0 2181 7971-2, 0 2181 7974-5
	<b>Nikhom Bang Pu Market Nano Credit Kiosk</b> Nikhom Bang Pu Market, 548 Moo 6, Phuttharaksa Road, Phraek Sa, Mueang Samut Prakan, Samut Prakan 10280	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2324 3355
	<b>Poomjai Nivate Martket Nano Credit Kiosk</b> 189/12 Moo 5, Nai Khlong Bang Pla Kot, Phra Samut Chedi, Samut Prakan 10290	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 2405 3726



Area	Branch Office	Office Hours	Tel.
	<b>Thai Rung Thip Market (Samut Prakan) Nano Credit Kiosk</b> Thai Rung Thip Market, 536/1 Moo 11, Khlong Dan, Bang Bo, Samut Prakan 10550	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2330 1055
	<b>Thip Keson Market Nano Credit Kiosk</b> 99/41 Moo 8, Bang Chalong, Bang Phli, Samut Prakan 10540	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 2130 0424
Samut Sakhon	<b>Ban Phaeo (Samut Sakhon) Lending Branch</b> 345/6 Moo 1, Lak Sam, Ban Phaeo, Samut Sakhon 74120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3448 0300-1
	<b>Phutthamonthon Sai 5 Lending Branch</b> 90/14 Moo 5, Om Noi, Krathum Baen, Samut Sakhon 74130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 2408 1681-2
	<b>Krathum Baen (Samut Sakhon) Nano Credit Kiosk</b> 1272/5 Sukhonthawit Road, Talat Krathum Baen, Krathum Baen, Samut Sakhon 74110	Monday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3440 6350
	<b>Pornchai Market Nano Credit Kiosk</b> 17/2 Moo 6, Phan Thai Norasing, Mueang Samut Sakhon, Samut Sakhon 74000	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3444 0825
	<b>Tha Chalom (Samut Sakhon) Nano Credit Kiosk</b> 33/352 Moo 4, Tha Chin, Mueang Samut Sakhon, Samut Sakhon 74000	Tuesday, Thursday, Friday 09.00 hrs. - 15.30 hrs.	0 3444 6423
Northern Chiang Mai	<b>Chiang Dao (Chiang Mai) Lending Branch</b> 378/3 Moo 6, Chiang Dao, Chiang Dao, Chiang Mai 50170	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5310 6445, 0 5345 5003
	<b>Chiang Mai Lending Branch</b> 265/4 Chang Phueak Road, Chang Phueak, Mueang Chiang Mai, Chiang Mai 50300	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5321 6238-9, 0 5321 6813-4
	<b>Chom Thong (Chiang Mai) Lending Branch</b> 240/3 Moo 5, Khuang Pao, Chom Thong, Chiang Mai 50160	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5311 4707-8
	<b>Fang (Chiang Mai) Lending Branch</b> 12/16 Moo 2, Wiang, Fang, Chiang Mai 50110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5345 1348-9
	<b>Hod (Chiang Mai) Lending Branch</b> 110/11 Moo 2, Hang Dong, Hod, Chiang Mai 50240	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5311 4814-5
	<b>Mae Hia Market (Chiang Mai) Lending Branch</b> 32/4 Moo 2, Mae Hia, Mueang Chiang Mai, Chiang Mai 50100	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5327 1172, 0 5327 1182
	<b>Mae Rim (Chiang Mai) Lending Branch</b> 399/93 Moo 1, Rim Tai, Mae Rim, Chiang Mai, 50180	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5311 1651-2
	<b>Nonghoi (Chiang Mai) Lending Branch</b> 332/3 Lamphun Road, Wat Ket, Mueang Chiang Mai, Chiang Mai 50000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5311 1638-9
	<b>San Kamphaeng Lending Branch</b> 108/46 Moo 3, Ton Pao, San Kamphaeng, Chiang Mai 50130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5333 9474-6
	<b>San Pa Tong (Chiang Mai) Lending Branch</b> 137 Moo 10, Yu Wa, San Pa Tong, Chiang Mai 50120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5311 4751-2
	<b>San Sai (Chiang Mai) Lending Branch</b> 199 Moo 2, San Phra Net, San Sai, Chiang Mai 50210	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5310 6190, 0 5310 6588
	<b>Chai Prakan (Chiang Mai) Nano Credit Kiosk</b> 35/3 Moo 2, Pong Tam, Chai Prakan, Chiang Mai 50320	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5311 4836

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	<b>Mae Taeng (Chiang Mai) Nano Credit Kiosk</b> 333/43 Moo 2, Khilek, Mae Taeng, Chiang Mai 50150	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5337 2366
	<b>Phrao (Chiang Mai) Nano Credit Kiosk</b> 245/2 Moo 4, Wiang, Phrao, Chiang Mai 50190	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 5310 6337
	<b>Thung Siao (Chiang Mai) Nano Credit Kiosk</b> 458/3 Moo 3, Ban Klang, San Pa Tong, Chiang Mai 50120	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5311 4881
<b>Chiang Rai</b>	<b>Ban Du (Chiang Rai) Lending Branch</b> 339/2 Moo 4, Ban Du, Mueang Chiang Rai, Chiang Rai 57100	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5316 0643, 0 5316 0645
	<b>Chiang Khong (Chiang Rai) Lending Branch</b> 279 Moo 3, Wiang, Chiang Khong, Chiang Rai 57140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5318 0095, 0 5318 5523
	<b>Chiang Rai Lending Branch</b> 180/24 Moo 12, Rop Wiang, Mueang Chiang Rai, Chiang Rai 57000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5371 9056-7, 0 5371 9875-6
	<b>Mae Chan (Chiang Rai) Lending Branch</b> 219/5 Moo 4, Mae Chan, Mae Chan, Chiang Rai 57110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5316 0930-1
	<b>Mae Sai (Chiang Rai) Lending Branch</b> 2/5 Moo 5, Wiang Phang Kham, Mae Sai, Chiang Rai 57130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5373 1481-3
	<b>Phan (Chiang Rai) Lending Branch</b> 1319 Moo 12, Mueang Phan, Phan, Chiang Rai 57120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5372 1903-4
	<b>Thoeng (Chiang Rai) Lending Branch</b> 193/1 Moo 1, Wiang, Thoeng, Chiang Rai 57160	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5372 7293-4
	<b>Wiang Pa Pao (Chiang Rai) Lending Branch</b> 69/8 Moo 1, Wiang, Wiang Pa Pao, Chiang Rai 57170	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5316 0988-9
	<b>Chiang Saen (Chiang Rai) Nano Credit Kiosk</b> 937/1 Moo 3, Wiang, Chiang Saen, Chiang Rai 57150	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5360 2523
	<b>Huai Khrai Market (Mae Sai) Nano Credit Kiosk</b> 282 Moo 7, Huai Khrai, Mae Sai, Chiang Rai 57220	Monday, Tuesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5373 1481-3
	<b>Klang Wiang Market (Chiang Rai) Nano Credit Kiosk</b> 428 Moo 1, Wiang Chai, Wiang Chai, Chiang Rai 57210	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 5376 8289
	<b>Pa Daet (Chiang Rai) Nano Credit Kiosk</b> 10/6 Moo 1, Pa Daet, Pa Daet, Chiang Rai 57190	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 5376 1120
	<b>Wat Rong Khun (Chiang Rai) Nano Credit Kiosk</b> 165 Moo 1, Pa O Don Chai, Mueang Chiang Rai, Chiang Rai 57000	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5372 7296
<b>Lampang</b>	<b>Ko Kha (Lampang) Lending Branch</b> 291/1 Moo 7, Sala, Ko Kha, Lampang 52130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5426 0347-8
	<b>Lampang Lending Branch</b> 357/24-25 Bunyawat (Chat Chai) Road, Suan Dok, Mueang Lampang, Lampang 52100	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5422 5300-4

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	<b>Hang Chat (Lampang) Nano Credit Kiosk</b> 103/2 Moo 1, Hang Chat, Hang Chat, Lampang 52190	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 5420 9500
	<b>Mae Mo (Lampang) Nano Credit Kiosk</b> 184/2 Moo 7, Mae Mo, Mae Mo, Lampang 52220	Monday, Tuesday, Wednesday 09.00 hrs. - 15.00 hrs.	0 5426 0171
	<b>Wang Nuea (Lampang) Nano Credit Kiosk</b> 5/34 Moo 9, Wang Nuea, Wang Nuea, Lampang 52140	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5426 0113
<b>Lamphun</b>	<b>Lamphun Lending Branch</b> 182/2 Moo 5, Wiang Yong, Mueang Lamphun, Lamphun 51000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5309 6182-4
	<b>Amnat Bansam Market Pa Sang (Lamphun) Nano Credit Kiosk</b> 109 Moo 2, Muang Noi, Pa Sang, Lamphun 51120	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 5309 6182-4
	<b>Wiang Nong Long (Lamphun) Nano Credit Kiosk</b> 53/6 Moo 6, Wang Phang, Wiang Nong Long, Lamphun 51120	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5309 6404
<b>Nan</b>	<b>Nan Lending Branch</b> 7/22 Chao Fa Road, Nai Wiang, Mueang Nan, Nan 55000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5471 8462-3
	<b>Pua (Nan) Lending Branch</b> 148/1 Moo 3, Pua, Pua, Nan 55120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5471 8278-9
	<b>Wiang Sa (Nan) Nano Credit Kiosk</b> 248/2 Moo 4, Klang Wiang, Wiang Sa, Nan 55110	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5471 8397
<b>Phayao</b>	<b>Chiang Kham (Phayao) Lending Branch</b> 85/2 Moo 15, Yuan, Chiang Kham, Phayao 56110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5443 0970-1
	<b>Phayao Lending Branch</b> 112 Phahon Yothin Road, Mae Tam, Mueang Phayao, Phayao 56000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5443 1028-30
	<b>Chun (Phayao) Nano Credit Kiosk</b> 260/4 Moo 5, Huai Khao Kam, Chun, Phayao 56150	Monday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5443 0859
	<b>Mae Chai (Phayao) Nano Credit Kiosk</b> 251/1 Moo 5, Mae Chai, Mae Chai, Phayao 56130	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5449 9201
<b>Phrae</b>	<b>Phrae Lending Branch</b> 96/15 Cho Hae Road, Nai Wiang, Mueang Phrae, Phrae 54000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5453 1351-5
	<b>Song (Phrae) Nano Credit Kiosk</b> 46/2 Moo 6, Ban Klang, Song, Phrae 54120	Monday, Tuesday, Friday 09.00 hrs. - 15.00 hrs.	0 5452 0880
	<b>Sung Men (Phrae) Nano Credit Kiosk</b> 2/11 Moo 4, Don Mun, Sung Men, Phrae 54130	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5452 0642

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Uttaradit	<b>Phichai (Uttaradit) Lending Branch</b> 57 Moo 3, Nai Mueang, Phichai, Uttaradit 53120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5547 9644, 0 5547 9688
	<b>Uttaradit Lending Branch</b> 1/19 Charoen Tham Road, Tha It, Mueang Uttaradit, Uttaradit 53000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5541 6541-3
	<b>Si Yaek Wang Si Sup (Uttaradit) Nano Credit Kiosk</b> 7/15 Moo 2, Ngio Ngam, Mueang Uttaradit, Uttaradit 53000	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5547 9645
<b>Central Ang Thong</b>	<b>Ang Thong Lending Branch</b> 49/9 Ang Thong - Sing Buri Road, Yan Sue, Mueang Ang Thong, Ang Thong 14000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3561 2050-2
Chai Nat	<b>Chai Nat Lending Branch</b> 13/57 Phrom Prasoet Road, Nai Mueang, Mueang Chai Nat, Chai Nat 17000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5641 0912-3
	<b>Sankhaburi (Chai Nat) Nano Credit Kiosk</b> 34/6 Moo 8, Phraek Si Racha, Sankhaburi, Chai Nat 17140	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5641 0879
Kamphaeng Phet	<b>Kamphaeng Phet Lending Branch</b> 91/4 Rat Ruam Chai Road, Nai Mueang, Mueang Kamphaeng Phet, Kamphaeng Phet 62000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5571 3101-5
	<b>Salokbat (Kamphaeng Phet) Lending Branch</b> 1497/1 Moo 1, Salokbat, Khanu Worakabsaburi, Kamphaeng Phet 62130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5574 1864-5
	<b>Somwang Market (Kamphaeng Phet) Nano Credit Kiosk</b> 23/1 Moo 12, Pa Phutsa, Khanu Worakabsaburi, Kamphaeng Phet 62130	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5574 1864-5
	<b>Tha Makhuea (Kamphaeng Phet) Nano Credit Kiosk</b> 828 Moo 2, Tha Makhuea, Khlong Khlung, Kamphaeng Phet 62120	Monday, Tuesday, Wednesday 09.00 hrs. - 15.00 hrs.	0 5574 1465
Lop Buri	<b>Khok Samrong (Lop Buri) Lending Branch</b> 16 Prachavithi Road, Khok Samrong, Khok Samrong, Lop Buri 15120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3677 6814-5
	<b>Lam Narai (Lop Buri) Lending Branch</b> 110 Moo 6, Lam Narai, Chai Badan, Lop Buri 15130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3677 6927-8
	<b>Lop Buri Lending Branch</b> 43/3 Moo 4, Tha Sala, Mueang Lop Buri, Lop Buri 15000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3677 6642-3, 0 3642 6977-8
	<b>Phatthana Nikhom (Lop Buri) Lending Branch</b> 162/14 Moo 1, Di Lang, Phatthana Nikhom, Lop Buri 15220	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3677 6847-8
	<b>Phrommat (Lop Buri) Nano Credit Kiosk</b> 114/1 Moo 6, Phrommat, Mueang Lop Buri, Lop Buri 15000	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3642 1335
	<b>Tha Luang (Lop Buri) Nano Credit Kiosk</b> 85/1 Moo 9, Tha Luang, Tha Luang, Lop Buri 15230	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3677 6373

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Nakhon Nayok	<b>Nakhon Nayok Lending Branch</b> 74/142 Moo 7, Ban Yai, Mueang Nakhon Nayok, Nakhon Nayok 26000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3731 4247-9
	<b>Ban Na (Nakhon Nayok) Nano Credit Kiosk</b> 88/1 Moo 5, Ban Na, Ban Na, Nakhon Nayok 26110	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3734 9246
Nakhon Sawan	<b>Nakhon Sawan Lending Branch</b> 49/39 Moo 5, Nakhon Sawan Tok, Mueang Nakhon Sawan, Nakhon Sawan 60000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5688 2133-4, 0 5688 2136-7
	<b>Tha Tako (Nakhon Sawan) Lending Branch</b> 616/41 Moo 7, Tha Tako, Tha Tako, Nakhon Sawan 60160	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5620 0991-2
	<b>Banphot Phisai (Nakhon Sawan) Nano Credit Kiosk</b> 601/10 Moo 1, Charoen Phon, Banphot Phisai, Nakhon Sawan 60180	Wednesday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 5621 7622
	<b>Lat Yao (Nakhon Sawan) Nano Credit Kiosk</b> 80 Moo 6, Lat Yao, Lat Yao, Nakhon Sawan 60150	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 5627 1390
	<b>Phayuha Khiri (Nakhon Sawan) Nano Credit Kiosk</b> 188/16 Moo 4, Phayuha, Phayuha Khiri, Nakhon Sawan 60130	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5620 0840
	<b>Takhli (Nakhon Sawan) Nano Credit Kiosk</b> 82/4 Takhli Phatthana Road, Takhli, Takhli, Nakhon Sawan 60140	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.30 hrs.	0 5620 0418
Phetchabun	<b>Bueng Sam Phan (Phetchabun) Lending Branch</b> 121/34 Sap Samo Thot, Bueng Sam Phan, Phetchabun 67160	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5671 3396-7
	<b>Chon Daen (Phetchabun) Lending Branch</b> 78 Moo 12, Chon Daen, Chon Daen, Phetchabun 67150	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5671 3386-7
	<b>Lom Sak (Phetchabun) Lending Branch</b> 124/24 Kochaseni Road, Lom Sak, Lom Sak, Phetchabun 67110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5671 3340-1
	<b>Phetchabun Lending Branch</b> 112/3-4 Samakkhi Chai Road, Nai Mueang, Mueang Phetchabun, Phetchabun 67000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5672 1219, 0 5672 1243, 0 5672 1419, 0 5672 1598, 0 5672 1827
	<b>Si Thep (Phetchabun) Lending Branch</b> 140/8 Moo 5, Sa Kruat, Si Thep, Phetchabun 67170	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5678 6420-1
	<b>Khao Kho (Phetchabun) Nano Credit Kiosk</b> 154/2 Moo 12, Khaem Son, Khao Kho, Phetchabun 67280	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 5671 3303
	<b>Lom Kao (Phetchabun) Nano Credit Kiosk</b> 25/1 Moo 6, Lom Kao, Lom Kao, Phetchabun 67120	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5678 6432
	<b>Nong Phai (Phetchabun) Nano Credit Kiosk</b> 559/3 Moo 11, Nong Phai, Nong Phai, Phetchabun 67140	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	5678 6456

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	<b>Tha Phon (Phetchabun) Nano Credit Kiosk</b> 387 Moo 2, Tha Phon, Mueang Phetchabun, Phetchabun 67250	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5678 6449
	<b>Wichian Buri (Phetchabun) Nano Credit Kiosk</b> 50/7 Moo 16, Tha Rong, Wichian Buri, Phetchabun 67130	Tuesday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 5679 1046
<b>Phichit</b>	<b>Phichit Lending Branch</b> 20/277 Sa Luang Road, Nai Mueang, Mueang Phichit, Phichit 66000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5661 1251-3
	<b>Taphan Hin (Phichit) Lending Branch</b> 1 Santi Pala Ram Road, Taphan Hin, Taphan Hin, Phichit 66110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5661 9708-9
	<b>Bang Mun Nak (Phichit) Nano Credit Kiosk</b> 44/41 Prathueang Thin Road, Bang Mun Nak, Bang Mun Nak, Phichit 66120	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5661 9755
	<b>Srisophon 2 Market Sam Ngam (Phichit) Nano Credit Kiosk</b> 354 Moo 13, Sam Ngam, Sam Ngam, Phichit 66140	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3948 0258
<b>Phitsanulok</b>	<b>Phitsanulok Lending Branch</b> 371/8 Baromtrilokanat 2 Road, Nai Mueang, Mueang Phitsanulok, Phitsanulok 65000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5525 2804-6, 0 5525 2813
	<b>Phitsanulok (Mittraphap Road) Lending Branch</b> 298, 298/1 Mittraphap Road, Nai Mueang, Mueang Phitsanulok, Phitsanulok 65000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5590 6625-6
	<b>Phrom Phiram (Phitsanulok) Lending Branch</b> 508/1 Moo 1, Wong Khong, Phrom Phiram, Phitsanulok 65180	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5590 6579-80
	<b>Rat Thammaphon Market (Phitsanulok) Nano Credit Kiosk</b> 569/3 Moo 7, Bang Rakam, Bang Rakam, Phitsanulok 65140	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5537 1900
	<b>Wangthong Samakhi Market (Phitsanulok) Nano Credit Kiosk</b> 504/5 Moo 1, Wang Thong, Wang Thong, Phitsanulok 65130	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5531 1991
<b>Phra Nakhon Si Ayutthaya</b>	<b>Ayutthaya Lending Branch</b> 94/6 Moo 6, Phai Ling, Phra Nakhon Si Ayutthaya, Phra Nakhon Si Ayutthaya 13000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3534 5666, 0 3534 5668, 0 3534 5674-5
	<b>Nakhon Luang (Ayutthaya) Lending Branch</b> 84/16, Moo 4, Nakhon Luang, Nakhon Luang, Phra Nakhon Si Ayutthaya 13260	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3538 1971-2
	<b>Pratunam Phra-in Lending Branch</b> 92/71-72 Moo 7, Chiang Rak Noi, Bang Pa-in, Phra Nakhon Si Ayutthaya 13180	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3535 4194, 0 3535 4235, 0 3535 4380
	<b>Sena (Ayutthaya) Lending Branch</b> 401/1 Thaksin Sena (A) Road, Sena, Sena, Phra Nakhon Si Ayutthaya 13110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3524 6400-1
	<b>Wang Noi (Ayutthaya) Lending Branch</b> 113 Moo 7, Commercial Building Alley, Lam Sai, Wang Noi, Phra Nakhon Si Ayutthaya 13170	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3535 2553-4



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	<b>Aek Center Market Nano Credit Kiosk</b> 80/72-73 Moo 11, Ban Len, Bang Pa-in, Phra Nakhon Si Ayutthaya 13160	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3533 3779
	<b>Rojana Gate E (Ayutthaya) Nano Credit Kiosk</b> 111/3 Moo 9, Khan Ham, Uthai, Phra Nakhon Si Ayutthaya 13210	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3579 9113
	<b>Tha Ruea Market (Ayutthaya) Nano Credit Kiosk</b> 433/4 Liab Maenam Pasak Road, Tha Ruea, Tha Ruea, Phra Nakhon Si Ayutthaya 13130	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3538 1971-2
<b>Samut Songkhram</b>	<b>Samut Songkhram Lending Branch</b> 130/2 Soi Bang Kaeo, Kao Mueang Road, Mae Klong, Mueang Samut Songkhram, Samut Songkhram 75000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3475 6770-2
<b>Saraburi</b>	<b>Muak Lek (Saraburi) Lending Branch</b> 168/25 Moo 3, Muak Lek, Muak Lek, Saraburi 18180	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3634 0470-1
	<b>Nong Khae (Saraburi) Lending Branch</b> 93/14, Settha Samphan Road, Nong Khae, Nong Khae, Saraburi, 18140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3634 0468-9
	<b>Saraburi Lending Branch</b> 173/39 Sut Banthat Road, Pak Phraiao, Mueang Saraburi, Saraburi 18000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3622 0859-62
	<b>Kaeng Khoi (Saraburi) Nano Credit Kiosk</b> 36 Moo 6, Tan Diaio, Kaeng Khoi, Saraburi 18110	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3622 0859-62
	<b>Kan Khe Ha (Saraburi) Nano Credit Kiosk</b> 2/11 Thetsaban 5 Road, Pak Phraiao, Mueang Saraburi, Saraburi 18000	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3622 0859-62
	<b>Nikhom Hemaraj (Saraburi) Nano Credit Kiosk</b> 119/8 Moo 7, Nong Pla Mo, Nong Khae, Saraburi 18140	Monday, Wednesday, Friday 09.00 hrs. - 16.00 hrs.	0 3629 8145
	<b>Wihan Daeng (Saraburi) Nano Credit Kiosk</b> 67/6 Moo 10, Nong Suang, Wihan Daeng, Saraburi 18150	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3620 0861
<b>Sing Buri</b>	<b>Sing Buri Lending Branch</b> 154/165 Bang Phutsa, Mueang Sing Buri, Sing Buri 16000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3651 0348-50
<b>Sukhothai</b>	<b>Sawankhalok (Sukhothai) Lending Branch</b> 92/9 Jarodwithi Thong Road, Mueang Sawankhalok, Sawankhalok, Sukhothai 64110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5564 3191-2
	<b>Sukhothai Lending Branch</b> 19/1 Singhawat Road, Thani, Mueang Sukhothai, Sukhothai 64000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5561 5658-9
	<b>Ban Dan Lan Hoi (Sukhothai) Nano Credit Kiosk</b> 190/25 Moo 4, Lan Hoi, Ban Dan Lan Hoi, Sukhothai 64140	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5561 5681
	<b>Kong Krailat (Sukhothai) Nano Credit Kiosk</b> 9/6 Moo 1, Ban Krang, Kong Krailat, Sukhothai 64170	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5561 5690

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	<b>Si Satchanalai (Sukhothai) Nano Credit Kiosk</b> 436/6 Moo 2, Hat Siao, Si Satchanalai, Sukhothai 64130	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5567 2220
	<b>Thung Saliam (Sukhothai) Nano Credit Kiosk</b> 168/2 Moo 8, Thung Saliam, Thung Saliam, Sukhothai 64150	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 5561 5623
<b>Suphan Buri</b>	<b>Dan Chang (Suphan Buri) Lending Branch</b> 280/5-6 Moo 1, Dan Chang, Dan Chang, Suphan Buri 72180	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3552 8667-8
	<b>Doem Bang Nang Buat (Suphan Buri) Lending Branch</b> 26/11 Moo 5, Khao Phra, Doem Bang Nang Buat, Suphan Buri 72120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3552 8653-4
	<b>Don Chedi (Suphan Buri) Lending Branch</b> 999/110 Moo 5, Don Chedi, Don Chedi, Suphan Buri 72170	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3552 8513-4
	<b>Song Phi Nong (Suphan Buri) Lending Branch</b> 90/15 Bangli-Nongwanpriang Road, Song Phi Nong, Song Phi Nong, Suphan Buri 72110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3552 8424-5
	<b>Suphan Buri Lending Branch</b> 56/2 Nen Kaeo Road, Tha Phi Liang, Mueang Suphan Buri, Suphan Buri 72000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3544 6548-9, 0 3552 2548-9
	<b>U Thong (Suphan Buri) Lending Branch</b> 732 Moo 6, U Thong, U Thong, Suphan Buri 72160	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3552 4072-3
	<b>Mae Ju Market (Suphan Buri) Nano Credit Kiosk</b> 705 Moo 2, Sam Chuk, Sam Chuk, Suphan Buri 72130	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3552 8513-4
	<b>Si Prachan (Suphan Buri) Nano Credit Kiosk</b> 57/1 Moo 2, Ban Krang, Si Prachan, Suphan Buri 72140	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3552 8670
	<b>Talat Khet (Suphan Buri) Nano Credit Kiosk</b> 302 Moo 3, Chorakhe Sam Phan, U Thong, Suphan Buri 71170	Monday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 3454 0208
	<b>Tha Sadet (Suphan Buri) Nano Credit Kiosk</b> 379/4 Moo 3, Sa Kaeo, Mueang Suphan Buri, Suphan Buri 72230	Monday, Tuesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3552 8613
	<b>Thung Khok (Suphan Buri) Nano Credit Kiosk</b> 684 Moo 10, Thung Khok, Song Phi Nong, Suphan Buri 72190	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3544 0516
<b>Uthai Thani</b>	<b>Uthai Thani Lending Branch</b> 166/4 Toep Siri Road, Uthai Mai, Mueang Uthai Thani, Uthai Thani 61000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5651 0697-8
	<b>Nong Chang (Uthai Thani) Nano Credit Kiosk</b> 9/28 Moo 5, Nong Chang, Nong Chang, Uthai Thani 61110	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 5651 0690
<b>Northeastern Amnat Charoen</b>	<b>Amnat Charoen Lending Branch</b> 560/2 Moo 13, Bung, Mueang Amnat Charoen, Amnat Charoen 37000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4552 5821-2

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Bueng Kan	<b>Bueng Kan Lending Branch</b> 218/2 Moo 1, Bueng Kan, Mueang Bueng Kan, Bueng Kan 38000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4249 0762-3, 0 4249 1545
	<b>Seka (Bueng Kan) Nano Credit Kiosk</b> 289/3 Moo 7, Seka, Seka, Bueng Kan 38150	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4249 0454
Buri Ram	<b>Buri Ram Lending Branch</b> 112 Chira Road, Nai Mueang, Mueang Buri Ram, Buri Ram 31000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4460 1351-2, 0 4461 3433
	<b>Nang Rong (Buri Ram) Lending Branch</b> 214/7 Pracha Santi Suk Road, Nang Rong, Nang Rong, Buri Ram 31110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4463 4528-9
	<b>Prakhon Chai (Buri Ram) Lending Branch</b> 465/1 Moo 2, Prakhon Chai, Prakhon Chai, Buri Ram 31140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4463 4845-6
	<b>Lahan Sai (Buri Ram) Nano Credit Kiosk</b> 34 Moo 1, Lahan Sai, Lahan Sai, Buri Ram 31170	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 4466 6927
	<b>Lam Plai Mat (Buri Ram) Nano Credit Kiosk</b> 771 Moo 9, Lam Plai Mat, Lam Plai Mat, Buri Ram 31130	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 4466 0088
	<b>Nong Ki (Buri Ram) Nano Credit Kiosk</b> 19/4 Moo 2, Si Singha Road, Thung Kraten, Nong Ki, Buri Ram 31210	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 4466 6856
	<b>Pakham (Buri Ram) Nano Credit Kiosk</b> 17 Moo 8, Pakham, Pakham, Buri Ram 31220	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 4466 6797
	<b>Satuek (Buri Ram) Nano Credit Kiosk</b> 344/67 Moo 1, Satuek, Satuek, Buri Ram 31150	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4466 6726
Chaiyaphum	<b>Chaiyaphum Lending Branch</b> 293/63 Yuttitham Road, Nai Mueang, Mueang Chaiyaphum, Chaiyaphum 36000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4481 1404, 0 4481 1406, 0 4481 1408-9
	<b>Kaeng Khro (Chaiyaphum) Lending Branch</b> 456/3 Moo 9, Chong Sam Mo, Kaeng Khro, Chaiyaphum 36150	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4405 6860-1
	<b>Khon San Market (Chaiyaphum) Nano Credit Kiosk</b> 238/26 Moo 8, Khon San, Khon San, Chaiyaphum 36180	Tuesday, Wednesday, Thursday 09.00 hrs. - 17.30 hrs.	0 4405 6970
	<b>Phu Khiao (Chaiyaphum) Nano Credit Kiosk</b> 81/2 Moo 1, Phak Pang, Phu Khiao, Chaiyaphum 36110	Monday, Wednesday, Friday 11.00 hrs. - 17.00 hrs.	0 4486 1889
Kalasin	<b>Kalasin Lending Branch</b> 18/12 Thung Si Mueang Road, Kalasin, Mueang Kalasin, Kalasin 46000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4381 1351, 0 4381 1356, 0 4381 1358
	<b>Kuchinarai (Kalasin) Lending Branch</b> 465/3 Moo 2, Bua Khao, Kuchinarai, Kalasin 46110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4384 0491-2
	<b>Somdet (Kalasin) Lending Branch</b> 416/7 Moo 2, Somdet, Somdet, Kalasin 46150	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4384 0245-6

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	<b>Khao Wong (Kalasin) Nano Credit Kiosk</b> 136 Moo 18, Khum Kao, Khao Wong, Kalasin 46160	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4384 0486
	<b>Yang Talat (Kalasin) Nano Credit Kiosk</b> 448 Moo 1, Yang Talat, Yang Talat, Kalasin 46120	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4381 1351, 0 4381 1356, 0 4381 1358
<b>Khon Kaen</b>	<b>Ban Phai (Khon Kaen) Lending Branch</b> 451/17 Moo 1, Montri Road, Nai Mueang, Ban Phai, Khon Kaen 40110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4330 6236-7
	<b>Chum Phae (Khon Kaen) Lending Branch</b> 92/5 Moo 15, Chum Phae, Chum Phae, Khon Kaen 40130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4331 3099-102, 0 4331 3096
	<b>Kasikon Thungsang Road (Khon Kaen) Lending Branch</b> 279/27 Moo 13, Kasikon Thungsang Road, Nai Mueang, Mueang Khon Kaen, Khon Kaen 40000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4342 4370-1
	<b>Khon Kaen Lending Branch</b> 150/13-14 Moo 7, Nai Mueang, Mueang Khon Kaen, Khon Kaen 40000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4346 8808-9, 0 4346 8811, 0 4346 8815
	<b>Kranuan (Khon Kaen) Lending Branch</b> 49/5 Moo 7, Nong Ko, Kranuan, Khon Kaen 40170	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4342 4735-6
	<b>Nam Phong (Khon Kaen) Lending Branch</b> 562 Moo 10, Rat Bamrung Road, Nong Kung, Nam Phong, Khon Kaen 40140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4342 4724-5
	<b>Nong Ruea (Khon Kaen) Lending Branch</b> 231 Moo 1, Nong Ruea, Nong Ruea, Khon Kaen 40210	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4342 4750-1
	<b>Phon (Khon Kaen) Lending Branch</b> 127/1 Mittraphap Road, Mueang Phon, Phon, Khon Kaen 40120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4342 4398-9
	<b>Ban Nong Yai (Khon Kaen) Nano Credit Kiosk</b> 12/63 Moo 6, Nai Mueang, Mueang Khon Kaen, Khon Kaen 40000	Monday, Wednesday, Thursday 09.00 hrs. - 15.30 hrs.	0 4330 6810
	<b>Ban Thum (Khon Kaen) Nano Credit Kiosk</b> 134/5 Moo 10, Ban Thum, Mueang Khon Kaen, Khon Kaen 40000	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 4330 6089
	<b>Khao Suan Kwang (Khon Kaen) Nano Credit Kiosk</b> 454 Moo 11, Kham Muang, Khao Suan Kwang, Khon Kaen 40280	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4330 6696
	<b>Mancha Khiri (Khon Kaen) Nano Credit Kiosk</b> 33 Moo 3, Kut Khao, Mancha Khiri, Khon Kaen 40160	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 4342 4737
	<b>Phu Wiang (Khon Kaen) Nano Credit Kiosk</b> 124/2 Moo 3, Phu Wiang, Phu Wiang, Khon Kaen 40150	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 4342 4747
	<b>Pratunam Market (Khon Kaen) Nano Credit Kiosk</b> 456 Mittraphap Road, Mueang Kao, Mueang Khon Kaen, Khon Kaen 40000	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 4346 8808-9, 0 4346 8811, 0 4346 8815

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Loei	<b>Loei Lending Branch</b> 83/2 Charoen Rat Road, Kut Pong, Mueang Loei, Loei 42000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4281 5476-9
	<b>Chiang Khan (Loei) Nano Credit Kiosk</b> 68/1 Moo 2, Chiang Khan, Chiang Khan, Loei 42110	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4281 0588
	<b>Wang Saphung (Loei) Nano Credit Kiosk</b> 531/2 Moo 9, Wang Saphung, Wang Saphung, Loei 42130	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4281 0401
Maha Sarakham	<b>Kosum Phisai (Maha Sarakham) Lending Branch</b> 399/1 Moo 12, Hua Khwang, Kosum Phisai, Maha Sarakham 44140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4375 0985-6
	<b>Maha Sarakham Lending Branch</b> 157/2 Tinanon Road, Talat, Mueang Maha Sarakham, Maha Sarakham 44000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4371 0809-11, 0 4371 0813
	<b>Phayakkhaphum Phisai (Maha Sarakham) Lending Branch</b> 30 Moo 1, Palan, Phayakkhaphum Phisai, Maha Sarakham 44110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4375 0614-5
	<b>Borabue (Maha Sarakham) Nano Credit Kiosk</b> 448/3 Moo 1, Borabue, Borabue, Maha Sarakham 44130	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4375 0912
	<b>Chiang Yuen (Maha Sarakham) Nano Credit Kiosk</b> 8/8 Moo 3, Chiang Yuen, Chiang Yuen, Maha Sarakham 44160	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4375 0913
	<b>Wapi Pathum (Maha Sarakham) Nano Credit Kiosk</b> 454 Moo 3, Nong Saeng, Wapi Pathum, Maha Sarakham 44120	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4375 0990
Mukdahan	<b>Mukdahan Lending Branch</b> 89/8 Mukdahan-Don Tan Road, Si Bun Rueang, Mueang Mukdahan, Mukdahan 49000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4261 4030-4
Nakhon Phanom	<b>Na Kae (Nakhon Phanom) Lending Branch</b> 600/4 Moo 8, Na Kae, Na Kae, Nakhon Phanom 48130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4253 0758-9
	<b>Nakhon Phanom Lending Branch</b> 263 Nittayo Road, Nai Mueang, Mueang Nakhon Phanom, Nakhon Phanom 48000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4253 0772-3
	<b>That Phanom (Nakhon Phanom) Nano Credit Kiosk</b> 247 Moo 13, That Phanom, That Phanom, Nakhon Phanom 48110	Tuesday, Wednesday, Thursday 09.00 hrs. - 16.00 hrs.	0 4254 1222
Nakhon Ratchasima	<b>Bua Yai (Nakhon Ratchasima) Lending Branch</b> 11/42 Thetsaban 4 Road, Bua Yai, Bua Yai, Nakhon Ratchasima 30120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4491 3707-9
	<b>Dan Khun Thot (Nakhon Ratchasima) Lending Branch</b> 767/9 Moo 2, Dan Khun Thot, Dan Khun Thot, Nakhon Ratchasima 30210	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4498 4023-4
	<b>Nakhon Ratchasima Lending Branch</b> 1282/12 Mittraphap Road, Nai Mueang, Mueang Nakhon Ratchasima, Nakhon Ratchasima 30000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4425 1456, 0 4425 1538

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	<b>Pak Chong (Nakhon Ratchasima) Lending Branch</b> 939/19 Mittraphap Road, Pak Chong, Pak Chong, Nakhon Ratchasima 30130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4431 6801-3
	<b>Pak Thong Chai (Nakhon Ratchasima) Lending Branch</b> 260/2 Moo 12, Mueang Pak, Pak Thong Chai, Nakhon Ratchasima 30150	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4493 8766-7
	<b>Phimai (Nakhon Ratchasima) Lending Branch</b> 553/4 Moo 14, Nai Mueang, Phimai, Nakhon Ratchasima 30110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4475 6872-3
	<b>SaveOne Market Lending Branch</b> 2/32 Soi Mittraphap 15, Nai Mueang, Mueang Nakhon Ratchasima, Nakhon Ratchasima 30000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4421 1831-3
	<b>Sikhio (Nakhon Ratchasima) Lending Branch</b> 352 Moo 9, Sikhio, Sikhio, Nakhon Ratchasima 30140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4498 4020-1
	<b>Chaloem Phra Kiat (Nakhon Ratchasima) Nano Credit Kiosk</b> 211 Moo 14, Tha Chang, Chaloem Phra Kiat, Nakhon Ratchasima 30230	Tuesday, Wednesday, Thursday 10.00 hrs. - 16.00 hrs.	0 4495 0050
	<b>Hua Thale (Nakhon Ratchasima) Nano Credit Kiosk</b> 296 Moo 3, Phet Matukhla Road, Hua Thale, Mueang Nakhon Ratchasima, Nakhon Ratchasima 30000	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 4425 1456, 0 4425 1538
	<b>Mae Sombun Market Cho Ho (Nakhon Ratchasima) Nano Credit Kiosk</b> 82 Moo 3, Cho Ho, Mueang Nakhon Ratchasima, Nakhon Ratchasima 30310	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4421 1831-3
	<b>Nong Sarai (Nakhon Ratchasima) Nano Credit Kiosk</b> 358/8 Moo 17, Nong Sarai, Pak Chong, Nakhon Ratchasima 30130	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 4430 0551
	<b>Non Sung (Phimai) Nano Credit Kiosk</b> 9/11 Soi Thetsaban 1, Non Sung, Non Sung, Nakhon Ratchasima 30160	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 4439 0707
	<b>Sung Noen (Nakhon Ratchasima) Nano Credit Kiosk</b> 187/1 Moo 11, Sung Noen, Sung Noen, Nakhon Ratchasima 30170	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4498 4022
<b>Nong Bua Lam Phu</b>	<b>Nong Bua Lam Phu Lending Branch</b> 102/1 Moo 10, Udon Thani-Loei Road, Lumphu, Mueang Nong Bua Lam Phu, Nong Bua Lam Phu 39000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4231 5414-5
	<b>Na Klang (Nong Bua Lam Phu) Nano Credit Kiosk</b> 133/1 Moo 16, Na Klang, Na Klang, Nong Bua Lam Phu 39170	Monday, Tuesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4231 5471
<b>Nong Khai</b>	<b>Nong Khai Lending Branch</b> 148/34 Moo 3, Mi Chai, Mueang Nong Khai, Nong Khai 43000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4241 4041-3
	<b>Phon Phisai (Nong Khai) Lending Branch</b> 576/1 Moo 1, Chumphon, Phon Phisai, Nong Khai 43120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4241 4364-5
	<b>Tha Bo (Nong Khai) Lending Branch</b> 367/3 Moo 5, Tha Bo, Tha Bo, Nong Khai 43110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4241 4386-7
	<b>Fao Rai (Nong Khai) Nano Credit Kiosk</b> 525 Moo 2, Fao Rai, Fao Rai, Nong Khai 43120	Tuesday, Wednesday, Thursday 09.00 hrs. - 16.00 hrs.	0 4241 4359



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	<b>Si Chiang Mai (Nong Khai) Nano Credit Kiosk</b> 90/5 Moo 14, Phan Phrao, Si Chiang Mai, Nong Khai 43130	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4241 4385
<b>Roi Et</b>	<b>Kaset Wisai (Roi Et) Lending Branch</b> 66 Moo 1, Kaset Wisai, Kaset Wisai, Roi Et 45150	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4355 6484, 0 4355 6483
	<b>Phon Thong (Roi Et) Lending Branch</b> 176 Moo 1, Waeng, Phon Thong, Roi Et 45110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4355 6435-6
	<b>Roi Et Lending Branch</b> 56/2 Thewaphiban Road, Nai Mueang, Mueang Roi Et, Roi Et 45000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4351 6711, 0 4351 6778-9, 0 4351 8237
	<b>Suwannaphum (Roi Et) Lending Branch</b> 547/7 Moo 1, Sa Khu, Suwannaphum, Roi Et 45130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4355 6431-2
	<b>At Samat (Roi Et) Nano Credit Kiosk</b> 2/8 Moo 1, At Samat, At Samat, Roi Et 45160	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4355 6434
	<b>Chaturaphak Phiman (Roi Et) Nano Credit Kiosk</b> 447/1 Moo 1, Hua Chang, Chaturaphak Phiman, Roi Et 45180	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4356 1151
	<b>Nong Phok (Roi Et) Nano Credit Kiosk</b> 14 Moo 8, Nong Phok, Nong Phok, Roi Et 45210	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4350 1679
	<b>Pho Chai (Roi Et) Nano Credit Kiosk</b> 104 Moo 17, Kham Pia, Pho Chai, Roi Et 45230	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4355 6437
	<b>Selaphum (Roi Et) Nano Credit Kiosk</b> 100 Moo 1, Khwan Mueang, Selaphum, Roi Et 45120	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4351 6711, 0 4351 8237
	<b>Sakon Nakhon</b>	<b>Kham Ta Kla (Sakon Nakhon) Lending Branch</b> 153/1 Moo 11, Kham Ta Kla, Kham Ta Kla, Sakon Nakhon 47250	Monday - Friday 09.00 hrs. - 17.30 hrs.
<b>Phang Khon (Sakon Nakhon) Lending Branch</b> 56/12 Moo 1, Phang Khon, Phang Khon, Sakon Nakhon 47160		Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4270 7529-30
<b>Sakon Nakhon Lending Branch</b> 218/23 Rat Phatthana Road, That Choeng Chum, Mueang Sakon Nakhon, Sakon Nakhon 47000		Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4271 2511, 0 4271 2355, 0 4271 3255, 0 4271 3404
<b>Wanon Niwat (Sakon Nakhon) Lending Branch</b> 218 Moo 9, Khon Sawan, Wanon Niwat, Sakon Nakhon 47120		Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4297 3570-1
<b>Akat Amnuai (Sakon Nakhon) Nano Credit Kiosk</b> 24/6 Moo 18, Thai Phanit Road, Akat, Akat Amnuai, Sakon Nakhon 47170		Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4279 8118
<b>Sawang Daen Din (Sakon Nakhon) Nano Credit Kiosk</b> 651 Moo 1, Sawang Daen Din, Sawang Daen Din, Sakon Nakhon 47110		Tuesday, Wednesday, Thursday 09.30 hrs. - 16.00 hrs.	0 4272 2355

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Si Sa Ket	<b>Kantharalak (Si Sa Ket) Lending Branch</b> 62/1 Moo 2, Nam Om, Kantharalak, Si Sa Ket 33110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4582 6530-1
	<b>Khukhan (Si Sa Ket) Lending Branch</b> 637/2 Moo 6, Huai Nuea, Khukhan, Si Sa Ket 33140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4582 6562-3
	<b>Rasi Salai (Si Sa Ket) Lending Branch</b> 34/9 Moo 2, Rat Pracha Road, Mueang Khong, Rasi Salai, Si Sa Ket 33160	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4568 2120, 0 4568 2119
	<b>Si Sa Ket Lending Branch</b> 983/69 Kuang Heng Road, Mueang Tai, Mueang Si Sa Ket, Si Sa Ket 33000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4561 3317-9
	<b>Kanthararom (Si Sa Ket) Nano Credit Kiosk</b> 74/16 Moo 13, Dun, Kanthararom, Si Sa Ket 33130	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4565 1158
	<b>Khun Han (Si Sa Ket) Nano Credit Kiosk</b> 25 Moo 12, Sukhaphiban 1 Road, Si, Khun Han, Si Sa Ket 33150	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.30 hrs.	0 4582 6530-1
Surin	<b>Surin Lending Branch</b> 142/4 Sanit Nikhomrat Road, Nai Mueang, Mueang Surin, Surin 32000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4451 3232, 0 4451 3113, 0 4451 3302-3
	<b>Tha Tum (Surin) Lending Branch</b> 374 Moo 9, Tha Tum, Tha Tum, Surin 32120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4455 8301-2
	<b>Chom Phra (Surin) Nano Credit Kiosk</b> 365/3 Moo 4, Chom Phra, Chom Phra, Surin 32180	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4458 1232
	<b>Prasat (Surin) Nano Credit Kiosk</b> 311/14 Moo 2, Kang Aen, Prasat, Surin 32140	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4455 1188
	<b>Rattanaburi (Surin) Nano Credit Kiosk</b> 71 Moo 8, Rattanaburi, Rattanaburi, Surin 32130	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4459 9117
	<b>Sikhoraphum (Surin) Nano Credit Kiosk</b> 137-138 Moo 2, Ra-ngaeng, Sikhoraphum, Surin 32110	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4456 1113
Ubon Ratchathani	<b>Det Udom (Ubon Ratchathani) Lending Branch</b> 904 Moo 24, Mueang Det, Det Udom, Ubon Ratchathani 34160	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4525 1713, 0 4525 1724
	<b>Phibun Mangsahan (Ubon Ratchathani) Lending Branch</b> 60/4 Phibun Road, Phibun, Phibun Mangsahan, Ubon Ratchathani 34110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4542 9469, 0 4542 9463
	<b>Ubon Ratchathani Lending Branch</b> 234/1 Moo 18, Kham Yai, Mueang Ubon Ratchathani, Ubon Ratchathani 34000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4531 4421-2, 0 4531 1296-7
	<b>Warin Chamrap (Ubon Ratchathani) Lending Branch</b> 102/6 Sathonlamak Road, Warin Chamrap, Warin Chamrap, Ubon Ratchathani 34190	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4521 0884-5
	<b>Khueang Nai (Ubon Ratchathani) Nano Credit Kiosk</b> 693/5 Moo 4, Khueang Nai, Khueang Nai, Ubon Ratchathani 34150	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4542 9491

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	<b>Muang Sam Sip (Ubon Ratchathani) Nano Credit Kiosk</b> 186/2 Moo 1, Muang Sam Sip, Muang Sam Sip, Ubon Ratchathani 34140	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4542 9490
<b>Udon Thani</b>	<b>Ban Dung (Udon Thani) Lending Branch</b> 103/2 Moo 6, Pradu Alley, Soi Ngam Sa Nga, Si Suttho, Ban Dung, Udon Thani 41190	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4221 7305-6
	<b>Ban Thon (Udon Thani) Lending Branch</b> 446/2 Moo 2, Ban Lueam, Mueang Udon Thani, Udon Thani 41000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4221 7375-6
	<b>Udon (Ban Chan) Lending Branch</b> 844/4 Thahan (Dong Wat) Road, Mak Khaeng, Mueang Udon Thani, Udon Thani 41000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4221 1657-9
	<b>Udon Thani Lending Branch</b> 213 Udon Dusadi Road, Mak Khaeng, Mueang Udon Thani, Udon Thani 41000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4224 2555, 0 4224 1348, 0 4224 2504, 0 4222 3831
	<b>Wang Sam Mo (Udon Thani) Lending Branch</b> 563/2 Moo 2, Wang Sam Mo, Wang Sam Mo, Udon Thani 41280	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4221 7472-3
	<b>Ban Phue (Udon Thani) Nano Credit Kiosk</b> 71/1 Moo 10, Ban Phue, Ban Phue, Udon Thani 41160	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4221 7309
	<b>Kumphawapi (Udon Thani) Nano Credit Kiosk</b> 145/2 Moo 1, Kumphawapi, Kumphawapi, Udon Thani 41110	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4233 1094
	<b>Nong Han (Udon Thani) Nano Credit Kiosk</b> 19/5 Moo 6, Nong Han, Nong Han, Udon Thani 41130	Tuesday, Wednesday, Thursday 09.00 hrs. - 16.00 hrs.	0 4221 7362
<b>Yasothon</b>	<b>Yasothon Lending Branch</b> 361 Witthaya Thamrong Road, Nai Mueang, Mueang Yasothon, Yasothon 35000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 4575 6634-5
	<b>Kham Khuean Kaeo (Yasothon) Nano Credit Kiosk</b> 10/2 Moo 1, Lumphuk, Kham Khuean Kaeo, Yasothon 35110	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 4575 6684
	<b>Loeng Nok Tha (Yasothon) Nano Credit Kiosk</b> 590 Moo 13, Sam Yaek, Loeng Nok Tha, Yasothon 35120	Tuesday, Wednesday, Thursday 09.30 hrs. - 16.00 hrs.	0 4575 6784
<b>Eastern Chachoengsao</b>	<b>Chachoengsao Lending Branch</b> 560/3 Chachoengsao-Bang Pakong Road, Na Mueang, Mueang Chachoengsao, Chachoengsao 24000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3851 2090-1, 0 3851 2551-2
	<b>Phanom Sarakham (Chachoengsao) Lending Branch</b> 1147/32 Moo 1, Phanom Sarakham, Phanom Sarakham, Chachoengsao 24120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3808 8498-9
	<b>Bang Khla (Chachoengsao) Nano Credit Kiosk</b> 124/11 Moo 1, Tha Thonglang, Bang Khla, Chachoengsao 24110	Tuesday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 3855 4215
	<b>Bang Nam Prio Market (Chachoengsao) Nano Credit Kiosk</b> 140/16 Moo 5, Phrong Akat, Bang Nam Prio, Chachoengsao 24150	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3808 8754

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	<b>Bang Wua (Chachoengsao) Nano Credit Kiosk</b> 1/210 Moo 14, Bang Wua, Bang Pakong, Chachoengsao 24130	Tuesday, Wednesday, Thursday 10.00 hrs. - 16.00 hrs.	0 3855 4359
	<b>Khlong 16 Market Nano Credit Kiosk</b> 20/30 Moo 18, Don Chimphi, Bang Nam Prio, Chachoengsao 24170	Monday, Tuesday, Friday 09.00 hrs. - 15.00 hrs.	0 3808 6401
	<b>Plaeng Yao (Chachoengsao) Nano Credit Kiosk</b> 69/19 Moo 7, Wang Yen, Plaeng Yao, Chachoengsao 24190	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3855 4206
	<b>Suwinthawong-Chachoengsao Nano Credit Kiosk</b> 25/7 Moo 1, Khlong Udom Chonlachon, Mueang Chachoengsao, Chachoengsao 24000	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3808 8676
<b>Chanthaburi</b>	<b>Chanthaburi Lending Branch</b> 87/2 Maha Rat Road, Talat, Mueang Chanthaburi, Chanthaburi 22000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3932 1578-9, 0 3931 2481-2
	<b>Huai Sathon (Chanthaburi) Lending Branch</b> 247 Moo 3, Thung Bencha, Tha Mai, Chanthaburi 22170	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3948 0637-8
	<b>Phlapphla (Chanthaburi) Lending Branch</b> 90/5 Moo 11, Phlapphla, Mueang Chanthaburi, Chanthaburi 22000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3948 0290-1
	<b>Khlung (Chanthaburi) Nano Credit Kiosk</b> 175/4 Thetsaban Sai 5 Road, Khlung, Khlung, Chanthaburi 22110	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3948 0180
	<b>Pong Nam Ron (Chanthaburi) Nano Credit Kiosk</b> 249/3 Moo 1, Thap Sai, Pong Nam Ron, Chanthaburi 22140	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3948 0140
	<b>Soi Dao (Chanthaburi) Nano Credit Kiosk</b> 600/16 Moo 1, Patong, Soi Dao, Chanthaburi 22180	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3948 0139
	<b>Tha Mai (Chanthaburi) Nano Credit Kiosk</b> 26 Thetsaban Sai 9 Road, Tha Mai, Tha Mai, Chanthaburi 22120	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3948 0258
<b>Chon Buri</b>	<b>Ban Bueng (Chon Buri) Lending Branch</b> 8 Withun Damri Road, Ban Bueng, Ban Bueng, Chon Buri 20170	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3819 9667-8
	<b>Choem Chomphon Si Racha (Chon Buri) Lending Branch</b> 196/1 Choem Chomphon Road, Si Racha, Si Racha, Chon Buri 20110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3811 9317-8
	<b>Chon Buri Lending Branch</b> 112/36 Moo 1, Phraya Satcha Road, Samet, Mueang Chon Buri, Chon Buri 20000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3828 6986-7, 0 3828 2965-6
	<b>Don Hua Lo (Chon Buri) Lending Branch</b> 87/35 Moo 5, Don Hua Lo, Mueang Chon Buri, Chon Buri 20000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3819 5014-5
	<b>Nikhom Amata Nakhon (Chon Buri) Lending Branch</b> 422 Moo 5, Khlong Tamru, Mueang Chon Buri, Chon Buri 20000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3807 9208
	<b>Noen Phlap Wan (Pattaya) Lending Branch</b> 42/230 Moo 5, Nong Prue, Bang Lamung, Chon Buri 20150	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3819 6522-3

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	<b>Pattaya Lending Branch</b> 509/78 Moo 9, Sukhumvit Road, Nong Prue, Bang Lamung, Chon Buri 20150	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3841 0234-5, 0 3841 0132-3
	<b>Phanat Nikhom (Chon Buri) Lending Branch</b> 25/5 Charu Won Road, Phanat Nikhom, Phanat Nikhom, Chon Buri 20140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3819 9162-3
	<b>Phan Thong (Chon Buri) Lending Branch</b> 1/2 Moo 3, Phan Thong, Phan Thong, Chon Buri 20160	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3819 8515-6
	<b>Sattahip Lending Branch</b> 426/1 Moo 2, Sattahip, Sattahip, Chon Buri 20180	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3843 9192-4
	<b>Si Racha Lending Branch</b> 399/10 Moo 11, Sukhaphiban 8 Road, Nong Kham, Si Racha, Chon Buri 20110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3848 1003-5
	<b>Bang Phra Market (Chon Buri) Nano Credit Kiosk</b> 54/4 Moo 2, Bang Phra, Si Racha, Chon Buri 20110	Tuesday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 3811 1608
	<b>Bang Saen (Chon Buri) Nano Credit Kiosk</b> 6/50 Bang Saen Sai 4 Tai Road, Saen Suk, Mueang Chon Buri, Chon Buri 20130	Monday, Tuesday, Friday 10.00 hrs. - 16.00 hrs.	0 3811 1455
	<b>Bo Thong (Chon Buri) Nano Credit Kiosk</b> 99/161 Moo 1, Bo Thong, Bo Thong, Chon Buri 20270	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3819 8577
	<b>Bo Win (Chon Buri) Nano Credit Kiosk</b> 271/364 Moo 3, Bo Win, Si Racha, Chon Buri 20230	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3811 0905
	<b>Laem Chabang (Chon Buri) Nano Credit Kiosk</b> 115/19 Moo 10, Thung Sukhla, Si Racha, Chon Buri 20230	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3818 2503
	<b>Na Chom Thian (Pattaya) Nano Credit Kiosk</b> 3/4 Moo 1, Na Chom Thian, Sattahip, Chon Buri 20250	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3818 2460
	<b>Nong Chak (Chon Buri) Nano Credit Kiosk</b> 1/19 Moo 3, Nong Chak, Ban Bueng, Chon Buri 20170	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3848 5030
	<b>Thawi Phon Market (Rayong) Nano Credit Kiosk</b> 910 Moo 5, Khao Khansong, Si Racha, Chon Buri 20110	Tuesday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 3802 5979-82
	<b>Wat Nong Ket Noi Market (Pattaya) Nano Credit Kiosk</b> 36/11 Moo 6, Nong Pla Lai, Bang Lamung, Chon Buri 20150	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3841 0234-5, 0 3841 0132-3
<b>Prachin Buri</b>	<b>Kabin Buri (Prachin Buri) Lending Branch</b> 521/11 Moo 17, Mueang Kao, Kabin Buri, Prachin Buri 25240	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3721 0605-6
	<b>Prachin Buri Lending Branch</b> 64/20 Prachin-takham Road, Na Mueang, Mueang Prachin Buri, Prachin Buri 25000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3721 1990-2
	<b>Si Maha Phot Lending Branch</b> 633/28 Moo 10, Tha Tum, Si Maha Phot, Prachin Buri 25140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3748 0948-50, 0 3748 0624, 0 3748 0627

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	<b>Prachantakham (Prachin Buri) Nano Credit Kiosk</b> 47/5 Moo 2, Prachantakham, Prachantakham, Prachin Buri 25130	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3721 0922
	<b>Udomsuk (Kabin Buri) Nano Credit Kiosk</b> 379/335 Moo 10, Nong Ki, Kabin Buri, Prachin Buri 25110	Tuesday, Wednesday, Thursday 09.00 hrs. - 16.00 hrs.	0 3721 0606
<b>Rayong</b>	<b>Ban Chang (Rayong) Lending Branch</b> 50/15 Moo 5, Ban Chang, Ban Chang, Rayong 21130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3801 7668-9
	<b>Ban Phe (Rayong) Lending Branch</b> 207/5 Moo 2, Phe, Mueang Rayong, Rayong 21160	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3801 6539, 0 3801 6546
	<b>Map Ta Phut (Rayong) Lending Branch</b> 49/16 Sukhumvit Road, Noen Phra, Mueang Rayong, Rayong 21000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3368 3381-2
	<b>Nikhom Phatthana (Rayong) Lending Branch</b> 239/22 Moo 1, Nikhom Phatthana, Nikhom Phatthana, Rayong 21180	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3802 9175-6
	<b>Rayong Lending Branch</b> 144/49 Sukhumvit Road, Tha Pradu, Mueang Rayong, Rayong 21000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3862 2900-2, 0 3861 1029-30
	<b>Rayong-Klaeng Lending Branch</b> 99/9 Sukhumvit Road, Thang Kwian, Klaeng, Rayong 21110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3867 7123, 0 3867 7102-4
	<b>Rayong-Pluak Daeng Lending Branch</b> 499/3 Moo 5, Pluak Daeng, Pluak Daeng, Rayong 21140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3802 5979-80
	<b>Saphan Si (Rayong) Lending Branch</b> 124/19 Moo 6, Map Yang Phon, Pluak Daeng, Rayong 21140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3819 8475-6
	<b>Ban Khai (Rayong) Nano Credit Kiosk</b> 130/5 Moo 2, Thetsaban 2 Road, Ban Khai, Ban Khai, Rayong 21120	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3801 6238
	<b>Map Ta Phut Market (Rayong) Nano Credit Kiosk</b> 88/14-15 Noen Phayom Road, Map Ta Phut, Mueang Rayong, Rayong 21150	Tuesday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 3368 3381-2
	<b>Nikhom Soi 13 Market (Rayong) Nano Credit Kiosk</b> 260 Moo 2, Makhom Khu, Nikhom Phatthana, Rayong 21180	Wednesday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 3801 8940
<b>Sa Kaeo</b>	<b>Aranyaprathet Lending Branch</b> 200/5 Moo 2, Tana Vithi Road, Ban Mai Nong Sai, Aranyaprathet, Sa Kaeo 27120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3724 7517-8, 0 3724 7257-8
	<b>Sa Kaeo Lending Branch</b> 70/1 Suwannason Road, Sa Kaeo, Mueang Sa Kaeo, Sa Kaeo 27000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3742 1890, 0 3742 1894, 0 3742 1896
	<b>Wang Nam Yen (Sa Kaeo) Nano Credit Kiosk</b> 96/7 Moo 1, Wang Nam Yen, Wang Nam Yen, Sa Kaeo 27210	Monday, Tuesday, Wednesday 09.00 hrs. - 15.00 hrs.	0 3755 0566
	<b>Wilai Rungcharoen Market (Sa Kaeo) Nano Credit Kiosk</b> 1110/35 Moo 10, Watthana Nakhon, Watthana Nakhon, Sa Kaeo 27160	Monday, Tuesday, Wednesday 09.00 hrs. - 15.00 hrs.	0 3724 7233



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Trat	<b>Trat Lending Branch</b> 14 Thoet Charat Road, Bang Phra, Mueang Trat, Trat 23000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3951 0215-6
	<b>Saen Tung (Trat) Nano Credit Kiosk</b> 426/7 Moo 1, Saen Tung, Khao Saming, Trat 23150	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3951 3413
Western Kanchanaburi	<b>Kanchanaburi Lending Branch</b> 250/2 Saeng Chuto Road, Ban Nuea, Mueang Kanchanaburi, Kanchanaburi 71000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3451 5234, 0 3451 5294-5, 0 3451 5317
	<b>Lat Ya (Kanchanaburi) Lending Branch</b> 140/8 Moo 1, Lat Ya, Mueang Kanchanaburi, Kanchanaburi 71190	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3454 0206-7
	<b>Tha Maka (Kanchanaburi) Lending Branch</b> 269/7 Saeng Chuto Road, Tha Ruea, Tha Maka, Kanchanaburi 71120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3454 0451-2
	<b>Tha Muang (Kanchanaburi) Lending Branch</b> 751/3 Moo 2, Tha Muang, Tha Muang, Kanchanaburi 71110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3461 1484-5
	<b>Luk Kae (Kanchanaburi) Nano Credit Kiosk</b> 20 Moo 6, Don Khamin, Tha Maka, Kanchanaburi 71120	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3456 6002
	<b>Nong Tak Ya (Kanchanaburi) Nano Credit Kiosk</b> 259/2 Moo 12, Nong Tak Ya, Tha Muang, Kanchanaburi 71110	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3454 0434
	<b>Phanom Thuan (Kanchanaburi) Nano Credit Kiosk</b> 5 Moo 2, Phanom Thuan, Phanom Thuan, Kanchanaburi 71140	Monday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 3451 0479
Phetchaburi	<b>Cha-am Lending Branch</b> 388/23 Phet Kasem Road, Cha-am, Cha-am, Phetchaburi 76120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3247 2773-4, 0 3247 2172, 0 3247 2184
	<b>Phetchaburi Lending Branch</b> 15 Surin Ruechai Road, Tha Rap, Mueang Phetchaburi, Phetchaburi 76000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3240 1756-7, 0 3240 0231-2
	<b>Tha Yang (Phetchaburi) Lending Branch</b> 286/1 Moo 1, Tha Yang, Tha Yang, Phetchaburi 76130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3247 3473-4
	<b>Ban Laem (Phetchaburi) Nano Credit Kiosk</b> 137/3 Moo 2, Ban Laem, Ban Laem, Phetchaburi 76110	Monday, Wednesday, Friday 09.00 hrs. - 15.30 hrs.	0 3240 1756-7, 0 3240 0231-2
	<b>Sahakon Kan Kaset Ban Lat Market (Phetchaburi) Nano Credit Kiosk</b> 91 Moo 7, Ban Lat, Ban Lat, Phetchaburi 76150	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3270 6506
Prachuap Khiri Khan	<b>Bang Saphan Lending Branch</b> 87/12 Moo 1, Kamnoet Noppakhun, Bang Saphan, Prachuap Khiri Khan 77140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3269 1176-7
	<b>Hua Hin Lending Branch</b> 11/194 Phet Kasem Road, Hua Hin, Hua Hin, Prachuap Khiri Khan 77110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3251 1657-8, 0 3251 1484-5
	<b>Kui Buri (Prachuap Khiri Khan) Lending Branch</b> 235/44 Moo 1, Kui Buri, Kui Buri, Prachuap Khiri Khan 77150	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3264 6580-1

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	<b>Prachuap Khiri Khan Lending Branch</b> 179 Phithak Chat Road, Prachuap Khiri Khan, Mueang Prachuap Khiri Khan, Prachuap Khiri Khan 77000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3260 3464-6
	<b>Pran Buri Lending Branch</b> 73/15 Moo 4, Khao Noi, Pran Buri, Prachuap Khiri Khan 77120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3262 1502-4
	<b>Bang Saphan Noi (Prachuap Khiri Khan) Nano Credit Kiosk</b> 13/2 Moo 4, Bang Saphan, Bang Saphan Noi, Prachuap Khiri Khan 77170	Monday, Tuesday, Thursday 09.00 hrs. - 15.00 hrs.	0 3264 6559
	<b>Pak Nam Pran (Prachuap Khiri Khan) Nano Credit Kiosk</b> 511/52 Moo 2, Pak Nam Pran, Pran Buri, Prachuap Khiri Khan 77000	Tuesday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3251 0357
	<b>Sam Roi Yot (Prachuap Khiri Khan) Nano Credit Kiosk</b> 457/9 Moo 3, Rai Kao, Sam Roi Yot, Prachuap Khiri Khan 77180	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3251 0849
<b>Ratchaburi</b>	<b>Ban Pong (Ratchaburi) Lending Branch</b> 5/2 Saeng Chuto Road, Ban Pong, Ban Pong, Ratchaburi 70110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3222 2680-2
	<b>Chat Pa Wai (Ratchaburi) Lending Branch</b> 128/13 Moo 1, Tha Khoei, Suan Phueng, Ratchaburi 70180	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3272 0608-9
	<b>Damnoen Saduak (Ratchaburi) Lending Branch</b> 277/4 Moo 8, Damnoen Saduak, Damnoen Saduak, Ratchaburi 70130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3272 0391-2
	<b>Nong Pho (Ratchaburi) Lending Branch</b> 202/5 Moo 9, Nong Pho, Photharam, Ratchaburi 70120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3272 0628-9
	<b>Pak Tho (Ratchaburi) Lending Branch</b> 562/22 Moo 1, Pak Tho, Pak Tho, Ratchaburi 70140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3227 0441-2
	<b>Photharam (Ratchaburi) Lending Branch</b> 99/3 Photharam-Banlueak Road, Photharam, Photharam, Ratchaburi 70120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3272 0358-9
	<b>Ratchaburi Lending Branch</b> 286/34 Si Suriya Wong Road, Na Mueang, Mueang Ratchaburi, Ratchaburi 70000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 3232 1225-6, 0 3232 2146-7
	<b>Ban Rai (Ratchaburi) Nano Credit Kiosk</b> 35/3 Moo 2, Ban Rai, Mueang Ratchaburi, Ratchaburi 70000	Monday, Wednesday, Friday 09.00 hrs. - 17.00 hrs.	0 3272 0640
	<b>Chom Bueng (Ratchaburi) Nano Credit Kiosk</b> 297 Moo 3, Chom Bueng, Chom Bueng, Ratchaburi 70150	Monday, Wednesday, Friday 09.30 hrs. - 17.00 hrs.	0 3272 0633
	<b>Huai Krabok (Ratchaburi) Nano Credit Kiosk</b> 361/49 Moo 9, Krap Yai, Ban Pong, Ratchaburi 70190	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3272 0672
	<b>Khao Chong Phran (Ratchaburi) Nano Credit Kiosk</b> 164 Moo 6, Nang Kaeo, Photharam, Ratchaburi 70120	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 3272 0606
	<b>Khao Ngu (Ratchaburi) Nano Credit Kiosk</b> 19/5 Moo 1, Ko Phlapphla, Mueang Ratchaburi, Ratchaburi 70000	Monday, Thursday, Friday 09.30 hrs. - 15.30 hrs.	0 3272 0576

Area	Branch Office	Office Hours	Tel.	
Tak	<b>Mae Sot Lending Branch</b> 64/1 Prasat Withi Road, Mae Sot, Mae Sot, Tak 63110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5553 3673-4, 0 5553 3678-9	
	<b>Tak Lending Branch</b> 399/2 Mahadthai Bamrung Road, Rahaeng, Mueang Tak, Tak 63000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 5551 2210-2	
	<b>Phop Phra (Tak) Nano Credit Kiosk</b> 22/6 Moo 15, Chong Khaep, Phop Phra, Tak 63160	Monday, Tuesday, Wednesday 09.00 hrs. - 15.00 hrs.	0 5550 8500	
Southern Chumphon	<b>Chumphon Lending Branch</b> 64/2 Moo 11, Wang Phai, Mueang Chumphon, Chumphon 86000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7751 0815-6, 0 7765 8721-2	
	<b>Lamae (Chumphon) Lending Branch</b> 186/54 Moo 7, Lamae, Lamae, Chumphon 86170	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7751 0793-4	
	<b>Lang Suan (Chumphon) Lending Branch</b> 6/20 Moo Ban Uai Chai Road, Khan Ngoen, Lang Suan, Chumphon, 86110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7754 1244, 0 7754 1232, 0 7754 1235	
	<b>Sawi (Chumphon) Lending Branch</b> 24/3 Moo 5, Na Pho, Sawi, Chumphon, 86130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7763 0200-1	
	<b>Tha Sae (Chumphon) Lending Branch</b> 270/2 Moo 6, Phet Kasem-Tha Sae Road Left Side, Tha Sae, Tha Sae, Chumphon 86140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7761 3668-9	
	<b>Si Yaek Pathomphon (Chumphon) Nano Credit Kiosk</b> 34/19 Moo 9, Wang Phai, Mueang Chumphon, Chumphon 86190	Wednesday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 7751 0229	
	<b>Ao Luek (Krabi) Lending Branch</b> 20/4 Moo 2, Ao Luek Nuea, Ao Luek, Krabi 81110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7565 6477, 0 7565 6472	
Krabi	<b>Khao Phanom (Krabi) Lending Branch</b> 59/1 Moo 5, Khao Phanom-Thung Yai Road, Khao Phanom, Khao Phanom, Krabi 81140	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7565 6506, 0 7565 6483	
	<b>Khlong Thom (Krabi) Lending Branch</b> 100/1 Moo 2, Khlong Thom Tai, Khlong Thom, Krabi 81120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7565 6230, 0 7565 6240	
	<b>Krabi Lending Branch</b> 238/11 Maharaj Road, Pak Nam, Mueang Krabi, Krabi 81000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7562 0213-4, 0 7562 0262-3	
	<b>Ao Nang (Krabi) Nano Credit Kiosk</b> 696 Moo 1, Ao Nang, Mueang Krabi, Krabi 81000	Tuesday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 7565 6316	
	<b>Nuea Khlong (Krabi) Nano Credit Kiosk</b> 20 Moo 2, Nuea Khlong-Laem Kruat Road, Nuea Khlong, Nuea Khlong, Krabi 81130	Monday, Tuesday, Wednesday 09.00 hrs. - 15.00 hrs.	0 7565 6811	
	Nakhon Si Thammarat	<b>Chan Di (Nakhon Si Thammarat) Lending Branch</b> 450/1 Moo 3, Chan Di, Chawang, Nakhon Si Thammarat 80250	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7535 5480, 0 7535 5918
		<b>Hua It Market (Nakhon Si Thammarat) Lending Branch</b> 81/36 Karom Road, Pho Sadet, Mueang Nakhon Si Thammarat, Nakhon Si Thammarat 80000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7534 2202, 0 7534 2221
<b>Nakhon Si Thammarat Lending Branch</b> 132/5 Nakhon-Pak Phanang Road, Nai Mueang, Mueang Nakhon Si Thammarat, Nakhon Si Thammarat 80000		Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7544 6023, 0 7544 6025-6, 0 7544 6028, 0 7544 6210	

Area	Branch Office	Office Hours	Tel.
	<b>Ron Phibun (Nakhon Si Thammarat) Lending Branch</b> 241/2 Moo 9, Phet Kasem Road, Hin Tok, Ron Phibun, Nakhon Si Thammarat 80350	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7544 1033-4
	<b>Sichon (Nakhon Si Thammarat) Lending Branch</b> 148/3 Moo 1, Sichon, Sichon, Nakhon Si Thammarat 80120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7553 5380-2
	<b>Tha Sala (Nakhon Si Thammarat) Lending Branch</b> 274/43 Moo 1, Tha Sala, Tha Sala, Nakhon Si Thammarat 80160	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7545 0901-3
	<b>Thung Song Lending Branch</b> 42/3 Thung Song-Huai Yot Road, Pak Phraek, Thung Song, Nakhon Si Thammarat 80110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7542 1085-6, 0 7542 0553-4
	<b>Thung Yai (Nakhon Si Thammarat) Lending Branch</b> 112/2 Moo 2, Lak Chang Road, Tha Yang, Thung Yai, Nakhon Si Thammarat 80240	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7545 0762-3
	<b>Khanom (Nakhon Si Thammarat) Nano Credit Kiosk</b> 194/2 Moo 1, Khanom, Khanom, Nakhon Si Thammarat 80210	Monday, Tuesday, Friday 09.00 hrs. - 15.00 hrs.	0 7552 9334
	<b>Lan Saka (Nakhon Si Thammarat) Nano Credit Kiosk</b> 203/3 Moo 4, Tha Di, Lan Saka, Nakhon Si Thammarat 80230	Monday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 7535 5481
	<b>Pak Phanang (Nakhon Si Thammarat) Nano Credit Kiosk</b> 160 Chai Nam Road, Pak Phanang, Pak Phanang, Nakhon Si Thammarat 80140	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 7551 7617
	<b>Phrom Khiri (Nakhon Si Thammarat) Nano Credit Kiosk</b> 246/16 Moo 1, Phrommalok, Phrom Khiri, Nakhon Si Thammarat 80320	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 7546 6077
	<b>Ruam Phuetphon Market (Nakhon Si Thammarat) Nano Credit Kiosk</b> 2/29 Moo 1, Karom Road, Pho Sadet, Mueang Nakhon Si Thammarat, Nakhon Si Thammarat 80000	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 7535 5226
<b>Phang-nga</b>	<b>Phang-nga Lending Branch</b> 202/1 Phet Kasem Road, Thai Chang, Mueang Phang-nga, Phang-nga 82000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7641 0122-3
	<b>Takua Pa (Phang-nga) Lending Branch</b> 6/51 Moo 2, Bang Nai Si, Takua Pa, Phang-nga 82110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7641 0161-2
	<b>Khao Lak (Phang-nga) Nano Credit Kiosk</b> 65/3 Moo 5, Khuekkhak, Takua Pa, Phang-nga 82190	Monday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 7641 0196
<b>Phatthalung</b>	<b>Mae Khari (Phatthalung) Lending Branch</b> 222/14 Moo 1, Mae Khari, Tamot, Phatthalung 93160	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7469 5300-1
	<b>Phatthalung Lending Branch</b> 230/4 Moo 2, Khao Chiak, Mueang Phatthalung, Phatthalung 93000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7460 6402, 0 7460 6404, 0 7460 6461-2
<b>Phuket</b>	<b>Ha Yaek Chalongs (Phuket) Lending Branch</b> 26/152 Moo 9, Chalongs, Mueang Phuket, Phuket 83130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7654 0723-4
	<b>Kathu (Phuket) Lending Branch</b> 59/13 Moo 4, Kathu, Kathu, Phuket 83120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7639 0186-7

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	<b>Phuket Lending Branch</b> 32/174 Phunphon Road, Talat Nuea, Mueang Phuket, Phuket 83000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7635 5333, 0 7635 4842-4
	<b>Si Yaek Tha Ruea (Phuket) Lending Branch</b> 114/51 Moo 5, Si Sunthon, Thalang, Phuket 83110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7637 9677, 0 7637 9675
<b>Ranong</b>	<b>Ranong Lending Branch</b> 41/194 Tha Mueang Road, Khao Niwet, Mueang Ranong, Ranong 85000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7782 8392-4
	<b>Kra Buri (Ranong) Nano Credit Kiosk</b> 337 Moo 2, Nam Chuet, Kra Buri, Ranong 85110	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 7782 6986
<b>Satun</b>	<b>La-ngu (Satun) Lending Branch</b> 484 Moo 4, Kamphaeng, La-ngu, Satun 91110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7474 0240-1
	<b>Satun Lending Branch</b> 30/12 Satun Thani Road, Phiman, Mueang Satun, Satun 91000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7474 0631-2
	<b>Khuan Don (Satun) Nano Credit Kiosk</b> 215 Moo 8, Khuan Sato, Khuan Don, Satun 91160	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 7474 0749
<b>Songkhla</b>	<b>Hat Yai Lending Branch</b> 26/22 Rat Yindi Road, Hat Yai, Hat Yai, Songkhla 90110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7423 5345, 0 7422 0803-5
	<b>Hat Yai Nai (Songkhla) Lending Branch</b> 1147 Phet Kasem Road, Hat Yai, Hat Yai, Songkhla 90110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7430 0230-1
	<b>Sadao (Songkhla) Lending Branch</b> 42 Ruam Chai Road, Sadao, Sadao, Songkhla 90120	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7453 6230-1
	<b>Songkhla Lending Branch</b> 155 Thale Luang Road, Bo Yang, Mueang Songkhla, Songkhla 90000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7430 0840-2
	<b>Benchaphon Market (Songkhla) Nano Credit Kiosk</b> 160/51 Moo 2, Phawong, Mueang Songkhla, Songkhla 90100	Monday, Wednesday, Friday 09.00 hrs. - 17.30 hrs.	0 7430 0210
	<b>Padang Besa (Songkhla) Nano Credit Kiosk</b> 24 Talat Mai 2 Road, Padang Besa, Sadao, Songkhla 90240	Tuesday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 7453 6586
	<b>Rattaphum (Hat Yai) Nano Credit Kiosk</b> 226 Moo 1, Kamphaeng Phet, Rattaphum, Songkhla 90180	Monday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 7438 8450
	<b>Si Trang Market (Hat Yai) Nano Credit Kiosk</b> 315 Thung Ri-Khok Wat Road, Kho Hong, Hat Yai, Songkhla 90110	Wednesday, Thursday, Friday 08.30 hrs. - 17.30 hrs.	0 7423 5345, 0 7422 0803-5
	<b>Thung Lung (Songkhla) Nano Credit Kiosk</b> 160 Kanchana Wanit Road, Phatong, Hat Yai, Songkhla 90110	Wednesday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 7430 0229

Area	Branch Office	Office Hours	Tel.
Surat Thani	<b>Chaiya (Surat Thani) Lending Branch</b> 560/2 Moo 1, Talat Chaiya, Chaiya, Surat Thani 84110	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7731 3800-1
	<b>Kanchanadit (Surat Thani) Lending Branch</b> 210/6 Moo 1, Kadae, Kanchanadit, Surat Thani 84160	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7731 3832-3
	<b>Khun Thale (Surat Thani) Lending Branch</b> 52/3 Moo 1, Khun Thale, Mueang Surat Thani, Surat Thani 84100	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7731 0603-4
	<b>Ko Samui Lending Branch</b> 11/6 Moo 1, Mae Nam, Ko Samui, Surat Thani 84330	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7733 2804-8
	<b>Surat Thani Lending Branch</b> 159/27 Si Wichai Road, Makham Tia, Mueang Surat Thani, Surat Thani 84000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7727 5678-9, 0 7727 5681-2
	<b>Wiang Sa (Surat Thani) Lending Branch</b> 468 Moo 4, Ban Song, Wiang Sa, Surat Thani 84190	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7736 1045-6
	<b>Ban Na Doem (Surat Thani) Nano Credit Kiosk</b> 316/8 Moo 2, Ban Na, Ban Na Doem, Surat Thani 84240	Monday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 7731 3685
	<b>Chaweng Samui (Surat Thani) Nano Credit Kiosk</b> 184/27 Moo 2, Bo Phut, Ko Samui, Surat Thani 75120	Monday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 7743 0353
	<b>Lamai Market Samui (Surat Thani) Nano Credit Kiosk</b> 136/32 Moo 4, Maret, Ko Samui, Surat Thani 84310	Monday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 7745 8111
	<b>Nathon Samui (Surat Thani) Nano Credit Kiosk</b> 226/19 Moo 3, Ang Thong, Ko Samui, Surat Thani 84140	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 7724 7310
<b>Si Tha Kham Market (Surat Thani) Nano Credit Kiosk</b> 37/18 Chunla Chom Klao Road, Tha Kham, Phunphin, Surat Thani 84130	Monday, Thursday, Friday 09.00 hrs. - 15.00 hrs.	0 7731 3884	
Trang	<b>Huai Yot (Trang) Lending Branch</b> 186 Moo 3, Khao Kop, Huai Yot, Trang, 92130	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7527 0201, 0 7527 0241
	<b>Khuan Pring (Trang) Lending Branch</b> 103/274 Moo 6, Khuan Pring, Mueang Trang, Trang 92000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7527 0973, 0 7527 0931
	<b>Trang Lending Branch</b> 59/45 Huai Yot Road, Thap Thiang, Mueang Trang, Trang 92000	Monday - Friday 09.00 hrs. - 17.30 hrs.	0 7559 0411-2, 0 7521 8616-7
	<b>Khlong Pang (Trang) Nano Credit Kiosk</b> 165/1 Moo 2, Phet Kasem Road, Khlong Pang, Ratsada, Trang 92160	Tuesday, Wednesday, Thursday 09.00 hrs. - 15.00 hrs.	0 7527 0240
	<b>Yan Ta Khao (Trang) Nano Credit Kiosk</b> 61 Moo 1, Trang-Palian Road, Yan Ta Khao, Yan Ta Khao, Trang 92140	Monday, Wednesday, Friday 09.00 hrs. - 15.00 hrs.	0 7520 4727







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