



บริษัท บัตรกรุงไทย จำกัด (มหาชน)

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Krungthai Card Public Company Limited

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KTC 91/2022

February 11, 2022

To: The President of the Stock Exchange of Thailand
The Stock Exchange of Thailand

Subject: Operating result notification for the Company and subsidiaries of the year ended December 31, 2021

Enclosure: Management Discussion and Analysis for the year ended 2021

KTC's Board of Directors has approved the Company and subsidiaries' Financial Statement and the Report of certified public accountant for the year ended December 31, 2021, which were audited by Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd., details enclosed. We would like to submit the corresponding Management Discussion and Analysis to the Stock Exchange of Thailand in order to show the operating results, financial status, industry overview, and other factors that have the impact on the Company for the purpose of distributing to investors.

Please be informed accordingly

Respectfully yours

Krungthai Card Public Company Limited

(Mr. Chutidej Chayuti)

Chief Financial Officer

1. Executive Summary

KTC's net profit for the year 2021 reached its new high once again both in separate and consolidated financial statements equaled to 6,251 million baht and 5,879 million baht respectively.

Although KTC was affected by the COVID-19 outbreak in 2021 and the reduction of interest rate ceiling of both credit card and personal loans caused slow growth of total portfolio. At the end of 2021, the Company's total loan to customers and accrued interest receivables totaled 92,636 million baht, increased by 2.8% (yoy). Meanwhile, credit card spending for the year 2021 equaled to 195,727 million baht, contracted slightly by -0.7% (yoy). Despite total revenue dropped by -2.8% (yoy) from lower interest income, the Company managed to decrease total expense by -7.8% (yoy) with cost of fund and expected credit losses reduced by -7.7% and -17.4%, respectively, as well as an increase in bad debt recovery by 4.7%. Furthermore, the NPL to total gross receivable decreased to 3.6% from 3.8% in the third quarter due to the continuous focus on portfolio quality. These abovementioned factors had increased the Company's net profit for the year 2021 by 10.2% (yoy). The net profit in consolidated financial statement was lower than the net profit in separate financial statement due to the actual purchase price of KTB Leasing Co., Ltd. ("KTBL") was lower than previously anticipated. In order to reflect the real value of portfolio, KTBL increased its expected credit losses at the amount of 539 million baht (a one-time transaction).

In 2022, KTC foresees an opportunity to grow its secured loan business which has been groomed for almost two years, together with a recovering economy, and improving consumer spending. The company strongly believes that its total portfolio will exceed 100,000 million baht and will be able to generate the highest profit record once again.

Remark: The acquisition of KTBL's ordinary shares to be part of KTC considered as a business combination under common control similar to pooling of interest method as if the acquisition had occurred at the beginning of the earliest comparative period presented, or since January 1, 2020 according to the Accounting Guidance by the Federation of Accounting Professions. However, the management's discussion and analysis will compare the consolidated performance results of the year 2021 with the results of the year 2020 before the adjustment so that the business performance can be compared according to the actual situation.

Performance Overview for the Year 2021

	Consolidated Y2021	Separate Y2021	Consolidated Y2020 (Original)	Separate Y2020 (Original)	Growth (%Y-Y) (Consolidated)	Growth (%Y-Y) (Separate)
Total Revenues	21,442	21,172	22,055	22,055	(3%)	(4%)
Bad Debt Recovery	3,266	3,191	3,119	3,119	5%	2%
Total Operating Cost	7,326	7,081	7,260	7,256	1%	(2%)
Finance Costs	1,416	1,407	1,534	1,535	(8%)	(8%)
Profit (Loss) from Associate Company	11	-	1	-	1,241%	-
Profit before Expected Credit Loss	12,711	12,685	13,262	13,264	(4%)	(4%)
Expected Credit Loss	5,456	4,863	6,605	6,604	(17%)	(26%)
Bad Debt	5,726	4,869	4,920	4,919	16%	(1%)
Doubtful Accounts (Reversal)	(270)	(6)	1,685	1,685	(116%)	(100%)
Profit before Income Tax	7,255	7,822	6,656	6,660	9%	17%
Income Tax Expense	1,467	1,571	1,325	1,325	11%	19%
Net Profit for the period	5,789	6,251	5,332	5,335	9%	17%
Total Comprehensive Income (Loss)						
Owners of the parent	5,879	6,251	5,333	5,335	10%	17%
Non-controlling interests	(90)	-	(1.0)	-	9,218%	-
Earning per Share	2.28	2.42	2.07	2.07	10%	17%

	Consolidated 4Q2021	Separate 4Q2021	Consolidated 4Q2020 (Original)	Consolidated 4Q2020 (Original)	Growth (%Y-Y) (Consolidated)	Growth (%Y-Y) (Separate)
Total Revenues	5,512	5,452	5,565	5,565	(1%)	(2%)
Bad Debt Recovery	848	828	836	836	1%	(1%)
Total Operating Cost	1,923	1,877	2,037	2,037	(6%)	(8%)
Finance Costs	344	342	375	376	(8%)	(9%)
Profit (Loss) from Associate Company	2	-	1	-	187%	-
Profit before Expected Credit Loss	3,247	3,233	3,153	3,153	3%	3%
Expected Credit Loss	1,832	1,207	1,511	1,510	21%	(20%)
Bad Debt	1,190	1,180	1,186	1,186	0%	(1%)
Doubtful Accounts	642	27	324	324	98%	(92%)
Profit before Income Tax	1,414	2,026	1,642	1,643	(14%)	23%
Income Tax Expense	290	408	321	321	(10%)	27%
Net Profit for the period	1,124	1,618	1,321	1,322	(15%)	22%

- Total portfolio expanded.** Total loans to customers and accrued interest receivable equaled to 92,636 million baht, expanded by 2.8% (yoy), mainly from an acquisition of KTBL with lease receivables at the end of 2021 worth 3,199 million baht. Meanwhile, credit card and personal loan receivables decreased slightly by -0.1% (yoy) and -2.3% (yoy) or equaled to 60,201 million baht and 29,235 million baht respectively due to the impact of COVID-19 outbreak since previous year.
- Card spending volume contracted in line with the economic situation.** For the first eleven months of 2021, the Company's credit card spending contracted by -0.8% and of the industry contracted by -0.03% due to the recovery of domestic spending and the gradually return of foreign tourists. For the year 2021, the Company's

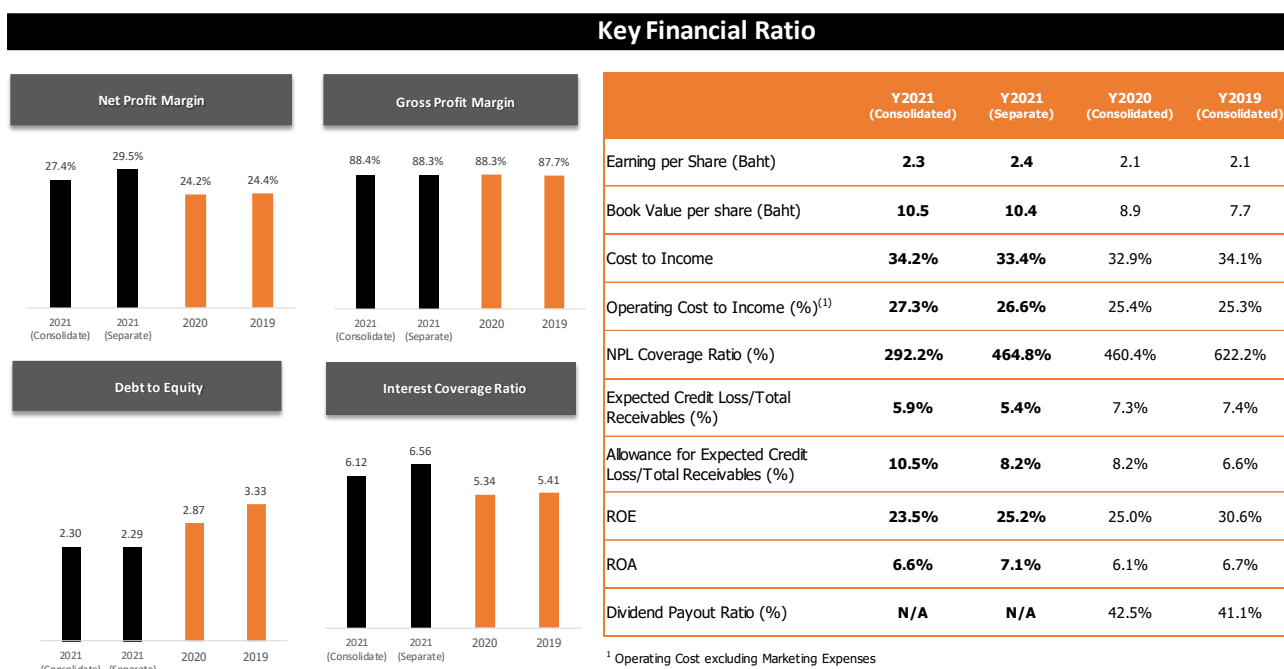
card spending amounted to 195,727 million, contracted by -0.7% which was approximately the same level compared to the same period last year. The Company's total member base amounted to 3,266,786 million accounts, comprising of 2,515,110 credit card accounts, decreased by -2.4% (yoy) and 751,676 personal loan accounts, decreased by -7.1% (yoy) due to the closure of inactive accounts or in accordance with the specified conditions.

- **Net interest margin decreased.** For the year 2021, net interest margin was 12.4%, down from the same period last year at 13.4%. This is an impact from the reduction of interest rate ceiling on credit card and personal loan businesses by 2% and 3% respectively according to the Bank of Thailand's announcement effective from August 1, 2020. An average interest income in 2021 was 14.9%, contracted from 2020 at 16.0%. However, the Company managed its cost of fund efficiently; the cost of fund was 2.5% in 2021, contracted from the previous year at 2.7%.
- **The portfolio quality improved due to decreased in NPL.** NPL Ratio (% of NPL) in 2021 was 3.6%, decreased from the third quarter at 3.8% due to the written-off of the hire purchase portfolio from KTBL. The NPL of hire purchase receivables was 54.3%, increased from the third quarter at 46.1%, while the NPL of credit cards and personal loans at year end 2021 reported at 1.2% and 2.9% respectively.

	% of NPL		3.6%					
					Y2021		3Q2021	
							2Q2021	
							(Original)	
							Y2020	
							(Original)	
	NPL	% of Total Receivables	NPL	% of Total Receivables	NPL	% of Total Receivables	NPL	% of Total Receivables
Total NPL	3,317	3.6%	3,295	3.8%	3,879	4.4%	1,598	1.8%
NPL to credit card receivable	738	1.2%	835	1.5%	808	1.5%	791	1.3%
NPL to personal loan receivable	843	2.9%	935	3.2%	869	3.0%	807	2.7%
NPL to lease receivable	1,736	54.3%	1,525	46.1%	2,202	51.7%	N/A	N/A

- **Total revenue for the year 2021 equaled to 21,442 million baht, decreased by -2.8% (yoy),** mainly due to the interest income from credit card and personal loan businesses decreased by -1.7% (yoy) and -7.2% (yoy) respectively, resulted from the reduction of interest rate ceiling of both businesses since August 2020 as well as the impact from the COVID-19 outbreak which affected consumer's behavior in accordance with changing economic condition. The fee income (excluding credit usage fee) also decreased by -4.1% (yoy).
- **Bad debt recovery increased by 4.7%(yoy), equaled to 3,266 million baht.** The Company was able to maintain good debt collection capability, comprising of KTC at the amount of 3,191 million baht, increased by 2.3% (yoy) and from KTBL at the amount of 75 million baht.

- Total expenses for the year 2021 equaled to 14,197 million baht, decreased by -7.8% (yoy).** While the expected credit losses and cost of fund decreased by -17.4% (yoy) and -7.7% (yoy) respectively, total operating expenses slightly increased by 0.9% (yoy).
- The allowance for expected credit loss from KTBL acquisition.** At the end of 2021, the Company's allowance for expected credit loss in the consolidated financial statement equaled to 9,691 million baht, increased by 31.8% (yoy) while in the separate financial statement equaled to 7,349 million baht, as close as 2020 amount. The allowance for expected credit loss to KTC's NPL in the separate and consolidated financial statements at the end of 2021 was at 464.8% and 292.2% respectively.



- Efficient Cost of Fund management.** At the end of 2021, the Company's total borrowing equaled to 54,403 million baht, decreased by -5.3% (yoy) whereas sources of fund structure were both from short-term borrowings and long-term borrowings at the ratio of 17% : 83%. The Company borrowed from related financial institutions (KTB) at the amount of 6,230 million baht and from other financial institutions at the amount of 4,400 million baht. In addition, the Company issued the debentures at the amount of 43,773 million baht. KTC distributed the sources of loans from Thai commercial banks, securities companies, insurance companies and various funds. Cost of fund for the year 2021 stood at 2.5% and its debt to equity ratio was at 2.3, well below the bond covenant limited at 10 times.
- KTC's total credit lines equaled to 33,340 million baht,** consisting of short-term credit lines of 27,340 million baht (from KTB 18,030 million baht) and long-term credit lines from KTB of 6,000 million baht. As the Company

has utilized some of those credit lines at amounted of 9,331 million baht, at the end of 2021, its available credit lines equaled to 24,009 million baht.

2. Industry Overview

The Bank of Thailand forecasted Thailand's overall economic growth at the end of 2021 to be slightly improved at 0.9% (increase from the previously estimated at 0.7% in September). The easing of government measures and the recovery of domestic spending, tourism, and export of goods and services caused a recovery and improvement in many private business sectors. However, in 2022, household and business debt risks are still high and the emergence of the COVID-19 outbreak of Omicron variant caused the Bank of Thailand to revise its economic growth forecast for 2022 to 3.4% (previously estimated at 3.9% in September). It is expected that such impact may occur during the first half of 2022, which will affect private domestic consumption, exporting products overseas, and decreasing number of foreign tourists which will depends on the severity of the outbreak and the government's control measures toward the situation.

Industry Comparison	Y2021	Y2020	Y2019
Credit Card Receivable (Million Baht)	458,181	449,733	457,090
Growth (%)	1.9%	(1.6%)	9.2%
KTC Credit Card Receivables to Industry (%)	13.1%	13.4%	12.4%
Number of Credit Cards (Cards)	24,849,285	24,163,921	23,620,374
Growth (%)	2.8%	2.3%	6.9%
KTC Number of Credit Cards to Industry (%)	10.1%	10.7%	10.6%
Credit Card Spending (Million Baht)	1,649,491	1,643,709	1,885,725
Growth (%)	0.4%	(12.8%)	9.0%
KTC Credit Card Spending to Industry (%)	11.9%	12.0%	11.3%
Personal Loan Receivables (Million Baht)	707,603	580,454	579,911
Growth (%)	21.9%	0.1%	51.3%
KTC Personal Loan Receivables to Industry (%)	4.1%	5.2%	5.0%

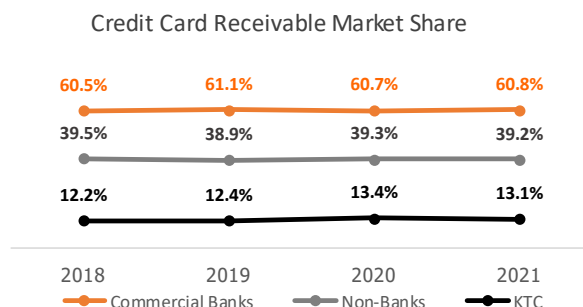
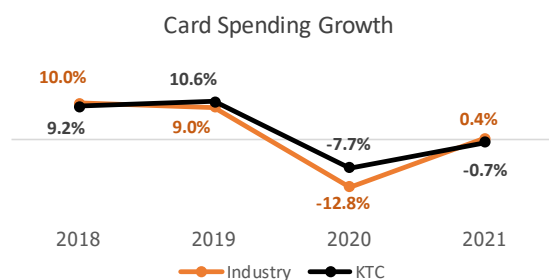
Source: Bank of Thailand

The total industry of credit card receivables as of year ended 2021 was equivalent to 458,181 million Baht increased by 1.9% compared to year ended 2020. The total card spending for 2021 was reported at the amount of 1,649,491 million Baht increased by 0.4% while the personal loan receivables were equivalent to 707,603 million Baht rose by 21.9% compared to the year 2020.

The market share of KTC credit card receivables for 2021 was accounted for 13.1% of total industry and the market share of personal loan receivables was accounted for 4.1% of the industry.

The credit card spending of the company compared to the industry for 2021 is quite similar to the previous year in which the Company slightly dropped by -0.7% YoY, while the industry expanded by 0.4% YoY whereby the Company's market share equaled to 11.9%.

Credit Card Spending



3. Total Revenue and Expense

Total revenue for 2021 equal 21,442 MB

Total Interest Income
(including Credit Usage Fee)

13,613 million baht

(1)

(2)

(1) vs (2)

	2021	2021 (Restate)	2021 (Original)	Growth (%)	2021 (Separate)	2020 (Separate)	Growth (%)
Credit card receivable	6,501	6,611	6,611	(2%)	6,501	6,611	(2%)
Personal loan receivable	7,009	7,556	7,556	(7%)	7,008	7,554	(7%)
Lease receivable	104	184	-	-	-	-	-

Fee income
(excluding Credit Usage Fee)

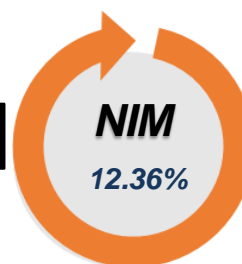
4,294 million baht

(1)

(2)

(1) vs (2)

	3Q2021	3Q2021 (Restate)	3Q2021 (Original)	Growth (%)	3Q2021 (Separate)	3Q2020 (Separate)	Growth (%)
Fee income (excluding credit usage fee)	4,294	4,568	4,478	(4%)	4,231	4,478	(6%)



Average
Interest
Received

14.90%

COF

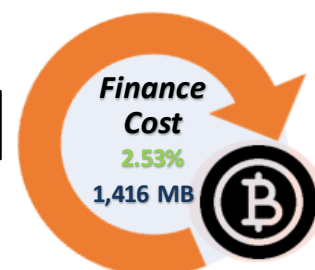
2.53%

Revenue

- Interest income from two main businesses.** Total interest income (including credit usage fee) for the year 2021 equaled to 13,613 million baht, decreased by -3.9% (yoy). Interest income from credit card and personal loan businesses equaled to 6,501 million baht (-1.7% yoy), and 7,009 million baht (-7.2% yoy) respectively, mainly due to the reduction of interest rate ceiling by the Bank of Thailand, slow growth of receivables portfolio, and less consumer spending during the COVID-19 outbreak. In addition, the Company also have interest income from lease receivables equaled to 104 million baht.
- Fee income decreased.** Fee income for the year 2021 (excluding credit usage fee) equaled to 4,294 million baht, decreased by -4.1% (yoy) due to the decline in fee income from interchange at -6.1% (yoy), fee income from debt collection at -21.4% (yoy), and fee income from cash advance at -7.3% (yoy); while merchant discounts fee increased by 0.7% (yoy).

Total expenses for 2021 equal 14,197 MB

Total Operating Cost 7,326 MB



	(1)		(2)		(1) vs (2)		
	Y2021	Y2020	Y2020		Y2021	Y2020	
	Consolidated	Consolidated	Consolidated	Growth (%)	Separate	Separate	Growth (%)
		(Restate)	(Original)				
Personal expenses	2,422	2,411	2,278	6%	2,294	2,277	1%
Marketing expenses	652	828	817	(20%)	648	817	(21%)
Fee Expense	2,237	2,349	2,267	(1%)	2,177	2,266	(4%)
Other administrative expenses	2,015	1,936	1,899	6%	1,962	1,898	3%

Expected Credit Loss 5,456 MB

	(1)		(2)		(1) vs (2)		
	Y2021	Y2020	Y2020		Y2021	Y2020	
	Consolidated	Consolidated	Consolidated	Growth (%)	Separate	Separate	Growth (%)
		(Restate)	(Original)				
Expected credit loss: credit card	2,404	3,467	3,467	(31%)	2,404	3,467	(31%)
Expected credit loss: personal loan	2,459	3,138	3,138	(22%)	2,459	3,137	(22%)
Expected credit loss (Reversal): lease receivables	592	(116)	-	-	-	-	-

Expense

- **Total operating cost slightly increased by 0.9%(yoy)** for the year 2021, equaled to 7,326 million baht, mainly from employee expense and other administrative expense relating to KTBL's acquisition. Marketing expense decreased comparing to the same period last year mainly due to the nationwide lockdowns during midyear. The Company also focusing more on online marketing; as a result, marketing expense in card acquisition and promotional campaigns on card spending decreased.
- **Expected credit losses equaled to 5,456 million baht, decreased by -17.4% (yoy).** For the year 2021, the Company's write-offs increased from both personal loan portfolio and KTBL receivables portfolio. In addition, the credit approvals became more stringent due to the adjustment of criteria for the acceptance of new customers in accordance with the lower interest rate ceiling. In addition, the credit approvals became more stringent to reflect the risk. Accordingly, it lowered the expected credit losses comparing to the previous year.
- **Cost of fund decreased due to lower borrowing as well as interest expenses.** At the end of 2021, the Company's borrowing decreased to 54,403 million baht, compared to 57,439 million baht in 2020. Moreover, the Company managed cost of fund efficiently by securing new borrowings with lower cost. For the year 2021, the Company's interest expense equaled to 1,416 million baht (-7.7% yoy). The Company's cost of fund stood at 2.5%, decreased from the previous year at 2.7%.

4. Financial Position and Sources of Funds

- **The Company's assets increased.** At the end of 2021, the Company's assets amounted to 89,471 million baht, increased by 1.2% (yoy). The main income generating assets were net loans to customers and accrued interest receivables accounted for 92.7% of total assets or equaled to 82,944 million baht, whereas the remaining of 7.3% comprised of cash, other receivables, deferred tax assets and other assets.
- **Total loans expanded by 2.8% (YoY)** Total loans to customers amounted to 92,636 million baht, comprising of total credit card receivables of 60,201 million baht, total personal loan receivables of 29,235 million baht, and lease receivables of 3,199 million baht. The Company's allowance for expected credit loss amounted to Baht 9,691 million at the end of 2021 as shown in the table below.

(Unit: Million Baht)	Consolidated Financial Statements as of December 31, 2021			
	Credit Card	Personal Loan	Lease Receivables	Total
Stage 1	53,716	23,213	-	76,929
Stage 2	5,499	4,839	-	10,338
Stage 3	738	843	-	1,581
Financial assets applied simplified approach to calculate lifetime expected credit losses	-	-	3,199	3,199
Total loans to customers	59,953	28,895	3,199	92,048
Add Accrued interest receivables and undue interest receivables	248	340	-	588
Total loan to customers and accrued interest receivables	60,201	29,235	3,199	92,636
Less Allowance for expected credit loss	(4,127)	(3,222)	(2,343)	(9,691)
Total loans to customers and accrued interest receivables, net	56,075	26,013	857	82,944

The table shows changes in the allowance for expected credit losses as of December 31, 2021.

(Unit : Million Baht)	Allowance for Expected Credit Loss				Total
	12-month ECL (Stage 1)	Lifetime ECL - not Credit Impaired (Stage 2)	Lifetime ECL - Credit Impaired (Stage 3)	Financial assets applied simplified approach to calculate lifetime expected credit losses	
Balance as of January 1, 2021	3,865	2,445	1,046	2,605	9,960
Changes in staging	335	(415)	79	-	-
Changes in risk parameters	(387)	1,190	5,664	594	7,060
New financial assets originated or purchased	518	-	-	266	518
New financial assets derecognized	(413)	(855)	(853)	-	(2,121)
Written-off	-	-	(4,870)	(856)	(5,726)
Balance as at December 31, 2021	3,918	2,365	1,066	2,343	9,691

5. Impacts from the COVID-19 Outbreak

As the COVID-19 outbreak situation has been prolonged throughout 2021, the Bank of Thailand has periodically issued measures to assist debtors who have been affected constantly. These include the reduction of the minimum repayment rate, lowering of interest rates, consideration of credit line extensions, deferring of installment payments and converting into low interest long-term loans, as well as a two-month principal and interest deferral for debtors residing in the controlled area. These are solutions aimed on helping to sustain the overall economy through this crisis.

In this regard, the Company has complied with and followed the Bank of Thailand's guidelines on all measures to assist debtors throughout the time, including assistance to the group of debtors subscribed to change the type of credit card debt and personal loans to long-term personal loans. As of December 31, 2021, the total loans given to debtors amounted to 1,998 million baht (29,169 accounts). The proportion of receivables participated through KTC's assistance approximately 2.15% of the total receivables portfolio.

6. Effect on KTC from KTBL's share price settlement

General shareholders' meeting ("KTC or the Company") unanimously resolved to acquire ordinary shares of Krungthai Leasing Co., Ltd. ("KTBL") from Krungthai Bank Public Company Limited ("KTB"), in the proportion of 75.05%, a total of 75,050,000 ordinary shares at a price of 7.92 Baht per share (a par value of 10 Baht per share), amounting to a total of 594.39 million Baht.

On May 21, 2021, KTC paid 50% of the purchase price of ordinary shares at amount of 297.19 million baht under the agreement that the share price will be adjusted higher or lower from the agreed purchase price after the completion of the business audit. KTC shall pay the outstanding amount of KTBL's ordinary shares by November 2021.

After the conduction of due diligence and assessed the overall portfolio quality of KTBL, the Company reached a consensus on the appraisal of the assets. Accordingly, the purchase price has been adjusted to 7.35 baht per share, in which the total value of the remaining share purchase price paid to KTB amounted to 254.14 million baht on 29 November 2021.

With the lower purchase price than previously anticipated, it has consequently affected the surplus on business combination under common control and resulted in an increase in the equity in the consolidated financial statements of KTC. In order to make the financial statement of KTBL reflect the value of the purchase price, KTBL has proceeded to set aside expected credit losses in additional to the reported financial statement of September 30, 2021 at the amount of 539 million baht (a one-time transaction), which will cause a loss on KTBL's financial statement.

(Unit : Million Baht)	KTC Separate	subsidiaries of KTC	KTC Consolidated
Expected Credit Loss	4,863	593	5,456
Net Profit for the period	6,251	(462)	5,789
PROFIT ATTRIBUTABLE TO : Owners of the Parent	6,251	(372)	5,879

The table above illustrates the effects from KTBL's additional allowance for expected credit losses at amounted of 539 million baht which was a significant proportion of KTC's subsidiary-associate at amounted of 593

million baht. After the adjustment, the value of expected credit losses in consolidated financial statement increased to 5,456 million baht and total Company's net profit in consolidated financial statement valued at 5,879 million baht, lower than the reported number in KTC's separate financial statement at amounted of 6,251 million baht. However, this difference is only in terms of account reporting method.

7. Business Direction in 2022

KTC's 2022 Business Direction is to embark on a new journey through the new business model. The credit card business will be focusing on the expansion of card base with major partners in term of both new products and improve co-branded cards to have the right benefits with the aim to enhance relationship with card members in the long term. The target for the card spending is set at 10% or around 220,000 million baht. Meanwhile, the personal loan business will focus on expanding the new member base to target potential customers by presenting KTC PROUD cash card to customers who have regular income and have higher income base. Target growth rate is approximately 7%. In addition, the new receivable target for P Berm and Krungthai Leasing is 11,500 million baht through cooperation with a network of Krung Thai Bank over 900 branches nationwide and keep the total quality of the portfolio at the same level. The implementation of KTC's business plan this year will incur more strategic costs in marketing than ever before in order to obtain a higher market share. Hence, the total loan portfolio is projected to be worth more than 100,000 million baht, with a higher profit projection of 2022.

In addition to collateral loans, "KTC P Berm" as the core driving force to grow the portfolio, another business model that will be a tool to drive KTC to create a new S Curve and generate sustainable income is "MAAI BY KTC" platform. A brand new product from KTC that provides services to business partners who want to utilize integrated Loyalty Program which offers Membership Management, Point System Management, and e-Coupon Management solutions. MAAI BY KTC is an extension of KTC's strengths, namely KTC FOREVER points to meet customer's needs.

	2022 Target
Profit	> 6,251 MB
Total Portfolio	> 100,000 MB
Credit Card Spending Growth	10%
Personal Loan Receivable Growth	7%
P BERM and KTBL Receivables	11,500 MB
Portfolio Quality	%NPL \leq 3.60%

8. The Sustainable Development in 2021-2022

Under the Company's vision "KTC is a membership company in payment and retail lending business with sustainability as key element", the Company has conducted "Sustainable Development by Spirit" to harmonize with the needs of stakeholders and align with the United Nations' Sustainable Development Goals (SDGs).

In 2021, the Company has pursued integrating sustainability with business in economic, social, and environmental dimensions. An outstanding continuous development of KTC Mobile, "KTC P BERM" and investment in KTBL, which engages in hire purchase and leasing business, have increased financial accessibility and inclusiveness for the society and has fostered the path for KTC to be a leader in comprehensive loan businesses. In addition, KTC has promoted the merchant partners' businesses, which were stumbled during the lockdown from the COVID-19 outbreak, via the Company's various channels under the project "Let's Taking Care One Another". With more technology and digital innovation, the Company was able to reduce paper usage by more than 14 million sheets and carbon dioxide emissions by more than 360,000 kilograms of carbon dioxide equivalent. KTC has revisited its materiality topics with all 10 stakeholder groups to initiate 5-year sustainability strategies (2022 – 2026), reflecting the sustainability purpose of providing financial products and services to enhance quality of life for all Thais. The strategies in 3 dimensions, Economic Dimension: Better product and service; Social Dimension: Better quality of life; and Environmental Dimension: Better Climate, will lead actions in 2022. KTC will continue focusing on the flagship of technology and digital innovation to drive for key results in 3 dimensions and voyaging to consolidate sustainability with all business aspects, to grow alongside all stakeholders sustainably, and to elevate sustainability-business convergence for the Company to become a leading national and international consumer finance organization.