



# NEW VOYAGE

**FORM 56-1 ONE REPORT 2021**

KRUNGTHAI CARD PUBLIC COMPANY LIMITED

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Personally,  
I have full confidence that  
**KTC** will overcome  
challenges and obstacles  
and undertake suitable  
organizational development  
to cope with ongoing situations  
since **KTC** recognizes the  
importance of continuous  
and sustainable development  
together with all stakeholders.

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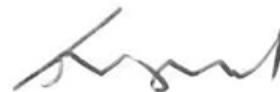
# Message from the Chairman

In 2021, the world still encountered challenges posed by COVID-19 pandemic which resulted in economic and social impacts as well as daily living hardship affecting people throughout the world and triggered social changes and emergence of new normal ways of living. Various positive signs started to emerge since late last year and many countries began to relieve restrictive measures to fully re-open countries so as to quickly resume normal business activities. COVID-19 situation, however, has contributed to KTC's faster pace of digital transformation of financial transactions. Consequently, KTC could capitalize on new opportunities through Digital Platform as a mechanism to churn out the business. We believe that the integrated delivery of loyalty platform to business alliances, including the use of technologies in business development and credit approval process with partnership synergy to expand the credit base shall generate the exponential growth in the year 2022

Personally, I have full confidence that KTC will overcome challenges and obstacles and undertake suitable organizational development to cope with ongoing situations since KTC recognizes the importance of continuous and sustainable development together with all stakeholders. As a data-driven organization, various technologies and innovations have been deployed to transform thinking processes and work practices of employees and used as a tool to collaborate with business partners to achieve optimal efficiency. Last year KTC earned selection to the Thailand Sustainability Investment list for the third year in a row and has been inducted into ESG100 since 2016. In addition, KTC received an MSCI ESG rating of AA in 2021 and earned selection to the global FTSE4Good Index Series. Lastly, KTC was selected by S&P Global to be part of the Sustainability Yearbook 2022 for the first time.

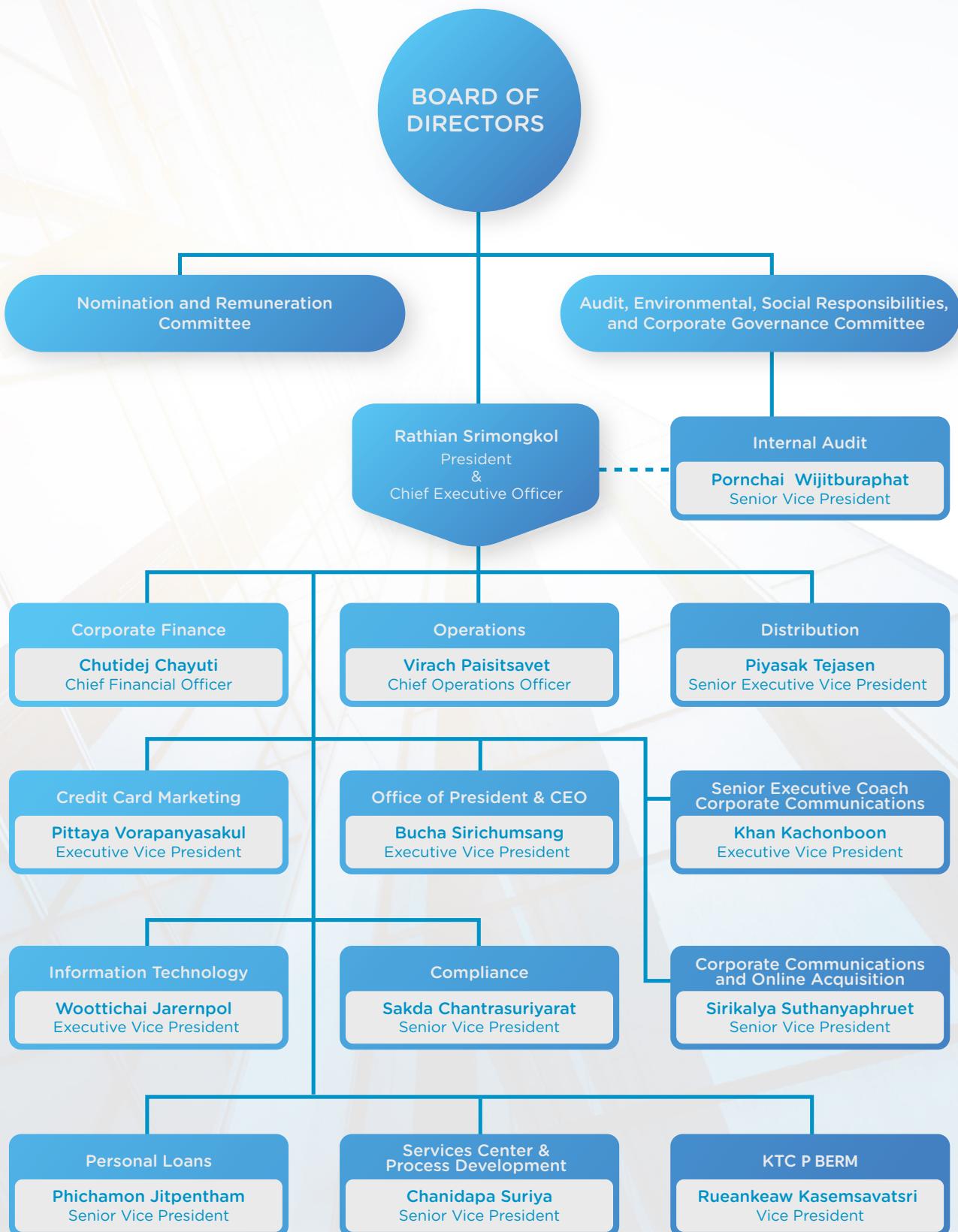
The Board of Directors not only places emphasis on reviewing and approving corporate vision, missions and strategies, both short term and long term, as well as key policies, but also monitors and oversees implementation and adherence to these directives. Furthermore, KTC is committed to corporate governance practices by stringently observing good corporate governance guidelines prescribed by the Stock Exchange of Thailand and upholding the principles of fair business practices, respect for human rights and gender diversity, fair labor treatment, and anti-corruption while actively engaging in social and environmental responsibility activities.

On behalf of the Board of Directors, I would like to express our sincere gratitude to shareholders, business partners, and all stakeholders for continued trust in and unrelenting support for KTC's business operations. I would also like to thank our management team and employees for their collaborative efforts and dedication to raise our ability to generate a higher profit year after year. Eventually, I would like to assure all stakeholders that everyone at KTC will persevere to achieve our established standards with an aim to realize KTC's continuous and sustainable growth.



**Mr. Prasong Poontaneat**  
Chairman of the Board of Directors  
Krunthai Card Public Company Limited

# ORGANIZATION STRUCTURE





## BOARD OF DIRECTORS

# BOARD OF DIRECTORS

## Mr. Prasong Poontaneat

### Position

Chairman of the Board of Directors  
Chairman of Nomination and Remuneration  
Committee

### Date of Appointment

October 21, 2021

### Age

62

### Education

- Ph.D. in Public Administration  
(Management for Development College), Thaksin University
- Master of Business Administration  
(Organization Management), Dhurakij Pundit University
- Bachelor of Business Administration in Accounting,  
Rajamangala University of Technology
- Bachelor of Laws,  
Sukhothai Thammathirat Open University



### Training

- Director Certification Program (DCP76/2006)  
Thai Institute of Directors (IOD)
- Top Administrator Program Class 49, Interior  
College  
Prince Damrong Rajanupab Institute of Research  
and Development
- Senior Police Officers Course Class 18  
Police College
- Leader Program Class 14, Capital Market Academy  
The Stock Exchange of Thailand
- Executive Program, Energy Academy  
Thailand Energy Academy (TEA2)
- Certificate, National Defence Course (NDC52)  
The National Defence College

- The Program of Senior Executive on Justice  
Administration Batch 23  
Judicial Training Institute

### % of KTC Shares Held

0%

### Family Relationship

None

### Work Experience

#### Listed Companies

Oct 2021 - Present

- Chairman of the Board of Directors/ Chairman of  
Nomination and Remuneration Committee  
Krunthai Card Public Company Limited/  
Consumer Finance

## Non-Listed Companies/ Other Organizations

### Present

- **Ordinance Committee**  
Office of the Council of State

### Present

- **Qualified Director of the University Council Office**  
Mahasarakham University

### Experience

#### 2018 - 2020

- **Permanent Secretary**  
Ministry of Finance

#### 2014 - 2018

- **Director - General**  
The Revenue Department

#### 2011 - 2014

- **Director - General**  
State Enterprise Policy Office (SEPO)

#### 2010 - 2011

- **Director - General**  
Thai Customs

#### 2009 - 2010

- **Inspector - General**  
Ministry of Finance

### Experience

#### • **Chairman of the Board of Directors**

Krungthai Bank Public Company Limited (KTB)

#### • **Chairman of the Board of Directors**

TMB Bank Public Company Limited

#### • **Chairman of the Board of Directors**

Thanachart Bank Public Company Limited

#### • **Chairman of the Board of Directors**

Airports of Thailand Public Company Limited (AOT)

#### • **Director and Chairperson of the Enterprise - wide Risk Management Committee**

Bangchak Corporation Public Company Limited/ Energy & Utilities

#### • **Qualified Director**

Anti-Money Laundering Office

#### • **Vice President**

Financial Institutions Development Fund

#### • **Chairman of the Board of Directors**

Export-Import Bank of Thailand

#### • **Chairman of the Board of Directors**

The Erawan Group Public Company Limited

#### • **Director**

Government Housing Bank (GHB)

#### • **Director**

Expressway Authority of Thailand

#### • **Director**

Tourism Authority of Thailand

#### • **Director**

Thailand Post Co., Ltd.

# BOARD OF DIRECTORS

## Mr. Praphaisith Tankeyura

### Position

Independent Director/ Chairman of the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee/ Nomination and Remuneration Committee

### Date of Appointment

August 11, 2017

### Age

67

### Education

- Master of Business Administration (MBA), Major-Finance, College of Business, Florida State University
- Bachelor of Statistics (B.S.), Major-Applied Statistics in Business, Faculty of Commerce and Accountancy, Chulalongkorn University

### Training

2021

- Director Leadership Program (DLCP)  
Thai Institute of Directors Association (IOD)

2020

- Successful Formulation & Execution the Strategy (SFE)  
Thai Institute of Directors Association (IOD)

2019

- Board Matters & Trends Agenda  
Thai Institute of Directors Association (IOD)

2018

- Role of the Chairman Program (RCP)  
Thai Institute of Directors Association (IOD)
- Advanced Audit Committee Program (AACP)  
Thai Institute of Directors Association (IOD)

2017

- Director Certification Program (DCP)  
Thai Institute of Directors Association (IOD)



### % of KTC Shares Held

0%

### Family Relationship

None

### Work Experience

#### Listed Companies

Aug 2017 - Present

- Independent Director/ Chairman of the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee/ Nomination and Remuneration Committee

Krungthai Card Public Company Limited/  
Consumer Finance

Sep 2019 - Present

- Independent Director/ Audit Committee  
Thai Oil Public Company Limited/ Oil Refinery

<b>Non-Listed Companies/ Other Organizations</b>	<b>2004</b>
<b>2014 - Present</b>	<b>• Managing Director</b>
• <b>Chief Advisor</b> JWS Construction Group/ Construction	Prime Nature Villa Company Limited/ Real Estate Developer
<b>2005 - Present</b>	<b>1998 - 2000</b>
• <b>Managing Director</b> Boathouse Hua Hin Co., Ltd./ Real Estate developer	• <b>Chairman</b> Ayudhaya Development Leasing Co., Ltd./ Leasing
<b>Experience</b>	<b>1997 - 2002</b>
<b>2020 - Jun 2021</b>	• <b>President/ Director</b> Bank of Ayudhaya Public Company Limited/ Commercial Banking
• <b>Independent Director/ Chairman of the Audit Committee</b> Meta Corporation Public Company Limited/ Property & Construction	<b>1996 - 2003</b>
<b>2015 - 2019</b>	• <b>Director/ CEO</b> Ayudhaya Insurance Public Company Limited/ Insurance
• <b>Director and Executive Director</b> Small and Medium Enterprise Development Bank of Thailand/ Banking	<b>1993 - 1997</b>
<b>2012 - 2018</b>	• <b>President/ CEO</b> Ayudhaya Investment & Trust Public Company Limited/ Finance & Securities
• <b>Director &amp; CEO</b> Ma Boonyong Real Estate Co., Ltd./ Real Estate Developer	<b>1993 - 1995</b>
<b>2010 - 2013</b>	• <b>Chairman &amp; Managing Director</b> Citicorp Finance & Securities (Thailand) Ltd./ Finance & Securities
• <b>Property Fund Advisory Committee</b> CIMB Principal Asset Management Co., Ltd./ Asset Management	<b>1989 - 1993</b>
<b>2007 - 2010</b>	• <b>Vice President &amp; Real Estate Head</b> Citibank N.A./ Banking
• <b>Director</b> BT Asset Management Company Limited/ Mutual Fund	

# BOARD OF DIRECTORS

## Mrs. Nampung Wongsmith

### Position

Independent Director/ Audit, Environmental, Social Responsibilities, and Corporate Governance Committee

### Date of Appointment

October 30, 2019

### Age

63

### Education

- Master of Business Administration (Finance), Oklahoma State University, USA
- Bachelor of Economics (International Economics), Chulalongkorn University

### Training

2021

- Certificate, IT Governance and Cyber Resilience Program (ITG)  
Thai Institution of Directors Association (IOD)

2018

- Certificate, Role of Chairman (RCP)  
Thai Institution of Directors Association (IOD)

2017

- Corporate Governance for Directors and Senior Executives of Regulator State Enterprises and Public Organizations  
Public Director Institution (King Prajadhipok's Institute)

2016

- Advanced Audit Committee Program  
Thai Institution of Directors Association (IOD)



2011

- Formerly RMA Leadership and Risk Management  
RMA Risk Management School, Scottsdale, Arizona, USA

2009

- Mergers and Acquisitions  
Wharton School of Finance, University of Pennsylvania, Philadelphia, USA

2008

- Leadership Program  
Capital Market Academy

2007

- Director Certificate Program  
Thai Institution of Directors Association (IOD)

2006

- Energizing People for Performance  
Kellogg School of Management, Northwestern University, Illinois, USA

<b>% of KTC Shares Held</b>	0%	<b>Experience</b>
<b>Family Relationship</b>	None	<b>2017 - 2019</b>
		• <b>Independent Director</b> Bank for Agriculture and Agricultural Cooperatives/ Banking
<b>Work Experience</b>		<b>2017 - 2018</b>
<b>Listed Companies</b>		• <b>Independent Director</b> The Transport Co., Ltd./ State Enterprise
<b>Oct 2019 - Present</b>		<b>2015 - 2017</b>
• <b>Independent Director/ Audit, Environmental, Social Responsibilities, and Corporate Governance Committee</b>	Krungthai Card Public Company Limited/ Consumer Finance	• <b>Risk Management Committee</b> Sukhumvit Asset Management Co., Ltd./ Asset Management
<b>2018 - Present</b>		<b>2005 - 2012</b>
• <b>Independent Director</b>	CP ALL Public Company Limited/ Convenience Store	• <b>President</b> Sukhumvit Asset Management Co., Ltd./ Asset Management
<b>2014 - Present</b>		<b>2003 - 2005</b>
• <b>Independent Director</b>	Christiani & Nielsen (Thai) Public Company Limited/ Construction	• <b>Chief Executive Officer</b> Central Credit Information Co., Ltd./ Regulator
<b>Non-Listed Companies/ Other Organizations</b>		<b>2001 - 2003</b>
None		• <b>Deputy Manager</b> Financial Institutions Development Fund (FIDF)/ Bank of Thailand/ Regulator

# BOARD OF DIRECTORS

## Mr. Nathporn Chatusripitak

### Position

Independent Director/ Audit, Environmental, Social Responsibilities, and Corporate Governance Committee

### Date of Appointment

April 20, 2018

### Age

46

### Education

- Master of Business Administration (Finance), The Wharton School, University of Pennsylvania, USA
- Bachelor of Science Magna Cum Laude, Electrical Engineering: Control Systems, Brown University, USA

### Training

2021

- Class 31 Top Management Program, Capital Market Academy  
The Stock Exchange of Thailand

2020

- Certificate, IT Governance and Cyber Resilience Program (ITG)  
Thai Institute of Directors Association (IOD)
- Certificate, Advanced Audit Committee Program (AACP)  
Thai Institute of Directors Association (IOD)
- Top Executive Program on China Business Insights and Network (TEPCIAN)  
University of the Thai Chamber of Commerce

2019

- Certificate, Financial Statement for Directors (FSD)  
Thai Institute of Directors Association (IOD)



2018

- Certificate, Director Certification Program (DCP)  
Thai Institute of Directors Association (IOD)

### % of KTC Shares Held

0%

### Family Relationship

None

### Work Experience

Listed Companies

2018 - Present

- Independent Director/ Audit, Environmental, Social Responsibilities, and Corporate Governance Committee  
Krungthai Card Public Company Limited/  
Consumer Finance

Non-Listed Companies/ Other Organizations	2018 - 2019
2019 - present	• <b>Member, Country Reform Steering Committee</b> Country Reform Steering Committee/ Government
• Member, National Economic and Social Development Council (NESDC) Member, Competitiveness Promotion Subcommittee Member, Broadening Opportunities and Promoting Equality in Society Subcommittee Member, SMEs Development Subcommittee Member, Economic Restructuring Subcommittee Office of National Economic and Social Development Council/ Government	2017 - Sep 2020
2019 - present	• <b>Advisor to the Digital Economy Promotion Agency Director</b> Digital Economy Promotion Agency/ Public Organization
2019 - present	2017 - 2019
• <b>Advisor to the Board</b> Creative Economy Agency/ Public Organization	• <b>Spokesperson to the Deputy Prime Minister in charge of Economy</b> Office of the Prime Minister/ Government
2019 - present	2017 - 2019
• Member, Program Promoting Committee, Spearhead Research and Innovation Program on Provincial and Regional Development National Research Council of Thailand/ Government	• <b>Member, National Startup Committee</b> Office of the Prime Minister/ Government
2018 - present	2017 - 2019
• <b>Chairman, Thailand Future Foundation</b> Thailand Future Foundation/ Foundation	• <b>Advisor to the Minister to the Office of the Prime Minister (Mr. Kobsak Pootrakool)</b> Office of the Prime Minister/ Government
2017 - present	2017 - 2019
• <b>Member, National Economic Reform Committee</b> National Economic Reform Committee/ Government	• <b>Advisor to the Minister of Commerce (Mr. Sontirat Sontijirawong)</b> Ministry of Commerce/ Government
2017 - present	2016 - 2017
• <b>Member, New Economy Academy Board</b> Ministry of Commerce/ Government	• <b>Advisor to the Minister to the Office of the Prime Minister (Mr. Suvit Maesincee)</b> Office of the Prime Minister/ Government
Experience	2015 - 2017
2019 - 2020	• <b>Advisor to the Minister of Commerce (Ms. Apriradi Tantraporn)</b> Ministry of Commerce/ Government
• <b>Advisor to the Deputy Prime Minister (Mr. Somkid Jatusripitak)</b> Office of the Prime Minister/ Government	2014 - 2015
2018 - 2021	• <b>Advisor to the Minister of Commerce (General Chatchai Sarikulya)</b> Ministry of Commerce/ Government
• <b>Member, Creative Economy Policy Committee</b> Creative Economy Policy Committee/ Government	2012 - 2014
	• <b>Senior Strategist</b> Sasin Institute for Global Affairs/ Chulalongkorn University

# BOARD OF DIRECTORS

## Lieutenant General Apichat Chaiyadar

### Position

Independent Director

### Date of Appointment

December 16, 2016

### Age

53

### Education

- Master of Arts (International Relations),  
Chulalongkorn University
- Bachelor of Science,  
Chulachomklao Royal Military Academy

### Training

2017

- Director Certification Program (DCP)  
Thai Institute of Directors Association (IOD)

2003

- Diploma, Command and General Staff Officer  
Course  
Command and General Staff College, USA

### % of KTC Shares Held

0%

### Family Relationship

None

### Work Experience

#### Listed Companies

Dec 2016 - Present

- Independent Director  
Krungthai Card Public Company Limited/  
Consumer Finance



#### Non-Listed Companies/ Other Organizations

Oct 2020 - Present

- Chief, Military Affairs Coordination Officers to the  
Ministry of Foreign Affairs, Officer of Policy and  
Planning  
Office of the Permanent Secretary for Defence/  
Ministry of Defence

#### Experience

2019 - Sep 2020

- Deputy Director - General, Defence Energy  
Department  
Office of the Permanent Secretary for Defence/  
Ministry of Defence

2018 - 2019

- Chief of Staff, Defence Energy Department  
Office of the Permanent Secretary for Defence/  
Ministry of Defence

**2017 - 2018**

- **Deputy Chief of Military Affairs Coordination officers to the MFA**  
Office of the Permanent Secretary for Defence/  
Ministry of Defence

**2016 - 2017**

- **Senior Expert**  
Royal Thai Army/ Ministry of Defence/  
Government

**2015 - 2016**

- **Senior Expert**  
Office of The Permanent Secretary for Defence/  
Ministry of Defence/ Government

**2014 - 2015**

- **Director**  
Directorate of Intelligence/ Royal Thai Army/  
Ministry of Defence/ Government

**2011 - 2014**

- **Military Attaches, Royal Thai Embassy, London**  
Royal Thai Army/ Ministry of Defence/  
Government

**2003 - 2006**

- **Instructor**  
Command and General Staff College,  
Royal Thai Army/ Educational Institute

# BOARD OF DIRECTORS

## Mr. Pichit Jongsalismwang

### Position

Director/ Nomination and Remuneration Committee



### Date of Appointment

October 30, 2019

### Age

40

### Education

- Master of Business Administration, Majors in Management & Strategy, Finance, and Real Estate Management, Kellogg School of Management Northwestern University, Illinois USA
- Bachelor of Science in Commerce Majors in Finance, Accounting and Economics, McIntire School of Commerce University of Virginia, USA

### Training

2021

- Certificate, Director Certification Program (DCP)  
Thai Institute of Directors Association (IOD)

2019 - Present

- First Executive Vice President Group Head  
Retail Banking Product and Strategy Group/  
Krungthai Bank Public Company Limited/ Banking

### % of KTC Shares Held

0%

Non-Listed Companies/ Other Organizations

### Family Relationship

None

2020 - Present

- Director  
Krungthai-AXA Life Insurance Public Company Limited/ Insurance

### Work Experience

#### Listed Companies

Oct 2019 - Dec 2021

- Director/ Nomination and Remuneration Committee  
Krungthai Card Public Company Limited/  
Consumer Finance

#### Experience

2018 - 2019

- Co-Founder  
NestiFly Co., Ltd./ Fintech & Technology

2015 - 2017

- Advisor to the President  
Head of Strategy and Projects/ Krungthai Bank Public Company Limited/ Banking

**2013 - 2015**

- **Executive Vice President**

Head of SME Segment/ TMB Bank Public Company Limited/ Banking

**2011 - 2013**

- **Vice President**

Strategy Group/ Total Access Communications/ Mobile Service

**2005 - 2011**

- **Engagement Manager**

McKinsey & Company/ Management Consulting

**2003 - 2004**

- **Certified Public Accountant (CPA), Auditor**

Deloitte & Touche LLP/ Audit & Professional Service

# BOARD OF DIRECTORS

## Mrs. Praralee Ratanaprasartporn

### Position

Director

### Date of Appointment

April 5, 2019

### Age

52

### Education

- MBA (Finance),  
University of Alabama at Birmingham, USA
- BBA (Accounting) (Auditing),  
Thammasat University



### Training

#### 2020

- **RoLD 2020: The Resilient Leader**  
Thailand Institute of Justice
- **IFRS & Portfolio Management**  
Krungthai Bank Public Company Limited
- **E-Tax Blockchain**  
Krungthai Bank Public Company Limited

- **Singapore Fintech Festival 2018**

Baker McKenzie, Singapore

#### 2017

- **Co-Creation Workshop**  
VISA International, Singapore
- **Innovations Payment**  
MasterCard Asia/ Pacific, VISA International, MSI Global Private Limited, Singapore
- **Innovations Payment**  
UnionPay International, China
- **Google Next 2017**  
Google Cloud Platform, APAC, USA

#### 2019

- **Identify and Behavior Creation**  
Krungthai Bank Public Company Limited
- **Strategy of Personal Data Protection Laws**  
Chulalongkorn University

#### 2018

- **Innovations Payment**  
MasterCard, England
- **Fintech Strategy and Innovation Payment System**  
Plug and Play and MasterCard, Singapore
- **SAS Global Forum 2018 (Executive Program)**  
SAS Software, USA
- **Blockchain in Government**  
Trueventus, Singapore

#### 2016

- **Analytics Experience**  
SAS Software, Italy
- **Asia Banking Analytics Roundtable**  
McKinsey, Hong Kong
- **Director Certification Program (DCP)**  
Thai Institute of Directors Association (IOD)

2015	2017 - Present
<ul style="list-style-type: none"> <li>• Executive Leadership Development Program (ELDP) 2015</li> </ul> <p>Compass Institute, LEAD Business Institute with Cornell University</p>	<ul style="list-style-type: none"> <li>• Director</li> </ul> <p>Krungthai-AXA Life Insurance Public Company Limited/ Insurance</p>
2011	<b>Experiences</b>
<ul style="list-style-type: none"> <li>• Advance Management Program 2011</li> </ul> <p>INSEAD Business School-European Campus, France</p>	<ul style="list-style-type: none"> <li>2019 - Sep 2020</li> </ul> <p>• Director National Digital ID Co., Ltd.</p>
<b>% of KTC Shares Held</b>	2018 - 2019
0%	<ul style="list-style-type: none"> <li>• Senior Executive Vice President Managing Director Retail Shared Services Group, Data Innovation and Acting Business Innovation LAB Team</li> </ul> <p>Krungthai Bank Public Company Limited/ Banking</p>
<b>Family Relationship</b>	2016 - 2019
None	<ul style="list-style-type: none"> <li>• Senior Executive Vice President Managing Director Retail Shared Services Group and Data Innovation</li> </ul> <p>Krungthai Bank Public Company Limited/ Banking</p>
<b>Work Experience</b>	2014 - Feb 2020
<b>Listed Companies</b>	<ul style="list-style-type: none"> <li>• Chairman of Risk Management Committee/ Director KTB Leasing Co., Ltd./ Leasing</li> </ul>
Oct 2019 - Present	2014 - 2016
<ul style="list-style-type: none"> <li>• Director</li> </ul> <p>Krungthai Card Public Company Limited/ Consumer Finance</p>	<ul style="list-style-type: none"> <li>• First Executive Vice President Managing Director Retail Shared Services Group</li> </ul> <p>Krungthai Bank Public Company Limited/ Banking</p>
2019 - Present	2013 - 2014
<ul style="list-style-type: none"> <li>• Senior Executive Vice President Head of Digital Solutions Group/ Acting Executive Vice President Business Innovation Team</li> </ul> <p>Krungthai Bank Public Company Limited/ Banking</p>	<ul style="list-style-type: none"> <li>• Advisor to The President</li> </ul> <p>Krungthai Bank Public Company Limited/ Banking</p>
<b>Non-Listed Companies/ Other Organizations</b>	
Nov 2021 - Present	
<ul style="list-style-type: none"> <li>• Director</li> </ul> <p>Arise by Infinitas Co., Ltd./ IT Resources</p>	
Feb 2021 - Present	
<ul style="list-style-type: none"> <li>• Director</li> </ul> <p>Krungthai Advisory Co., Ltd./ Holding Business</p>	
Oct 2020 - Present	
<ul style="list-style-type: none"> <li>• Director</li> </ul> <p>Infinitas by Krungthai Co., Ltd./ Digital Platform</p>	

# BOARD OF DIRECTORS

## Mr. Rungruang Sukkirkijpiboon (\*)

### Position

Director and Nomination and Remuneration Committee

### Date of Appointment

January 1, 2022

### Age

51

### Education

- Master of Business Administration,  
University of Arkansas at Little Rock,  
Arkansas, USA
- Bachelor of Economics,  
Thammasat University



### Training

2003

- Advanced Manager Course  
GE Capital Training

2000

- Quality Master Black Belt  
GE Capital Training

1999

- Quality Black Belt  
GE Capital Training

1998

- Design for Performance Change  
Accenture Training Center, St Charles

1997

- Human Performance Design  
Professional Education Center

1996

- Seminar Corplan' 96 Management Association

### % of KTC Shares Held

0%

### Family Relationship

None

### Work Experience

Listed Companies

Jan 2022 - Present

- Director/ Nomination and Remuneration Committee

Krungthai Card Public Company Limited/  
Consumer Finance

Jul 2021 - Present

- Advisor to President

Krungthai Bank Public Company Limited/ Banking

(\*) Mr. Rungruang Sukkirkijpiboon has taken the position of Director and Nomination and Remuneration Committee From 1 January 2022 onwards

Non-Listed Companies/ Other Organizations	Experience
<b>Nov 2021 - Present</b>	<b>2018 - 2021</b>
• <b>Director</b> Arise by Infinitas Co., Ltd./ IT Resources	• <b>CEO</b> Central JD Fintech Co., Ltd./ E-Commerce Business
<b>Nov 2021 - Present</b>	<b>2017 - 2018</b>
• <b>Director</b> Infinitas by Krunthai Co., Ltd./ Digital Platform	• <b>Chief Customer Officer</b> Central Group/ Retail Business
	<b>2016 - 2017</b>
	• <b>Advisor</b> Chubb Samaggi Insurance Public Company Limited/ Insurance

# BOARD OF DIRECTORS

## Mr. Rathian Srimongkol

### Position

President & Chief Executive Officer/ Director

### Date of Appointment

January 1, 2012

### Age

62

### Education

- Master's Degree, MBA, Thammasat University
- Master's Degree, M.P.A in General Administration, Suan Sunandha Rajabhat University
- Medical Degree, Faculty of Medicine Siriraj Hospital, Mahidol University
- Bachelor's Degree, Medical Science, Mahidol University



### Training

2010

- Certificate, Leader Program (Class 11)  
Capital Market Academy

2009

- Certificate, Financial Statements Demystified for Director (FDD)  
Thai Institute of Directors Association (IOD)

2008 - 2009

- Diploma, National Defence College, The Joint State-Private Sector Course Class 51/21  
National Defence College of Thailand

2008

- Certificate, Role of the Chairman Program (RCP)  
Thai Institute of Directors Association (IOD)
- Public Director Certification Program (PDI)  
King Prajadhipok's Institute
- Certificate, Economic Leader Forum (ELF)  
The Thammasat Economics Association

2005

- Certificate in Politics and Governance in Democratic Systems for Executives Course (Class 9)  
King Prajadhipok's Institute

2001

- Certificate, Directors Certification Program (DCP)  
Thai Institute of Directors Association (IOD)

### % of KTC Shares Held

0%

### Family Relationship

None

### Work Experience

Listed Companies

2012 - Present

- President & Chief Executive Officer/ Director  
KRUNGTHAI CARD Public Company Limited/  
Consumer Finance

<b>Feb 2021 - Present</b>	<b>2018 - 2021</b>
<ul style="list-style-type: none"> <li>• Chairman/ Authorized Director/ Chairman of Investment Committee/ Chairman of Nominating and Compensation Committee</li> </ul> <p>XSpring Capital Public Company Limited/ Investment in various businesses both Thailand and overseas</p>	<ul style="list-style-type: none"> <li>• Vice Chairman of the Board/ Chairman of Audit Committee/ Member of Nomination and Remuneration Committee/ Independent Director</li> </ul> <p>Raimon Land Public Company Limited/ Property Development</p>
<b>2009 - Present</b>	<b>2018 - 2021</b>
<ul style="list-style-type: none"> <li>• Vice Chairman of the Board/ Lead Independent Director/ Chairman of the Audit Committee/ Member of the Sustainability and Risk Management Committee</li> </ul> <p>Indorama Ventures Public Company Limited/ Chemicals Business</p>	<ul style="list-style-type: none"> <li>• Chairman</li> </ul> <p>Tobacco Authority of Thailand/ State Enterprise</p>
<b>Non-Listed Companies/ Other Organizations</b>	<b>2017 - 2021</b>
<b>Feb 2021 - Present</b>	<b>2015 - 2017</b>
<ul style="list-style-type: none"> <li>• Director</li> </ul> <p>Krungthai Advisory Company Limited/ Holding Business</p>	<ul style="list-style-type: none"> <li>• Director</li> </ul> <p>Thai Listed Companies Association/ Non-Profit Organization</p>
<b>Feb 2021 - Present</b>	<b>2013 - Nov 2020</b>
<ul style="list-style-type: none"> <li>• Chairman, Authorized Director</li> </ul> <p>XSpring Digital Company Limited/ Digital Asset Business</p>	<ul style="list-style-type: none"> <li>• Independent Director/ Chairman of the Audit Committee/ Corporate Governance Committee Member/ Nominating and Compensation Committee Member</li> </ul> <p>One to One Contracts Public Company Limited/ Service</p>
<b>Feb 2021 - Present</b>	<b>2008 - 2010</b>
<ul style="list-style-type: none"> <li>• Chairman, Authorized Director</li> </ul> <p>XSpring AMC Asset Management Company Limited/ Asset Management Business</p>	<ul style="list-style-type: none"> <li>• Director</li> </ul> <p>TOT Public Company Limited/ Communication Business</p>
<b>Mar 2021 - Present</b>	<b>2004 - 2012</b>
<ul style="list-style-type: none"> <li>• Executive Chairman, Authorized Director</li> </ul> <p>Krungthai Zmico Securities Company Limited/ Securities Business</p>	<ul style="list-style-type: none"> <li>• Performance Agreement Subcommittee Organization Management (Internal Audit and Internal Control)</li> </ul> <p>Ministry of Finance/ Government</p>
<b>Mar 2021 - Present</b>	<b>2001 - 2012</b>
<ul style="list-style-type: none"> <li>• Chairman, Authorized Director</li> </ul> <p>XSpring Asset Management Company Limited/ Fund Management Business</p>	<ul style="list-style-type: none"> <li>• Performance Agreement Subcommittee (Energy Sector)</li> </ul> <p>Ministry of Finance/ Government</p>
<b>Experience</b>	<b>2001 - 2011</b>
<b>Feb 2019 - 2021</b>	<b>2001 - 2011</b>
<ul style="list-style-type: none"> <li>• Chairman</li> </ul> <p>Islamic Bank of Thailand/ Banking</p>	<ul style="list-style-type: none"> <li>• Executive Vice President</li> </ul> <p>Thanachart Bank Public Company Limited (Siam City Bank Public Company Limited)/ Banking</p>



## EXECUTIVES



## EXECUTIVES

# EXECUTIVES

## Mr. Rathian Srimongkol

### Position

President & Chief Executive Officer/ Director

### Date of Appointment

January 1, 2012

### Age

62

### Education

- Master's Degree, MBA, Thammasat University
- Master's Degree, M.P.A in General Administration, Suan Sunandha Rajabhat University
- Medical Degree, Faculty of Medicine Siriraj Hospital, Mahidol University
- Bachelor's Degree, Medical Science, Mahidol University



### Training

2010

- Certificate, Leader Program (Class 11)  
Capital Market Academy

2009

- Certificate, Financial Statements Demystified for Director (FDD)  
Thai Institute of Directors Association (IOD)

2008 - 2009

- Diploma, National Defence College, The Joint State - Private Sector Course Class 51/21  
National Defence College of Thailand

2008

- Certificate, Role of the Chairman Program (RCP)  
Thai Institute of Directors Association (IOD)
- Public Director Certification Program (PDI)  
King Prajadhipok's Institute
- Certificate, Economic Leader Forum (ELF)  
The Thammasat Economics Association

2005

- Certificate in Politics and Governance in Democratic Systems for Executives Course (Class 9)  
King Prajadhipok's Institute

2001

- Certificate, Directors Certification Program (DCP)  
Thai Institute of Directors Association (IOD)

### % of KTC Shares Held

0%

### Family Relationship

None

### Work Experience

Listed Companies

2012 - Present

- President & Chief Executive Officer/ Director  
Krungthai Card Public Company Limited/  
Consumer Finance

<b>Feb 2021 - Present</b>	<b>2018 - 2021</b>
<ul style="list-style-type: none"> <li>• Chairman/ Authorized Director/ Chairman of Investment Committee/ Chairman of Nominating and Compensation Committee</li> </ul> <p>XSpring Capital Public Company Limited/ Investment in various businesses both Thailand and overseas</p>	<ul style="list-style-type: none"> <li>• Vice Chairman of the Board/ Chairman of Audit Committee/ Member of Nomination and Remuneration Committee/ Independent Director</li> </ul> <p>Raimon Land Public Company Limited/ Property Development</p>
<b>2009 - Present</b>	<b>2018 - 2021</b>
<ul style="list-style-type: none"> <li>• Vice Chairman of the Board/ Lead Independent Director/ Chairman of the Audit Committee/ Member of the Sustainability and Risk Management Committee</li> </ul> <p>Indorama Ventures Public Company Limited/ Chemicals Business</p>	<ul style="list-style-type: none"> <li>• Chairman</li> </ul> <p>Tobacco Authority of Thailand/ State Enterprise</p>
<b>Non-Listed Companies/ Other Organizations</b>	<b>2017 - 2021</b>
<b>Feb 2021 - Present</b>	<b>2015 - 2017</b>
<ul style="list-style-type: none"> <li>• Director</li> </ul> <p>Krungthai Advisory Company Limited/ Holding Business</p>	<ul style="list-style-type: none"> <li>• Director</li> </ul> <p>Thai Listed Companies Association/ Non-Profit Organization</p>
<b>Feb 2021 - Present</b>	<b>2013 - Nov 2020</b>
<ul style="list-style-type: none"> <li>• Chairman, Authorized Director</li> </ul> <p>XSpring Digital Company Limited/ Digital Asset Business</p>	<ul style="list-style-type: none"> <li>• Independent Director/ Chairman of the Audit Committee/ Corporate Governance Committee Member/ Nominating and Compensation Committee Member</li> </ul> <p>One to One Contracts Public Company Limited/ Service</p>
<b>Feb 2021 - Present</b>	<b>2008 - 2010</b>
<ul style="list-style-type: none"> <li>• Chairman, Authorized Director</li> </ul> <p>XSpring AMC Asset Management Company Limited/ Asset Management Business</p>	<ul style="list-style-type: none"> <li>• Director</li> </ul> <p>TOT Public Company Limited/ Communication Business</p>
<b>Mar 2021 - Present</b>	<b>2004 - 2012</b>
<ul style="list-style-type: none"> <li>• Executive Chairman, Authorized Director</li> </ul> <p>Krungthai Zmico Securities Company Limited/ Securities Business</p>	<ul style="list-style-type: none"> <li>• Performance Agreement Subcommittee Organization Management (Internal Audit and Internal Control)</li> </ul> <p>Ministry of Finance/ Government</p>
<b>Mar 2021 - Present</b>	<b>2001 - 2012</b>
<ul style="list-style-type: none"> <li>• Chairman, Authorized Director</li> </ul> <p>XSpring Asset Management Company Limited/ Fund Management Business</p>	<ul style="list-style-type: none"> <li>• Performance Agreement Subcommittee (Energy Sector)</li> </ul> <p>Ministry of Finance/ Government</p>
<b>Experience</b>	<b>2001 - 2011</b>
<b>Feb 2019 - 2021</b>	<b>2001 - 2011</b>
<ul style="list-style-type: none"> <li>• Chairman</li> </ul> <p>Islamic Bank of Thailand/ Banking</p>	<ul style="list-style-type: none"> <li>• Executive Vice President</li> </ul> <p>Thanachart Bank Public Company Limited (Siam City Bank Public Company Limited)/ Banking</p>

# EXECUTIVES

## Mr. Chutidej Chayuti

### Position

Chief Financial Officer

The person taking the highest responsibility in finance and accounting

### Date of Appointment

February 1, 2006

### Age

59

### Education

- Master's Degree, M.S. (Industrial Technology), Indiana State University, USA
- Master's Degree, MBA, Indiana State University, USA
- Bachelor's Degree, Commerce and Accountancy (Industrial Management), Thammasat University

### Training

#### 2021

- **The Executive Program in Energy Literacy for a Sustainable Future (TEA 16)**  
Thailand Energy Academy (TEA)
- **TLCA CFO CPD: How finance leaders are adapting within the new normal**  
Thai Listed Companies Association
- **TLCA CFO CPD: How to Manage the Company's Finance & Accounting and Communicate with Stakeholders during COVID-19 Crisis**  
Thai Listed Companies Association
- **TLCA CFO CPD: COVID 19 Implications for Financial Reporting and Audit**  
Thai Listed Companies Association
- **TLCA CFO CPD: Economic update for CFO**  
Thai Listed Companies Association  
(Total hours of training for the person taking the highest responsibility in finance and accounting: CFO total 8 hours)



#### 2020

- **TLCA CFO CPD: Data privacy law and cyber security law**  
Thai Listed Companies Association
- **TLCA CFO CPD: Update on taxes and foreign investment issues**  
Thai Listed Companies Association
- **TLCA CFO CPD: Capital structure and funding strategy**  
Thai Listed Companies Association
- **TLCA CFO CPD: Transfer pricing**  
Thai Listed Companies Association
- **TLCA CFO CPD: Update on IFRS9 and other new standards**  
Thai Listed Companies Association  
(Total hours of training for the person taking the highest responsibility in finance and accounting: CFO total 10 hours)

<b>2019</b>	<b>% of KTC Shares Held</b>
<ul style="list-style-type: none"> <li>• Deloitte Forum 2019: Future Accountant, Are You Ready? Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.</li> <li>• TFRS Version 2019 and 2020 Practical Implication Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.</li> <li>• TLCA CFO Professional Development Program Thai Listed Companies Association (Total hours of training for the person taking the highest responsibility in finance and accounting: CFO total 16 hours)</li> <li>• Thai - Chinese Leadership Studies (TCL) Huachiew Chalermprakiet University</li> <li>• DJSI Corporate Sustainability Assessment (CSA) Coaching Program 2019 - 2020 The Stock Exchange of Thailand</li> </ul>	0%
<b>2018</b>	<b>Family Relationship</b>
<ul style="list-style-type: none"> <li>• Leadership Communication, Certificate Program 2018 Thailand Management Association (TMA)</li> </ul>	None
<b>2016</b>	<b>Work Experience</b>
<ul style="list-style-type: none"> <li>• Certificate, Capital Market Academy Leader Program Capital Market Academy (CMA)</li> <li>• Certificate, TLCA Leadership Development Program, (LDP) Thai Listed Companies Association</li> <li>• Certificate, TLCA Executive Development Program (EDP) Thai Listed Companies Association</li> <li>• Strategic Thinking PacRim Group</li> <li>• Crucial Conversation PacRim Group</li> </ul>	<p><b>Listed Companies</b></p> <p><b>2002 - Present</b></p> <ul style="list-style-type: none"> <li>• Chief Financial Officer The person taking the highest responsibility in finance and accounting</li> </ul> <p>Corporate Finance/ Krungthai Card Public Company Limited/ Consumer Finance</p>
<b>2015</b>	<p><b>Non-Listed Companies/ Other Organizations</b></p> <p><b>Jun 2021 - Present</b></p> <ul style="list-style-type: none"> <li>• Director KTB Leasing Co., Ltd./ Hire Purchase, Financial Lease and Auto Maintenance Lease</li> </ul>
	<p><b>Experience</b></p> <p><b>1998 - 2002</b></p> <ul style="list-style-type: none"> <li>• Assistant Secretary General Financial Sector Restructuring Authority/ State Enterprise</li> </ul>

# EXECUTIVES

## Mr. Virach Paisitsavet

### Position

Chief Operations Officer

### Date of Appointment

February 16, 2012

### Age

60

### Education

- Master's Degree, Business Administration, Sripatum University
- MINI MBA, Chulalongkorn University
- Bachelor's Degree, Political Science, Ramkhamhaeng University
- Bachelor's Degree, Business Administration, Bangkok University

### Training

2020

- Certificate, Advanced Master of Management (AMM) Class 5 Graduate School of Public Administration  
National Institute of Development Administration (GSWA NIDA)

2017

- Certificate, Digital Economy for Management (DE4M) Class 5  
Institute of Research and Development for Public Enterprises (IRDP)

2016

- Certificate, Leadership Succession Program (LSP), Class 6  
Institute of Research and Development for Public Enterprises (IRDP)
- Certificate, Director Accreditation Program (DAP)  
Thai Institute of Directors Association (IOD)



- Certificate, Payment System  
MasterCard University

### % of KTC Shares Held

0%

### Family Relationship

None

### Work Experience

#### Listed Companies

Jan 2017 - Present

- Chief Operations Officer  
Operations Control & Merchant Operations, Credit Acceptance, Operations Support, Human Resources, Merchant Acquiring Business/Krungthai Card Public Company Limited/ Consumer Finance

<b>Non-Listed Companies/ Other Organizations</b>	<b>2011 - 2012</b>
<b>Jun 2021 - Present</b>	<b>• Senior Vice President</b>
• <b>Chairman</b>	Lending Services Group/ Thanachart Bank Public Company Limited/ Banking
KTB Leasing Co., Ltd./ Hire Purchase, Financial Lease and Auto Maintenance Lease	
<b>Experience</b>	<b>2005 - 2011</b>
	<b>• Senior Vice President</b>
	Card Operations Department/ Siam City Bank Public Company Limited/ Banking
<b>2012 - Jan 2017</b>	
• <b>Senior Executive Vice President</b>	
Operations/ Krungthai Card Public Company Limited/ Consumer Finance	

# EXECUTIVES

## Mr. Piyasak Tejasen

### Position

Senior Executive Vice President - Distribution

### Date of Appointment

August 15, 2005

### Age

57

### Education

- Master's Degree, Political Science, The School of Public Administration, University of Southern California, USA
- Bachelor's Degree, Political Science, Ramkhamhaeng University



### Training

#### 2021

- **Coaching Essentials and Principles Certificate Program**  
AcComm and Image International
- **Advance Master of Management Program, AMM**  
National Institute of Development Administration (NIDA)

#### 2019

- **Processing and checking the vehicle/ motorcycle analytical for credit approval**  
Watchararat Consultant Co., Ltd.
- **Digital Sales Professional Training**  
dots.academy
- **Personal Data Protection Act 2562 (2019)**  
Associate Professor Kanathip Thongraweewong  
Privacy Laws Specialist

#### 2018

- **Leading Innovation with Design Thinking**  
SEAC

#### 2016

- **Thailand Insurance Leadership**  
Office of Insurance Commission, Advance Insurance Institute
- **Think on your Feet**  
Acomm & Image International

#### 2015

- **Leadership Program**  
PacRim Group
- **Safety Officer at Executive Level**  
Pinthong Group Management and Consultants Co., Ltd.

### % of KTC Shares Held

0%

### Family Relationship

None

## Work Experience

### Listed Companies

2002 - Present

- **Senior Executive Vice President**

Distribution/Krungthai Card Public Company Limited/  
Consumer Finance

### Non-Listed Companies/ Other Organizations

None

### Experience

2019 - 2020

- **Board of Director and Chairman of Nomination  
and Remuneration Committee**

Ampak Holding Co., Ltd.

# EXECUTIVES

## Mrs. Pittaya Vorapanyasakul

### Position

Executive Vice President - Credit Card

### Date of Appointment

February 17, 2014

### Age

60

### Education

- Bachelor's Degree, Travel Industry Management, University of Hawaii, USA



### Training

2020

- **Developing Internal Coach “Coaching Essentials and Principles Certification Program”**  
AcComm Group

2019

- **TLCA Executive Development Program (EDP) Class of Year 2020: Building Regional Leaders**  
The Thai Listed Companies Association (TLCA)

2017

- **Design Thinking**  
Khun May Sripattanasakul, Lookkid Co., Ltd.

2016

- **Strategic Thinking Pure & Simple**  
PacRim Group

2015

- **Leader as a Coach**  
PacRim Group

2009

- **Successful Formulation & Execution of Strategy (SFE)**  
Thai Institute of Directors Association (IOD)
- **Monitoring the System of Internal Control and Risk Management (MIR)**  
Thai Institute of Directors Association (IOD)

2006

- **Advanced Audit Committee Program (AACP)**  
Thai Institute of Directors Association (IOD)
- **Finance for Non - Finance Directors (FND)**  
Thai Institute of Directors Association (IOD)
- **Management (MIR) 6/2009 Director Certification Program (DCP)**  
Thai Institute of Directors Association (IOD)

### % of KTC Shares Held

0%

### Family Relationship

None

## Work Experience

### Listed Companies

**1997 - Present**

- **Executive Vice President**

Credit Card/ Krungthai Card Public Company Limited/  
Consumer Finance

### Non-Listed Companies/ Other Organizations

None

### Experience

**2005 - 2010**

- **Director and Member of Audit Committee**

Krungthai Asset Management Public Company Limited/  
Fund Management

# EXECUTIVES

## Mr. Khan Kachonboon

### Position

Senior Executive Coach - Corporate Communications



### Date of Appointment

June 16, 2020

### Age

59

### Education

- Master's Degree, MBA, United States International University (USIU), USA
- Bachelor's Degree, Business Administration (Marketing), Assumption University

### Training

#### 2020

- **Developing Internal Coach “Coaching Essentials and Principles Certification Program”**  
AcComm Group

- **Digital PR & Content Strategy**

The Stock Exchange of Thailand

- **Digital Channel for PR 4.0**

The Stock Exchange of Thailand

#### 2019

- **Fast Track Digital Marketing for Credit Card” Class 1**  
Econsultancy, Singapore
- **Facebook Training**  
Facebook, Thailand

#### 2016

- **Think on your Feet**  
Acomm & Image International
- **Strategic Thinking Pure & Simple**  
PacRim Group

#### 2018

- **Corp Comm ... in the digital age**  
The Stock Exchange of Thailand
- **TLCA Leadership Development Program (LDP): “Crafting agile strategies to enhance competitiveness of your organization”**  
IMD and Thai Listed Companies Association (TLCA)

#### 2015

- **Debt Collection Act B.E. 2558 for Management**  
Krungthai Card Public Company Limited
- **Safety Officer for Management Level batch 2**  
Pinthong Group Management and Consultants Co., Ltd.
- **Leader as a Coach**  
PacRim Group

2014

- **Risk and control self assessment**  
Krungthai Card Public Company Limited
- **Credit Bureau Information for management and employees**  
Krungthai Card Public Company Limited
- **Corporate Governance for Management (1<sup>st</sup> & 2<sup>nd</sup> Line)**  
Krungthai Card Public Company Limited
- **Business Process Improvement for Executive PEOPLE APPROACH**
- **Corporate Social Responsibility**  
Krungthai Card Public Company Limited

#### **% of KTC Shares Held**

0%

#### **Family Relationship**

None

#### **Work Experience**

Listed Companies

2020 - Present

- **Senior Executive Coach**  
Corporate Communications/ Krungthai Card Public Company Limited/ Consumer Finance

Non-Listed Companies/ Other Organizations

None

Experience

2003 - 2020

- **Executive Vice President**  
Corporate Communications/ Krungthai Card Public Company Limited/ Consumer Finance

1995 - 2003

- **Senior Vice President**  
J Walter Thompson Company Limited/ Advertising

# EXECUTIVES

## Mr. Bucha Sirichumsang

### Position

Executive Vice President - Office of President & CEO/  
Secretary of the Board of Directors

### Date of Appointment

November 1, 2007

### Age

59

### Education

- Master's Degree, Business Administration (International Business), Rosary College, River Forest, Illinois, USA
- Barrister-at-Law, Institution of Legal Education, The Thai Bar Under The Royal Patronage
- Bachelor's Degree, Law, Chulalongkorn University



### Training

2019

- Personal Data Protection Act 2019 and Thai Digital laws Related:  
Principles of law and practice

2018

- Corporate Responsibilities and Practices in Anti - Corruption  
Faculty of Law Chulalongkorn University

2016

- Board Reporting Program (BRP)  
Thai Institute of Directors (IOD)
- Law of Banking and Financial Institution Management  
The Thai Institute of Banking and Finance Association
- Collections Management  
The Thai Institute of Banking and Finance Association

### % of KTC Shares Held

0%

### Family Relationship

None

### Work Experience

Listed Companies

2004 - Present

- Executive Vice President/ Secretary of the Board of Directors  
Office of President & CEO/ Krunthai Card Public Company Limited/ Consumer Finance

Non-Listed Companies/ Other Organizations

None

Experience

1999 - 2004

- Vice President  
Legal Consultant Department/ KTBLAW Company Limited/ Law Counsel

# EXECUTIVES

## Mr. Woottichai Jarernpol

### Position

Executive Vice President - Information Technology

### Date of Appointment

December 17, 2015

### Age

60

### Education

- Bachelor's Degree, Statistic,  
Chulalongkorn University

### Training

2021

- 2021 Gartner Executive Programs  
Gartner (Virtual Conference)

2020

- Developing Internal Coach “Coaching Essentials and Principles Certificate Program”  
AcComm Group
- 2020 Gartner Executive Programs  
Gartner (Virtual Conference)

2019

- IT Management Program 2019  
Cisco Systems Inc.
- VMware Executive Leadership Summit 2019  
VMware Inc.
- 2019 Gartner Executive Programs  
Gartner
- Executive Summit AWS re: Invent 2019  
AWS
- Visa - China Market Immersion



2018

- IT Management Program 2018  
Cisco Systems Inc.
- VMware Executive Leadership Summit 2018  
VMware Inc.
- 2018 Gartner Executive Programs  
Gartner
- Oracle Leaders Circle 2018  
Oracle
- Executive Summit AWS re: Invent 2018  
AWS

2017

- IT Management Program  
Cisco Systems Inc.
- VMware Executive Leadership Summit  
VMware Inc.
- 2017 Gartner Symposium Majestic Program  
Gartner

2015	Non-Listed Companies/ Other Organizations
• Leadership Program	None
PacRim Group	
	Experience
<b>% of KTC Shares Held</b>	
0%	2006 - 2008
<b>Family Relationship</b>	• Operation Director
None	Operation/ OPPC (Thailand) Company Limited/
	IT Outsource
<b>Work Experience</b>	2005 - 2006
Listed Companies	• Senior Vice President
	Operation/ BT Leasing Company Limited/ Financial
2008 - Present	
• Executive Vice President	
Information Technology/ Krunthai Card Public	
Company Limited/ Consumer Finance	

# EXECUTIVES

## Mr. Sakda Chantrasuriyarat

### Position

Senior Vice President - Compliance/ Assistant Secretary for Audit Environmental Social and Governance Committee

### Date of Appointment

May 1, 2014

### Age

59

### Education

- Master of Accountancy, Chulalongkorn University
- Bachelor of Accountancy, Chulalongkorn University



### Training

#### 2021

- AML/CFT & WMD 2021  
Krungthai Card Public Company Limited
- Risk Awareness 2021  
Krungthai Card Public Company Limited
- Critical Thinking & Problem Solving  
(Virtual Classroom)  
Beyond Training
- Digital Adoption in Organization  
(Virtual Classroom)  
Beyond Training
- IT Security Awareness  
Krungthai Card Public Company Limited
- ISO/IEC 27001:2013 and ISO/IEC 27701:2019  
Krungthai Card Public Company Limited
- Corporate Governance Policy & Code of Conduct  
Krungthai Card Public Company Limited

#### 2020

- E-Signature  
Krungthai Card Public Company Limited

- Land inspection criteria, and the rules for registration of land  
Krungthai Card Public Company Limited
- Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing: AML/CTPF Training 2020  
Anti-Money Laundering Officer

#### 2019

- Business Management for Sustainability  
Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
- Information Security Management Systems (ISMS)  
Lead Auditor Standard ISO/IEC 27001:2013  
Business improvement organization (BSI)
- Personal Data Protection Act, BE 2019  
(Process & Procedure)  
Kasetsart University Research and Development Institute together with Digital Media Laws Institution
- “1<sup>st</sup> THAILAND DIGITAL ID SYMPOSIUM 2019”  
National Credit Bureau
- Personal Data Protection Act, BE 2019 & Digital Act  
Krungthai Card Public Company Limited

<p><b>2018</b></p> <ul style="list-style-type: none"> <li>• EU General Data Protection Regulation-EU GDPR Faculty of Law Chulalongkorn University</li> <li>• General Data Protection Regulation (GDPR) KPMG Phoomchai Tax Ltd.</li> <li>• Guidelines for receiving property or any other benefits that are incentives for the offense. Krungthai Bank Public Company Limited</li> <li>• Fintech &amp; Cryptocurrency vs. Law Enforcement Thammasart University and Faculty of Law</li> <li>• National Credit Bureau member 2018 National Credit Bureau</li> <li>• Standard course anti-money laundering and combatting the financing of terrorism for reporter Anti-Money Laundering Office, Class 2</li> </ul>	<p><b>2013</b></p> <ul style="list-style-type: none"> <li>• Compliance Training Program, Class 1 The Securities and Exchange Commission, Thailand</li> <li>• Anti-Money Laundering Act and Counter Terrorism Finance Act Anti-Money Laundering Office (AMLO)</li> </ul>
<p><b>2017</b></p> <ul style="list-style-type: none"> <li>• Annual Audit Committee Conference KTB Group 2017: AACC 2017 (Regulatory Landscape in Cybersecurity and Cybercrime) Krungthai Bank Public Company Limited</li> <li>• Keep up with Technological crime Krungthai Card Public Company Limited</li> </ul>	<p><b>% of KTC Shares Held</b> 0%</p> <p><b>Family Relationship</b> None</p> <p><b>Work Experience</b></p> <p><b>Listed Companies</b></p> <p><b>2014 - Present</b></p> <ul style="list-style-type: none"> <li>• Senior Vice President/ Assistant Secretary for Audit Environmental Social and Governance Committee Compliance/Krungthai Card Public Company Limited/ Consumer Finance</li> </ul>
<p><b>2016</b></p> <ul style="list-style-type: none"> <li>• CSR for Child-Friendly Business Krungthai Card Public Company Limited and Thaipat Institute</li> </ul>	<p><b>Non-Listed Companies/ Other Organizations</b> None</p> <p><b>Experience</b></p> <p><b>2006 - 2014</b></p> <ul style="list-style-type: none"> <li>• Department Head Compliance Department/ Thanachart Bank Public Company Limited/ Banking</li> </ul>
<p><b>2015</b></p> <ul style="list-style-type: none"> <li>• Safety Officer: Management Level, Class1 Krungthai Card Public Company Limited</li> <li>• Leader as a Coach (Workshop) Krungthai Card Public Company Limited</li> </ul> <p><b>2014</b></p> <ul style="list-style-type: none"> <li>• Corporate Governance Krungthai Card Public Company Limited</li> <li>• Corporate Social Responsibility (CSR-in Process) Krungthai Card Public Company Limited</li> </ul>	<p><b>2005 - 2006</b></p> <ul style="list-style-type: none"> <li>• Assistant Managing Director Compliance Function/ MFC Asset Management Public Company Limited/ Fund Management</li> </ul>

# EXECUTIVES

## Ms. Phichamon Jitpentham

### Position

Senior Vice President - Personal Loans

### Date of Appointment

May 1, 2018

### Age

46

### Education

- Bachelor's degree of Art, Mass Communication, Kasetsart University



### Training

#### 2020

- **Developing Internal Coach “Coaching Essentials and Principles Certificate Program”**  
AcComm Group

- **Machine Learning for Business**

Dr. Santitham Prom-on, Big Data Experience Center, King Mongkut's University of Technology Thonburi

- **Data Analytics Enablement Program**

Data Cafe Thailand Co., Ltd.

- **Digital Disruption Experience**

Oracle Corporation (Thailand) Co., Ltd.

#### 2019

- **Design Thinking**  
Standford Center for Professional Development
- **Facilitator Certification**  
The 7 Habits of highly effective people
- **Fast Track Digital Marketing**  
Eu Gene Ang
- **Personal Data Protection Act 2019 and Thai Digital laws Related:**  
Principles of law and practice

#### 2017

- **Design Thinking**  
Khun May Sripattanasakul, Lookkid Co., Ltd.
- **Digital Marketing Innovation Forum 2017**  
Asia Dyna Forum Co., Ltd.

#### 2018

- **Business Model Canvas Workshop**  
Alexander Osterwalder

#### 2015

- **Leadership Program**  
PacRim Group Limited
- **Safety Officer at Executive Level**  
Pinthong Group Management and Consultants Co., Ltd.

2014	<b>Work Experience</b>
• <b>Corporate Governance</b>	Krungthai Card Public Company Limited
• <b>CSR in Process</b>	Krungthai Card Public Company Limited
• <b>RCSA</b>	Krungthai Card Public Company Limited
• <b>Credit Bureau</b>	Krungthai Card Public Company Limited
2012	<b>Listed Companies</b>
• <b>Blue Ocean Strategy</b>	Personal Loans/ Krungthai Card Public Company Limited/ Consumer Finance
Strategic Business Development Center Co., Ltd.	<b>Non-Listed Companies/ Other Organizations</b>
0%	<b>None</b>
<b>Family Relationship</b>	<b>Experience</b>
None	1998 - 2001
	• <b>Account Director</b>
	Customer Management/ Dentsu Young & Rubicam Co., Ltd./ Advertising Business

# EXECUTIVES

## Ms. Sirikalya Suthanyaphruet

### Position

Senior Vice President - Corporate Communications and Online Acquisition

### Date of Appointment

June 16, 2020

### Age

49

### Education

- Master of Business Administration in Marketing, College of Notre Dame, USA
- Bachelor of Business Administration, Assumption University



### Training

#### 2020

- McKinsey Management Program (MMP)
- Developing Internal Coach “Coaching Essentials and Principles Certificate Program”  
AcComm Group

#### 2019

- Advance Digital Marketing  
Econsultancy, London

#### 2018

- Design Thinking Boot Camp  
SEAC
- Fast Track Digital Marketing  
Econsultancy, Singapore

### % of KTC Shares Held

0%

### Family Relationship

None

### Work Experience

#### Listed Companies

#### Jul 2003 - Present

- Senior Vice President  
Corporate Communications and Online Acquisition/  
Krungthai Card Public Company Limited/  
Consumer Finance

#### Non-Listed Companies/ Other Organizations

None

#### Experience

#### 2001 - 2003

- Section Manager  
Yum Restaurant International/ Marketing/  
Restaurant

#### 1999 - 2001

- Account Director  
BBDO Bangkok Company Limited/  
Advertising Agency Business

# EXECUTIVES

## Ms. Chanidapa Suriya

### Position

Senior Vice President - Services Center and Process Development

### Date of Appointment

September 1, 2020

### Age

49

### Education

- Master of Business Administration in Marketing  
Ramkhamhaeng University
- Bachelor of Nursing Science, Khon Kaen University



### Training

#### 2021

- Developing Internal Coach “Coaching Essentials and Principles Certification Program”  
AcComm Group
- Certificate, Data Governance and Personal Data Protection Course  
Rethink Academy
- Certificate, Boardroom Success through Financing & Investment (BFI)  
Thai Institute of Directors Association (IOD)

- Certificate, Executive Young Professional (EYP)  
Fiscal Policy Research Institute Foundation

- Certificate, ISO/IEC 27001:2013 Information Security Management Systems Lead Auditor  
BSI Training Academy

#### 2018

- Design Thinking  
SEAC

#### 2017

- Certificate, Managing Investment Portfolio  
The Thai bond market association

#### 2014

- Certificate, SixSigma Blackbelt  
Thailand Productivity Institute

#### 2020

- Certificate, Leadership Succession Program (LSP)  
Institute of Research and Development for Public Enterprises (IRDP)
- Certificate, Digital Disruption Program  
TLCA & IMD

#### 2019

- Certificate, Directors Certification Program (DCP)  
Thai Institute of Directors Association (IOD)

#### 2010

- Certificate, TQA Assessor  
Thailand Quality Award

**% of KTC Shares Held**

0%

**Family Relationship**

None

**Work Experience****Listed Companies****Sep 2017 - Present****• Senior Vice President**

Services Center and Process Development/  
Krunthai Card Public Company Limited/  
Consumer Finance

2019 - Present

**• Chairman of the Board of Directors**

KTC NANO Co., Ltd./ Nano Finance Service Business

**Experience****2017 - 2018****• First Vice President Team Leader**

Wealth Management Team/ Krunthai Bank Public  
Company Limited/ Bank

**2016 - 2017****• Vice President**

Retail Strategy Division/ Krunthai Bank Public  
Company Limited/ Bank

**2015 - 2016****• Vice President**

Strategic Management Division/ Krunthai Bank Public  
Company Limited/ Bank

**Non-Listed Companies/ Other Organizations****2021 - Present****• Director**

KTB Leasing Co., Ltd./ Hire Purchase, Financial Lease  
and Auto Maintenance Lease

**2019 - Present****• Chairman of the Board of Directors**

KTC PICO (Bangkok) Co., Ltd./ Pico Finance  
Service Business

**2013 - 2015****• Senior Manager**

Process Improvement Department/ CFG Services  
Company Limited/ Consumer Finance

# EXECUTIVES

## Ms. Rueankeaw Kasemsavatsri

### Position

Vice President - KTC P BERM

### Date of Appointment

September 1, 2020

### Age

43

### Education

- Master Degree in Marketing (MIM), Thammasat University
- Bachelor of Business Administration, majoring in Marketing, Chulalongkorn University



### Training

#### 2021

- **Credit & Corporate Lending**  
The Thai Institute of Banking and Finance Association
- **Successful Negotiation: Essential Strategies and Skills**  
Coursera by University of Michigan
- **Finance for Non-Finance Managers and All Concerned**  
The Thai Institute of Banking and Finance Association

#### 2020

- **Digital Disruption Program**  
TLCA & IMD
- **Developing Internal Coach “Coaching Essentials and Principles Certificate Program”**  
AcComm Group
- **McKinsey Management Program**  
TLCA & McKinsey
- **Fundamental of Digital Marketing**  
Google garage

#### 2019

- **Working Backward**  
AWS

#### 2018

- **Design Thinking Boot Camp**  
SEAC
- **Big Data Analysis**  
Data Café
- **Customer Experience Masterclass**  
e-Consultant, London UK

#### 2017

- **Customer Experience Management**  
CIM, London UK
- **Design Thinking Innovation**  
LUKKID
- **Lean Six Sigma Green Belt**  
Primex
- **Mindshift: Break Through Obstacles to Learning and Discover Your Hidden Potential**  
Coursera

• Introduction to User Experience Design	Non-Listed Companies/ Other Organizations
Coursera	
<b>2016</b>	<b>2021 - Present</b>
• Leadership Program	• Director
PacRim Group	KTB Leasing Co., Ltd./ Hire Purchase, Financial Lease and Auto Maintenance Lease
<b>2015</b>	<b>May 2019 - Present</b>
• Learning How to Learn: Powerful mental tools to help you master tough subjects	• Managing Director
Coursera	KTC PICO (Bangkok) Co., Ltd./ Pico Finance Service Business
<b>2012</b>	<b>May 2019 - Present</b>
• Blue Ocean Strategy	• Director
Strategic Business Development Center Co., Ltd.	KTC NANO Co., Ltd./ Nano Finance Service Business
<b>% of KTC Shares Held</b>	<b>Experience</b>
0%	
<b>Family Relationship</b>	<b>2009 - 2010</b>
None	• Marketing Manager
	Aquarius Estate Co., Ltd.
<b>Work Experience</b>	<b>2005 - 2009</b>
Listed Companies	• Senior Marketing Executive
Feb 2011 - Present	Vacances Siam (Club Med Thailand) Ltd.
• Vice President	
KTC P BERM/ Krungthai Card Public Company Limited/ Consumer Finance	

# INTERNAL AUDIT AND COMPLIANCE

## Mr. Pornchai Wijitburaphat

### Position

Senior Vice President - Internal Audit

### Date of Appointment

October 16, 2001

### Age

54

### Education

- Master's Degree, Business Administration, Burapha University
- Mini MBA, Chulalongkorn University
- Bachelor's Degree, Business Administration (Accounting), Ramkhamhaeng University



### Training

#### 2021

- IA Clinic "Agile Auditing" The Institute of Internal Auditor of Thailand
- IA Clinic "Top Risks 2021 & IT Audit Roles" The Institute of Internal Auditor of Thailand
- Impact and Risk Management for Technology Disruption & Cyber Risk Thai Listed Companies Association
- IA Clinic "The Convergence of Security Governance and Data Privacy" The Institute of Internal Auditor of Thailand
- Developing Internal Coach "Coaching Essentials and Principles Certification Program" AcComm Group

#### 2020

- Personal Data Protection Act for Internal Audit (PDPA for IA) Political Science Association of Kasetsart University
- Requirement: Privacy Information Management ISO/IEC 27701:2019 BSI Group (Thailand) Co., Ltd.

- Implementation: Privacy Information Management ISO/IEC 27701:2019 BSI Group (Thailand) Co., Ltd.
- Internal Auditor: Privacy Information Management ISO/IEC 27701:2019 BSI Group (Thailand) Co., Ltd.
- IIAT Annual Conference 2020: IA's New Value Proposal During and After the Crisis The Institute of Internal Auditor of Thailand

#### 2019

- Lead Auditor ISO/IEC 27001:2013 British Standards Institution
- Implementing ISO/IEC 27001:2013 British Standards Institution
- IIAT Annual Conference 2019: INDISPENSABLE IA INSIGHTFUL, AGILE & INNOVATIVE The Institute of Internal Auditor of Thailand
- CAE Forum 2019: Winning 5G and the 4<sup>th</sup> Industrial Revolution The Institute of Internal Auditor of Thailand

<b>2018</b>	<b>Family Relationship</b>
<ul style="list-style-type: none"> <li>• <b>“Updated COSO Enterprise Risk Management: Integrating with Strategy and Performance”</b> Stock Exchange of Thailand</li> <li>• <b>Value Creation and Enhancement for Listed Companies with the New COSO 2017 Enterprise Risk Management (ERM)</b> Thammasat Business School, Thammasat University with Stock Exchange of Thailand</li> <li>• <b>IIAT Annual Conference 2018 “Transforming IA for the Digital Age”</b> The Institute of Internal Auditor of Thailand</li> <li>• <b>Cybercrime-The Looming Threat to Global Economy</b> Thai Listed Companies Association</li> <li>• <b>Inaugural Corporate Governance Conference 2018, Bangkok - Building Trust in a Transforming economy</b> Securities and Exchange Commission</li> <li>• <b>CAE FORUM 2018 “Digitalization: Empower IA New Gen”</b> The Institute of Internal Auditor of Thailand with Stock Exchange of Thailand</li> </ul>	None
	<b>Work Experience</b>
	Listed Companies
	<p><b>2001 - Present</b></p> <ul style="list-style-type: none"> <li>• <b>Senior Vice President</b> Internal Audit/ Krungthai Card Public Company Limited/ Consumer Finance</li> </ul>
	<b>Non-Listed Companies/ Other Organizations</b>
	None
	<b>Experience</b>
	<p><b>2000 - 2001</b></p> <ul style="list-style-type: none"> <li>• <b>Assistant Vice President</b> Internal Audit/ Bangkok Broadcasting &amp; TV Company Limited/ Media</li> </ul>

#### **% of KTC Shares Held**

0%

# INTERNAL AUDIT AND COMPLIANCE

## Mr. Sakda Chantrasuriyarat

### Position

Senior Vice President - Compliance/ Assistant  
Secretary for Audit Environmental Social and  
Governance Committee

### Date of Appointment

May 1, 2014

### Age

59

### Education

- Master of Accountancy, Chulalongkorn University
- Bachelor of Accountancy, Chulalongkorn University



### Training

#### 2021

- AML/CFT & WMD 2021  
Krungthai Card Public Company Limited
- Risk Awareness 2021  
Krungthai Card Public Company Limited
- Critical Thinking & Problem Solving  
(Virtual Classroom)  
Beyond Training
- Digital Adoption in Organization  
(Virtual Classroom)  
Beyond Training
- IT Security Awareness  
Krungthai Card Public Company Limited
- ISO/IEC 27001:2013, ISO/IEC 27701:2019  
Krungthai Card Public Company Limited
- Corporate Governance Policy & Code of  
Conduct  
Krungthai Card Public Company Limited

#### 2020

- E-Signature  
Krungthai Card Public Company Limited

- Land inspection criteria, and the rules for  
registration of land  
Krungthai Card Public Company Limited
- Anti-Money Laundering and Counter-Terrorism  
and Proliferation of Weapon of Mass Destruction  
Financing: AML/CTPF Training 2020  
Anti-Money Laundering Officer

#### 2019

- Business Management for Sustainability  
Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
- Information Security Management Systems (ISMS)  
Lead Auditor Standard ISO/IEC 27001:2013  
Business improvement organization (BSI)
- Personal Data Protection Act, BE 2019  
(Process & Procedure)  
Kasetsart University Research and Development  
Institute together with Digital Media Laws Institution
- “1<sup>st</sup> THAILAND DIGITAL ID SYMPOSIUM 2019”  
National Credit Bureau
- Personal Data Protection Act, BE 2019 & Digital Act  
Krungthai Card Public Company Limited

<p><b>2018</b></p> <ul style="list-style-type: none"> <li>• EU General Data Protection Regulation-EU GDPR Faculty of Law Chulalongkorn University</li> <li>• General Data Protection Regulation (GDPR) KPMG Phoomchai Tax Ltd.</li> <li>• Guidelines for receiving property or any other benefits that are incentives for the offense. Krungthai Bank Public Company Limited</li> <li>• Fintech &amp; Cryptocurrency vs. Law Enforcement Thammasart University and Faculty of Law</li> <li>• National Credit Bureau member 2018 National Credit Bureau</li> <li>• Standard course anti-money laundering and combatting the financing of terrorism for reporter Anti-Money Laundering Office, Class 2</li> </ul>	<p><b>2013</b></p> <ul style="list-style-type: none"> <li>• Compliance Training Program, Class 1 The Securities and Exchange Commission, Thailand</li> <li>• Anti-Money Laundering Act and Counter Terrorism Finance Act Anti-Money Laundering Office (AMLO)</li> </ul>
<p><b>2017</b></p> <ul style="list-style-type: none"> <li>• Annual Audit Committee Conference KTB Group 2017: AACC 2017 (Regulatory Landscape in Cybersecurity and Cybercrime) Krungthai Bank Public Company Limited</li> <li>• Keep up with Technological crime Krungthai Card Public Company Limited</li> </ul>	<p><b>% of KTC Shares Held</b> 0%</p> <p><b>Family Relationship</b> None</p> <p><b>Work Experience</b></p> <p><b>Listed Companies</b></p> <p><b>2014 - Present</b></p> <ul style="list-style-type: none"> <li>• Senior Vice President/ Assistant Secretary for Audit Environmental Social and Governance Committee Compliance/Krungthai Card Public Company Limited/ Consumer Finance</li> </ul>
<p><b>2016</b></p> <ul style="list-style-type: none"> <li>• CSR for Child-Friendly Business Krungthai Card Public Company Limited and Thaipat Institute</li> </ul>	<p><b>Non-Listed Companies/ Other Organizations</b> None</p> <p><b>Experience</b></p> <p><b>2006 - 2014</b></p> <ul style="list-style-type: none"> <li>• Department Head Compliance Department/ Thanachart Bank Public Company Limited/ Banking</li> </ul>
<p><b>2015</b></p> <ul style="list-style-type: none"> <li>• Safety Officer: Management Level, Class 1 Krungthai Card Public Company Limited</li> <li>• Leader as a Coach (Workshop) Krungthai Card Public Company Limited</li> </ul> <p><b>2014</b></p> <ul style="list-style-type: none"> <li>• Corporate Governance Krungthai Card Public Company Limited</li> <li>• Corporate Social Responsibility (CSR-in Process) Krungthai Card Public Company Limited</li> </ul>	<p><b>2005 - 2006</b></p> <ul style="list-style-type: none"> <li>• Assistant Managing Director Compliance Function/ MFC Asset Management Public Company Limited/ Fund Management</li> </ul>

# COMPANY SECRETARY

## Mr. Peerapong Pitrpbulpatit

### Position

Senior Vice President - Legal Consult & Service/  
Company Secretary

### Date of Appointment

May 16, 2007

### Age

52

### Education

- Master of Arts Executive Program in Public Affairs,  
Ramkhamhaeng University
- Bachelor of Laws, Ramkhamhaeng University



### Training

2018

- Corporate Responsibilities and Practices in  
Anti-Corruption  
Faculty of Law, Chulalongkorn University

2017

- Law Course on Tax Planning  
Lawyers Council Under the Royal Patronage

2016

- Advances for Corporate Secretaries  
Thai Listed Companies Association

2015

- Safety Officer: Management Level, Class 1  
Krunghai Card Public Company Limited

2011

- Against Corrupt Inside Thailand

2010

- Director Nomination Best Practices

2009

- Diploma, AML Computer Based Training  
Anti - Money Laundering Office (AMLO)

### % of KTC Shares Held

0%

### Family Relationship

None

### Work Experience

Listed Companies

2007 - Present

- Senior Vice President/ Company Secretary  
Legal Consult & Service/ Krunghai Card Public  
Company Limited/ Consumer Finance

Non-Listed Companies/ Other Organizations	Experience
<b>May 2021 - Present</b>	<b>1995 - 2007</b>
<ul style="list-style-type: none"> <li>• <b>Member of the Risk Management Committee</b></li> </ul> <p>Green Resources Public Company Limited/ Energy &amp; Utilities Business</p>	<ul style="list-style-type: none"> <li>• <b>Attorney at Law</b></li> </ul> <p>KTBLAW Company Limited/ State-Owned Enterprise</p>
<b>Aug 2020 - Present</b>	
<ul style="list-style-type: none"> <li>• <b>Independent Director and Audit Committee</b></li> </ul> <p>Green Resources Public Company Limited/ Energy &amp; Utilities Business</p>	

# Financial Controller

## Mrs. Rojana Ussayaporn

### Position

Senior Vice President - Finance and Accounting  
The person supervising accounting  
(Chief Accountant)

### Date of Appointment

April 1, 2021

### Age

55

### Education

- Master of Accountancy, Chulalongkorn University
- Bachelor of Accountancy, Thammasat University

### Training

#### 2021

- **Deloitte Forum 2021: Accounting snapshot, and Sustainability Trends & Reporting**  
Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
- **Deloitte Forum 2021: Tax and Legal refreshers for 2021**  
Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
- **Revenue: Difference Between Accounting and Tax**  
Department of Business Development
- **Financial Statement Analysis**  
Department of Business Development
- **Keeping Pace with Data Analytics for Accountants in the Era of 5.0**  
Federation of Accounting Professions Under The Royal Patronage of His Majesty The King  
(Eighteen and a half hours of training for the person supervising accounting: Chief Accountant)



#### 2020

- **Accounting and Tax Planning for Business**  
Federation of Accounting Professions Under The Royal Patronage of His Majesty The King

#### 2019

- **TFAC Conference 2019: Future of Finance - Digital Disruption**  
Federation of Accounting Professions Under The Royal Patronage of His Majesty The King

#### 2018

- **Financial Executive Development Program - FINEX XXVII**  
The Thai Institute of Banking and Finance Association
- **Digitalization and Challenges to Accountants 4.0**  
Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
- **Get Ready for Robotic Process Automation (RPA) for Digital Accountants**  
Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.

2015

- CFO Certification Program Class 19/2015  
Federation of Accounting Professions Under  
The Royal Patronage of His Majesty The King
- NUS-Chicago Booth Emerging CFOs for Asia  
Programme  
Singapore

**% of KTC Shares Held**

0%

**Family Relationship**

None

**Work Experience**

Listed Companies

2020 - Present

- Senior Vice President  
Finance and Accounting/ Krunthai Card Public  
Company Limited/ Consumer Finance

Non-Listed Companies/ Other Organizations

None

Experience

1996 - 2020

- Senior Vice President  
Accounting and Finance Division/ Bangkok Bank  
Public Company Limited/ Banking

# Details of Directors and Executives in Krungthai Card Public Company Limited and Subsidiaries

Details about Directors, Executives, persons with controlling power that are the Directors in Krungthai Card Public Company Limited, Subsidiaries and the Related companies.

Name list	Krungthai Card Public Company Limited	Subsidiaries		Related Companies																	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Mr. Prasong Poontaneat	A,CC																				
Mr. Praphaisith Tankeyura	G,C,O				R	H					G,T										
Mrs. Nampung Wongsmith	G,E						G	G													
Mr. Nathporn Chatusripitak	G,E																				
Lieutenant General Apichat Chaiyadar	G																				
Mr. Pichit Jongsalismwang	I,O			J					I												
Mrs. Praralee Ratanaprasartporn	I			K,L				I	I			I	I								
Mr. Rungruang Sukkirkijpiboon	I,O			X					I						I						
Mr. Rathian Srimongkol	M,I									B,D, F,Q				I	A,N, Y,P	A,P	A,P	Z,P	A,P		
Mr. Chutidej Chayuti	AA																				I
Mr. Virach Paisitsavet	BB																				A
Ms. Chanidapa Suriya	V	A	A																		I
Ms. Rueankeaw Kasemsavatsri	U	H	I																		I
Mr. Peerapong Pitrribulpatit	W,V											S,G, T									

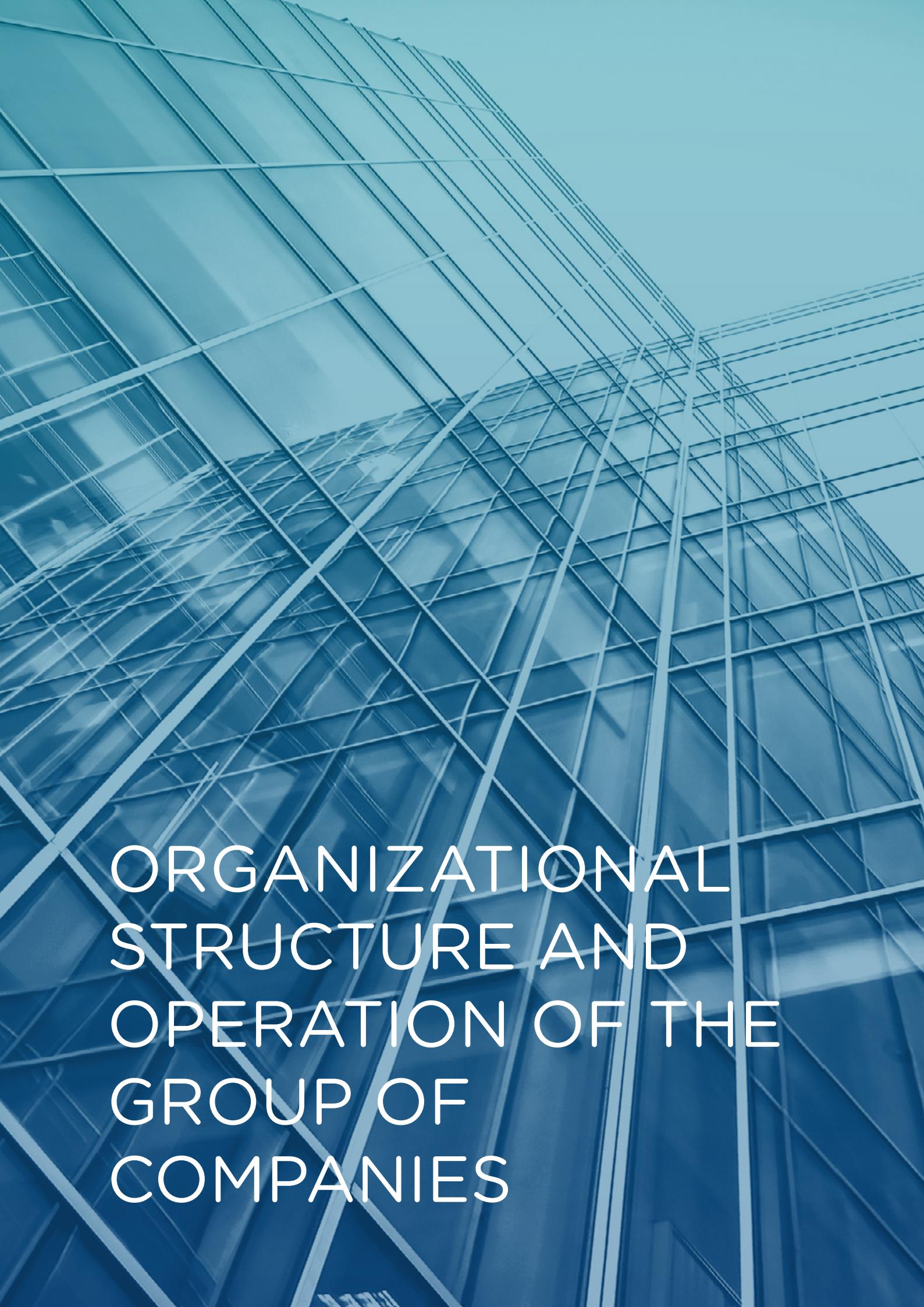
## Remark

A = Chairman, B = Vice Chairman of the Board, C = Chairman of the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee, D = Lead Independent Director, E = Audit, Environmental, Social Responsibilities, and Corporate Governance Committee, F = Chairman of the Audit Committee, G = Independent director, H = Managing Director, I = Director, J = First Executive Vice President Group Head, K = Senior Executive Vice President Head, L = Acting Executive Vice President Business, M = President & Chief Executive Officer, N = Chairman of Nominating and Compensation Committee, O = Nomination and Remuneration Committee, P = Authorized Director, Q = Member of the Sustainability and Risk Management Committee, R = Chief Advisor, S = Member of the Risk Management Committee, T = Audit Committee, U = Vice President, V = Senior Vice President, W = Company Secretary, X = Advisor to President, Y = Chairman of Investment Committee, Z = Executive Chairman, AA = Chief Financial Officer, BB = Chief Operations Officer, CC = Chairman of Nomination and Remuneration Committee

## The Subsidiaries and the related companies name lists are shown in numbers as below.

- 1 = KTC PICO (Bangkok) Co., Ltd.
- 2 = KTC NANO Co., Ltd.
- 3 = Krungthai Bank Public Company Limited
- 4 = JWS Construction Group
- 5 = Boathouse Hua Hin Co., Ltd.
- 6 = CP ALL Public Company Limited
- 7 = Christiani & Nielsen (Thai) Public Company Limited
- 8 = Krungthai-AXA Life Insurance Public Company Limited
- 9 = Infinitas by Krungthai Co., Ltd.
- 10 = Indorama Ventures Public Company Limited
- 11 = Thai Oil Public Company Limited
- 12 = Green Resources Public Company Limited
- 13 = Krungthai Advisory Co., Ltd.
- 14 = Arise by Infinitas Co., Ltd.
- 15 = XSpring Capital Public Company Limited
- 16 = XSpring Digital Company Limited
- 17 = XSpring AMC Asset Management Company Limited
- 18 = Krungthai Zmico Securities Company Limited
- 19 = XSpring Asset Management Company Limited
- 20 = KTB Leasing Co., Ltd.

(\*) Mr. Rungruang Sukkirkijpiboon has taken the position of Director and Nomination and Remuneration Committee From 1 January 2022 onwards



# ORGANIZATIONAL STRUCTURE AND OPERATION OF THE GROUP OF COMPANIES

# Policy and Business Overview

## Company Background

Krungthai Card Public Company Limited (“the Company” or “KTC”) operates a credit card business as its main business, including credit card related business, merchant acquiring business, payment service, as well as a personal loan business which includes personal loan business under supervision and auto title loan. In response to changes in technology and society, the Company has added a full range of financial products covering provincial retail lending business, occupational retail lending business, e-money business, hire purchase and leasing business, as well as holding business to support the Company’s business operations to create sustainable long-term returns.

The Company was registered as a juristic person on December 4, 1996, with an initial authorized capital of 50 million baht, and was transformed into a public company limited under the name of Krungthai Card Public Company Limited on July 2, 2002. Later, on September 9, 2002, the Extraordinary General Meeting had resolved to increase the Company’s authorized capital with the addition of 950 million baht by means of right offerings to Krungthai Bank Public Company Limited (“the Bank”) as a former shareholder for 44 million shares and public offerings for 51 million shares. Hence, the total authorized capital was raised to 1,000 million baht with a total of 100 million shares. And on October 28, 2002, the Company was listed in the Stock Exchange of Thailand.

On December 12, 2002, the Company’s Extraordinary General Meeting had resolved to raise additional authorized capital of 50 million baht, which was allotted for 5 million shares at par value of 10 baht each, as a reserve for the exercising of stock warrants issued and offered to employees following the ESOP program. Afterwards, on November 3, 2003, the Extraordinary General Meeting had resolved to increase another 1,530,162,000 baht by right offerings of 150 million shares to existing shareholders with a ratio of 1:1.5 and had allocated 3,016,200 shares to prepare for the additional right-exercising of the warrant holders under ESOP program which was resulted from the change in warrant exercise

ratio. Consequently, as of December 31, 2003, the Company had a total authorized capital of 2,580,162,000 baht and paid-up capital totalling 2,500,000,000 baht. In addition, on March 17, 2008, the 5-year stock warrants had reached its expiry date. As of December 31, 2008, total number of people who exercised the warrants was 4,885,950 contracts whereas 114,050 contracts were not exercised. Therefore, the remaining common shares after warrant exercising were at 182,793 shares.

On April 30, 2009, the Annual General Shareholders’ Meeting had resolved to reduce its authorized capital from 2,580,162,000 baht to 2,578,334,070 baht by cancelling 182,793 common shares which had already been registered but had not yet been publicly offered, with par value of 10 baht per share. These were remaining shares from the right-exercising of stock warrants issued and offered to the Company’s management and employees under ESOP program which were already expired. In addition, the Company had already registered the decrease of authorized capital with the Ministry of Commerce on May 12, 2009.

On July 6, 2018, the Extraordinary General Meeting had resolved to change the Company’s par value from 10 baht per share to 1 baht per share. The change was registered on July 9, 2018, resulting in an increase in total number of shares from 257,833,407 to 2,578,334,070 and such change had already been registered with the Ministry of Commerce.

As of December 31, 2021, the Company had a total registered capital and paid-up capital of 2,578,334,070 baht with a total of approximately 3.3 million accounts which consisted of 2,515,110 credit card accounts and 751,676 personal loan accounts.

The Company had received business excellence awards for its consumer finance service and other awards besides business operations during the past years as follows:

## 2019

- KTC received 2 honorary awards including the Best CEO Awards and the Outstanding Company Performance Awards. KTC was also granted an honorary plaque as KTC was selected for inclusion in Thailand Sustainability Investment (THSI) 2019 list at the SET Awards 2019 event jointly organized by the Stock Exchange of Thailand and Money & Banking Magazine. These are an extension of achievement received in 2016 in which KTC was granted 3 awards from the SET Awards event which were Outstanding Company Performance Awards, Outstanding Young Rising Star CEO Awards, and Outstanding Investor Relations Awards.

- KTC received the “Thailand’s Top Corporate Brand Value” award under the Financial Sector category for the year 2016, 2018, 2019, and 2020 with its brand value amounted to 7,333 million baht, 18,815 million baht, 45,363 million baht, and 57,060 million baht respectively. The survey was done by the Department of Marketing (Master in Branding and Marketing), Faculty of Commerce and Accountancy, Chulalongkorn University in collaboration with the Stock Exchange of Thailand and the Manager media affiliate in which the corporate brand value is calculated based on the CBS Valuation (Corporate Brand Success Valuation) formula where marketing, financial, and accounting concepts are systematically integrated, making it possible to calculate a corporate’s brand value into objective financial numbers.

## 2020

- KTC received the ASEAN CG Scorecard 2019 award under the ASEAN Asset Class PLCs category which was rewarded to registered Thai companies with an average score of 97.50 or above in the ASEAN region. Out of 135 companies, KTC is one of 42 registered Thai companies with the most accolades in the ASEAN community, as declared in the 2019. The ASEAN CG Scorecard (ACGS) prize announcement ceremony held at the end of 2020. The event was sponsored by the ASEAN Capital Markets Forum (ACMF) and the Asian Development Bank (ADB) to honour and commemorate ASEAN listed companies that have undertook their businesses adhered to the good corporate governance principles. The evaluator is the corporate governance expert of each country. The evaluator in Thailand was the Thai Institute of Directors Association (IOD).
- KTC received the Outstanding Company Performance Awards for Business Excellence with a market capitalization of over 100 billion baht. Additionally, KTC received an honourable award as KTC was selected to be on the list of Thailand Sustainability Investment (THSI) for the third consecutive year from 2019-2021. The award handover took place at “SET Awards 2021”, an event that honours publicly listed companies that are outstanding and exceptional in various fields. The event was held by the Stock Exchange of Thailand in collaboration with Money and Banking Magazine.

## 2021

- KTC was granted international standard certificates, ISO/IEC 27001:2013 ISMS - Information Security Management System from BSI Group (Thailand) Company Limited during 2019 - 2021 and ISO/IEC 27701:2019 Personal Information Management System during 2020 - 2021 for its overall organization as the first and only financial institution in Thailand that possesses safe and efficient information management system.
- KTC was chosen for the sixth consecutive year from 2016 - 2021 by Thaipat Institute as one of the 100 listed companies with outstanding performance in Environmental, Social and Governance (ESG) dimensions.
- KTC received “Excellent”, the highest award in the Corporate Governance Report of Thai Listed Companies survey conducted by the Thai Institute of Directors Association (IOD) for the sixth consecutive year from 2016 - 2021.

• KTC received a rating upgrade from A to AA in the MSCI ESG Rating assessment under Consumer Finance category. This assessment reassures investors that the Company is performing well in accordance with the Environmental social and Governance. The MSCI ESG Research is an organization with expertise and credibility in ESG indexing at the international level.

• KTC was added to the MSCI Global Standard Index since May 2020 until now. It is a benchmark index by Morgan Stanley Capital International (MSCI), the world's leading company that weights stock market index at international level.

## 2021

- KTC was selected as a constituent company in the 2021 FTSE4 Good Index under Financial Services category by FTSE Russell.
- KTC received a “100%” rating from the 2021 Annual General Shareholders’ Meeting Quality survey conducted by the Thai Investors Association, Thai Listed Companies Association, and the Securities and Exchange Commission in which KTC also received this rating in 2019 and 2017.
- KTC was selected as a member of the Stock Exchange of Thailand’s Sustainability Investment (SETTHSI) index for the second consecutive year since 2020 onwards.

## Company Vision, Objectives, and Strategies

**Vision:** KTC is a membership company in payment and retail lending business with sustainability as key element.

KTC places great importance on the continuous improvement of product and services quality in response to changes in financial technology and its advancement to create a good experience for all stakeholders. The reason that made KTC successful for more than 25 years is due to the cooperation of employees at all levels that recognize the value of the brand and involvement with the organization through the creation of a long company culture.

KTC also provides support and opportunity for employees to learn and develop systematic thinking skills, together with the use of technology as part of working process and data analysis, as well as the member database maintenance to be up to date and secure according to international standards. Thus,

KTC’s products and services have gained trust and respond to members’ needs precisely and promptly.

In addition, the management also pays attention to the working process development and improvement continuously by focusing on harmonized coordination. This resulted in flexibility at work and creates cooperation both internal and external effectively, which can be seen from an example of the debt collection coordinating process.

Above all, we believe that success does not happen from only inside the Company. KTC therefore has the determination to build relationships and take care of all stakeholders, including business partners at all levels to grow and earn sustainable profits together, to build confidence and generate appropriate returns for investors under transparent business operations and in compliance with corporate governance principles.

## Key Changes and Developments 2019 - 2021

### 2019

- In April 2019, KTC redesigned KTC Online to enhance cardmembers experience for services such as checking total spending balance, points redemption, payment for goods and other services via website <https://www.ktc.co.th/online> which support every access devices including computers, tablets, mobile phones or devices with any operating systems that are mobile responsive.

• In June 2019, KTC and UnionPay jointly launched “KTC UNIONPAY” credit card with 3 card types which are KTC UNIONPAY PLATINUM (for those with an income of 15,000 baht or more), KTC UNIONPAY DIAMOND (for those with an income of 50,000 baht or more), and KTC UNIONPAY ASIA PRESTIGE DIAMOND (by invitation only). Cardmembers can enjoy privileges when spending in China, Hong Kong, Macau and Taiwan, and simultaneously earn up to 3 times of KTC FOREVER points. KTC UNIONPAY also supports contactless payments at UnionPay merchants worldwide.

• In September 2019, KTC was the first in Southeast Asia to jointly launch with MasterCard a tokenized e-Commerce payment using the technology “Mastercard Digital Enablement Services (MDES) for Merchants”. Such technology provides consumers with more secured e-Commerce transactions. It is also transformed all connected devices into payment and receiving devices such as Google Pay and Samsung Pay, including connecting devices like Fitbit and Garmin.

## 2019

- KTC was granted a license to operate provincial retail lending business, Pico Plus category, under supervision of KTC Pico Company Limited (Bangkok)/ (Chonburi)/ (Pathum Thani)/ (Samut Prakarn)/ (Samut Sakhon). KTC was also granted a license to operate occupational retail lending business under supervision of KTC Nano Company Limited.
- The Annual General Shareholders’ Meeting held on April 5, 2019 had resolved to appoint Mrs. Praralee Ratanaprasartporn as a Director in place of Mrs. Srirabha Pringpong who notified not to extend her terms due to her other important commitments.
- The Board of Directors’ Meeting No. 12/2562, held on October 30, 2019, had resolved to appoint Mrs. Nampung Wongsmith and Mr. Pichit Jongsaliswang as directors, effective since October 30, 2019.
- KTC received membership renewal certificate for Thailand’s Private Sector Collective Action Coalition Against Corruption with a duration from May 21, 2019 to May 21, 2022.

## 2020

- KTC reduced its interest rate ceiling and credit line usage fee as specified by the Bank of Thailand on August 1, 2020. For all KTC credit card types, annual interest rate plus credit usage fee rate is up to 16%. For “KTC PROUD” Revolving Loan and “KTC CASH” Multipurpose loan cards, overall annual interest and credit usage fee is at maximum rate of 25%. Furthermore, KTC also lowers its minimum payment rates for credit cards from originally 10% to 5% from March 26, 2020 to December 31, 2022. Meanwhile, “KTC PROUD” Revolving Loan debtors currently receive a minimum installment payment rate of 3% which is already within the relief guideline. In addition, KTC provides relief programs for retail customers who have been directly affected by the COVID-19 outbreak such as restructuring debt to long term loan, reducing installment payment by 30% for three consecutive installments etc. and the ending of relief programs was extended to June 30, 2021.

## 2020

- KTC hosted the “KTC Supplier’s Day” to exchange knowledge with over 60 suppliers and business partners. Topics included sustainable business development in accordance with the SDGs (Sustainable Development Goals), the significance of human rights, as well as the preparation to comply with the Personal Data Protection Act B.E. 2562 which became effective in June 2021. KPMG Phoomchai Business Advisory Ltd. and Pricewaterhouse Coopers Consulting (Thailand) Limited joined the event as guest speakers.
- KTC and the Bank for Agriculture and Agricultural Cooperatives (BAAC) jointly signed the business cooperation agreement, “QR Code and e-Commerce Merchant Service Project”, to expand payment service for goods and services to include QR Payment via Alipay’s E-Wallet for agricultural entrepreneurs who are members of BAAC’s Nong Homchang Shop covering Thai community shops, accommodations, homestays, restaurants, souvenir shops, coffee shops, retail stores, tourism communities, rental cars, buses, and tour buses in which a pilot launch was set with 500 leading merchants nationwide.
- KTC launched its new loan business, “KTC P BERM, which consisted of “Car Title Loans” and “Motorcycle Title Loans”. Product is offered as an option for perseverant individuals of all occupations to gain access to funds in a legitimate, transparent and fair manner and be able to live their lives as wishes. High credit limit, on the spot approval, and instant cash are three core strengths of this product in which technology coupled with manpower are used to approve such loans.
- KTC launched the revamped “KTC PROUD-UNIONPAY” cash card, boosting convenience with 4-in-1 function, Withdraw-Transfer-Swipe-Pay, in one card, with even more convenience if used together with “KTC Mobile” application and immediately receive money transfer into all bank accounts with no fees.
- KTC created a #CreditcardIsFor...30 days 30 stories video clips to invite consumers and cardmembers to ponder on “Thoughts and Realities”, highlighting 30 credit card functions and special privileges in support of cashless society under the New Normal lifestyle. Video’s contents are straightforward, easy to understand, informative and valuable in accordance with KTC’s Brand Values and are broadcasted on social media platforms like Facebook, YouTube and Twitter.

## 2021

- The Bank of Thailand announced the extension of credit cards minimum payment rates reduction period from originally 10% to 5% from March 26, 2020 to December 31, 2022, to 8% in 2023, and back to 10% in 2024 onwards. In addition, KTC provided relief programs for retail debtors who have been directly affected by the COVID-19 outbreak by restructuring debt to long term loan with annual interest rate of 12% for 48 months from March 26, 2020 to December 31, 2021 and a two-month principal and interest deferral from July 19, 2021 to August 15, 2021.
- Due to the COVID-19 outbreak, there was a lock-down periodically which had an impact on partners’ business operations and credit card spending volume. KTC worked closely with partners who could still operate their business such

## 2021

as supermarkets, convenient stores, petrol stations, food delivery, and online shopping, etc. The Company also supported partners who added channels to sell products and services via website or social commerce by promoting their stores activities through KTC's media, using KTC FOREVER points to redeem discount or cash back, and monthly installment, etc. In addition, the Company regularly communicated with partners closely about their situation in order to jointly plan marketing strategy to be ready when the outbreak eases.

- Thus, when the government announced the release of lockdown during the fourth quarter which was the festive and travelling season, KTC launched Step it Up with KTC FOREVER campaign reinforcing the concept of unlimited rewards. Cardmembers enjoy more value on KTC FOREVER points than usual from two forms of value special privileges: conveniently redeem 999 points or points in the amount equivalent to the transaction for discounts or special privileges. Cardmembers redeem via a variety of redemption channels that are in line with a new era of consumer behaviour at over 170 merchants nationwide under the Daily Transactions category, from October 1 to December 31, 2021
- KTC received an authorization letter to operate electronics money services, consisting of money transfer services, acquiring services and bill payment services. Services are provided by KTC Prepaid Company Limited.
- KTC launched “KTC P BERM” cash card that comes with all functions, Swipe-Transfer-Withdraw-Pay for motorcycle title loan members. A bright red card with a big smile is P BERM new Brand Icon, passing on the fighting power full of hope to members of “KTC P BERM perseverant individuals” to carry their cards with pride. Furthermore, this cash card also adds financial confidence to life with revolving line of credit that can withdraw in case of emergency use and swipe to buy products. It is another option for those who have a motorcycle with registration book under their name. The highlights are easy loan, quick approval in 2 hours, no fees, and get lot of money together with cash card. Members will not only receive a revolving line of credit, but also can ride a motorcycle to continue living their lives.
- For personal loans, KTC extended its relief programs for retail customers who had been directly affected by the COVID-19 outbreak such as restructuring debt to long term loan, reducing installment payment by 30% for three consecutive installments etc. and the ending of relief programs was extended to December 31, 2021.
- KTC introduced Artificial Intelligence technology to assist the Contact Center in 7 services, consisting of balance inquiring, payment inquiring, points balance, temporary credit line increasing, statement requesting, card activating, and application status inquiring by using the name “Kathi”.
- KTC as a cardmembers representative handed over 225,240 baht donation funds collected from the Switch from Paper Statements to e-Statements project to Siriraj Foundation to support the caring for poor patients.
- On March 4, 2021, the Company's Board of Directors resolved to acquire ordinary

shares of Krungthai Leasing Company Limited from Krungthai Bank Public Company Limited and passed the resolution to approve the acquisition of ordinary shares of Krungthai Leasing Company Limited from Krungthai Bank Public Company Limited (Krungthai Bank) at the 2021 Annual General Shareholders' Meeting held on April 8, 2021 a total of 75,050,000 ordinary shares, in the proportion of 75.05% 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. On May 21, 2021, the Company paid 50% of the ordinary shares purchase price to Krungthai Bank. On November 29, 2021, the Company adjusted the agreed purchase price and paid the outstanding amount to Krungthai Bank which considered that the payment date was completed as agreed in the Share purchase Agreement.

- On April 1, 2021, the Company replaced Financial Controller from Ms. Pranee Rattakam to Mrs. Rojana Ussayaporn.
- On April 8, 2021, the Company appointed Mr. Pongsit Chaichatpornsuk as a Chairman of the Board of Directors and a Chairman of Nomination and Remuneration Committee in replacement of Mr. Parinya Patanaphakdee, effective since April 8, 2021 onwards.

## 2021

- On October 18, 2021, the Company notified the resignation of a Chairman of the Board of Directors and a Chairman of the Nomination and Remuneration Committee of Mr. Pongsit Chaichatpornsuk and on October 31, 2021, the Company appointed Mr. Prasong Poontaneat in replacement of Mr. Pongsit Chaichatpornsuk.
- On December 3, 2021, the Company notified the resignation of a Director and a Member of Nomination and Remuneration Committee of Mr. Pichit Jongsaliswang and on December 27, 2021, the Company appointed Mr. Rungruang Sukkirdkijpiboon in replacement of Mr. Pichit Jongsaliswang.
- TRIS Rating upgraded the Company's rating from A+ to AA- since April 2, 2021 until now.
- In 2021, KTC issued its debentures 5 times, 8 series with a total value of 9,200 million baht, maturing between 2-10 years with annual interests or discount rate ranging from 1.17% to 2.90%.
- As of December 31, 2021, KTC had a total of 15 KTC TOUCH service points with 11 in Bangkok, 3 in metropolitan areas, and 1 in Chiang Mai. KTC TOUCH service points provide services for credit card application, personal loan services, payment services, as well as provide information related to KTC's financial products.

## **Details of fundraising utilization according to the objectives filing in the registration statement for securities offering**

### **Utilization of funds raised from the offer for sale of equities or debt securities**

In 2021, KTC had not issued and offered for sale of any additional equities. However, the Company had issued and offered for sale of debt securities in which the Company had utilized funds raised each time according to the objectives filing in registration statement for the offer for sale of debt securities. Further details can be found in the section of "Corporate Group Structure and Business Operations" with a subsection of "Issuance of other securities".

### **Applicable Law**

Applicable laws for the issue and offer of securities for sale are Thai laws including Securities and Exchange Act B.E. 2535, and other regulations or announcements related to such laws.

## **Company Contact Information**

### **KTC Investor Relations Contact Information**

**Address :** 591 UBC II Building, 14<sup>th</sup> Floor, Sukhumvit 33 Road, North Klongton, Wattana, Bangkok 10110  
**Telephone :** 02 828 5067, 02 828 5059  
**E-Mail :** [irktc@ktc.co.th](mailto:irktc@ktc.co.th)  
**Homepage :** [www.ktc.co.th/investor-relations](http://www.ktc.co.th/investor-relations)

### **Contact Information for KTC and KTC's Subsidiaries**

#### **Krungthai Card Public Company Limited**

**Address :** Head Office at 591 UBC II Building, 14<sup>th</sup> Floor, Sukhumvit 33 Road North Klongton, Wattana, Bangkok 10110

**Tax Identification Number :** 0107545000110

**Homepage :** [www.ktc.co.th](http://www.ktc.co.th)

**Customer Contact Center :** 02 123 5000

**Telephone :** 02 123 5100

#### **KTC Pico (Bangkok) Co., Ltd.**

**Address :** 591 UBC II Building, Room G102 (G4) G Floor, Sukhumvit Road, North Klongton, Wattana, Bangkok 10110

**Telephone :** 02 123 5300

#### **KTC Pico (Chonburi) Co., Ltd.**

**Address :** 89/457 Moo 6, Tumbon Borwin, Sriracha, Chonburi 20230

**Telephone :** 02 123 5300

## **Obligations that the Company makes a commitment in the registration statement for the securities offering**

For the issue and offer for sale of the Company's securities, the Company has complied with rules of related law according to each type of securities or as specified in the registration statement for the offer for sale of each type of securities in terms of funds utilization objectives, prices, and interest rates, etc. In case of a change of the Company's important information that affects securities price or investors, the Company will disclose such information through the Securities and Exchange Commission and the Stock Exchange of Thailand system, or the Company's website in accordance with the time specified by law.

**KTC Pico (Pathum Thani) Co., Ltd.**

**Address :** 94 Future Park Rangsit, 2<sup>nd</sup> Floor, Room PLZ.2SHP012B/2, Paholyothin Road, Tumbon Prachatipat, Thanyaburi, Pathum Thani 12130

**Telephone :** 02 123 5300

**KTC Pico (Samut Prakarn) Co., Ltd.**

**Address :** 200/63 Moo 1, Tumbon Bang Sao Thong, Bang Sao Thong, Samut Prakan 10540

**Telephone :** 02 123 5300

**KTC Pico (Samut Sakhon) Co., Ltd.**

**Address :** 322/90 Ekachai Road, Tumbon Mahachai, Muang Samut Sakhon, Samut Sakhon 74000

**Telephone :** 02 123 5300

**KTC Nano Co., Ltd.**

**Address :** 591 UBC II Building, Room G102 (G3) G Floor, Sukhumvit Road, North Klongton, Wattana, Bangkok 10110

**Telephone :** 02 123 5300

**KTB Leasing Co., Ltd.**

**Address :** 20 Suan Mali Building, 6<sup>th</sup>- 8<sup>th</sup> Floor, Yukol 2 Road, Wat Thepsirin, Pom Prap Sattru Phai, Bangkok 10100

**Telephone :** 02 299 3888, 02 299 3800

**Krungthai Advisory Co., Ltd.**

**Address :** 35 Nana Nua Building, 5<sup>th</sup> Floor, Sukhumvit Road, North Klongton, Wattana, Bangkok 10110

**Telephone :** 02 639 3591

**KTC Prepaid Co., Ltd.**

**Address :** Head Office at 591 UBC II Building, G Floor, Room G102 (G2), Sukhumvit Road, North Klongton, Wattana, Bangkok 10110

**Telephone :** 02 123 5300

**The number and type of the total shares sold of the Company**

As of December 31, 2021, the Company had registered capital and paid up capital of totaling 2,578 million baht, divided into 2,578,334,070 ordinary shares of one baht each.

## Nature of Business

Krungthai Card Public Company Limited (“the Company” or “KTC”) operates a credit card business as its main business, including credit card related business, merchant acquiring business, payment service, as well as a personal loan business which includes personal loan business under supervision and auto title loan. In response to changes in technology and society, the Company has added a full range of financial products covering provincial retail lending business, occupational retail lending business, e-money business, hire purchase and leasing business, as well as holding business to support the Company’s business operations to create sustainable long-term returns.

### Revenue Structure (2019 - 2021)

KTC revenue structure consists of interest income and fees from its two main businesses: credit card business and personal loan business. As for the fee income, the Company also records the credit line usage fee, calculated from the outstanding balance of receivable, as an income. Effective as of August 1, 2020, according to the Bank of Thailand’s announcement, the Company could charge interest rates for credit card and personal loan including credit usage fees up to 16% and 25% per annum, respectively. As for personal loans under supervision, such as auto title loan was charged at a rate of 24% per annum where the difference in interest

rates and fees incurred between the Civil and Commercial Code and the regulations from the Bank of Thailand was recorded as income from fees for using the credit line. In addition, KTC also has other sources of income such as profit from exchange rate and other income, etc.

In addition, the Company acquired Krungthai Leasing Company Co., Ltd.’s ordinary shares in May 2021 to operate business of hire purchase and financial lease services, which generated income for the Company in 2021.

Three-year revenue structure as shown in the financial statements during 2019 – 2021 is as follows;

Revenue Structure	2021		2020		2019	
	MB	%	MB	%	MB	%
<b>Credit Card Revenue</b>	<b>12,288</b>	<b>57.3%</b>	<b>12,587</b>	<b>57.1%</b>	<b>13,068</b>	<b>57.8%</b>
1. Interest Income <sup>(1)</sup>	6,501	30.3%	6,611	30.0%	6,255	27.6%
2. Fee Income	4,088	19.1%	4,294	19.5%	4,846	21.4%
3. Recovery Income	1,699	7.9%	1,681	7.6%	1,967	8.7%
<b>Personal Loan Revenue</b>	<b>8,643</b>	<b>40.3%</b>	<b>9,177</b>	<b>41.6%</b>	<b>9,069</b>	<b>40.1%</b>
1. Interest Income <sup>(1)</sup>	7,009	32.7%	7,556	34.3%	7,351	32.5%
2. Fee Income	142	0.6%	183	0.8%	187	0.8%
3. Recovery Income	1,492	7.0%	1,437	6.5%	1,530	6.8%
<b>Leasing Revenue</b>	<b>243</b>	<b>1.1%</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
1. Interest Income <sup>(1)</sup>	104	0.5%	N/A	N/A	N/A	N/A
2. Fee Income	63	0.3%	N/A	N/A	N/A	N/A
3. Recovery Income	75	0.3%	N/A	N/A	N/A	N/A
<b>Other Income<sup>(2)</sup></b>	<b>269</b>	<b>1.3%</b>	<b>292</b>	<b>1.3%</b>	<b>489</b>	<b>2.2%</b>
<b>Total Revenue</b>	<b>21,442</b>	<b>100.0%</b>	<b>22,055</b>	<b>100.0%</b>	<b>22,625</b>	<b>100.0%</b>

Source: 2019-2021 financial statements audited by Deloitte Touche Tohmatsu Jaiyos Co., Ltd.

Note: <sup>(1)</sup>Credit Usage fee is included in interest income.

<sup>(2)</sup>Other income included other fee income, profit (loss) from exchange rate, etc.

## Product Information

### Credit Card business

The credit card business consists of two components: card issuing and merchant acquiring businesses. The card issuing business ranges from recruiting prospective credit card customers, approving a credit limit for cardholders, regulating credit card spending, receiving debt payment and pursuing debts. With this, the issuing bank/ card issuer earns income from transaction fees and interest charges.

As for merchant acquiring business, it is a business that deals with merchants that accept credit card payment for goods and services. In the process, the Company selects and installs card swipe machines and/ or set up a payment gateway system at stores so that it can oversee credit card acceptance for payment of goods and services by cardholders. Finally, the Company can generate fee income based on this process as aforementioned.

#### Issuing business

Issuing business is a business of KTC as an issuing bank that is authorized to issue credit cards with these logos   and  on credit cards. Visa International (Thailand) Ltd. (Visa), Mastercard Asia/Pacific Pte., Ltd (Mastercard), JCB International Co., Ltd., (JCB) and UNIONPAY International Co., Ltd. (UnionPay) act as central payment authorities between issuing banks/ companies and banks/ stores. Credit card holders can choose whether to use a credit card issued in conjunction with Visa, MasterCard, JCB or UnionPay and the cards can be used to pay for goods and services instead of cash at all member stores that have    and  logos.

The Company consistently focused on development of business and marketing plans to foster business growth by increasing the number of cards and expanding the customer base. In collaboration with its partners, the Company jointly promoted spending via KTC credit cards and established long-term relationship. KTC implemented six core strategies as follows:

1. Focused on development and introduction of fully integrated products and services.
2. Responded to the needs of every target group by offering benefits and privileges in all categories of spending.
3. Highlighted the importance of KTC Forever point collection to boost the value of these points.
4. Implemented brand building activities to foster strong relationship with members.
5. Adhered to the customer-centric principles and conducted data analysis to understand customer needs.
6. Exploited digital marketing that attaches importance to security and great customer experience.

Finally, the Company still recognized the importance of market research and new business opportunities in order to offer benefits and privileges that best match the needs and lifestyles of cardholders. This approach represents another growth strategy. Over the year, the Company issued the credit cards to customers as follows.

Number of Credit Cards and Credit Card Receivables	2021	2020	2019
Total Number of Credit Cards (Cards)	2,515,110	2,575,684	2,510,914
Growth (%)	(2.4%)	2.6%	5.2%
Credit Card Receivables - net (Million Baht)	56,075	56,017	53,507
Growth (%)	0.1%	4.7%	11.6%

The Company offers several types of credit cards as follows:

1. **Generic Credit Card** in a form of KTC, VISA/ MASTERCARD/ JCB/ UNIONPAY credit cards can be used by cardholders to pay for goods and services in lieu of cash at any service outlets or stores displaying    and  logos throughout the world. In addition, cardholders can also withdraw a cash advance, jointly issue credit cards for three core groups of customers: Super-Premium, Premium and General.

2. **Co-branded card** is a credit card jointly issued by KTC and its commercial partners. Cardholders can use a co-branded card for payment of goods and services in lieu of cash to any merchants. In addition, the credit card holders will receive more privilege if they use this card at the merchants that are joint card issuers.

3. **Affinity Credit Card** is credit card issued in conjunction with alumni institutions or non-profit organizations, i.e., the Thai Pilots Association, the National Blood Center, Thai Red Cross Society, Chulalongkorn University Engineering Alumni Association, National Defense Studies Institute of the Royal Thai Armed Forces Headquarters

4. **Government Services Credit Card** is a credit card for government agencies that helps facilitating the government budget spending, and reduces the burden and risks of holding cash for government entities.

5. **Corporate Credit Card** is credit cards for public organizations, independent organizations, private companies, etc. These help to manage the organization's spending more conveniently and increases transparency of the company's work processes.

#### **(A) Types of services offered by card issuing business**

The Company offers cardholders a multitude of services and benefits as follows:

##### **1. Payment of goods and services in lieu of cash payment:**

The Company's credit card holders can pay for goods and services at stores with these logos    and  in Thailand and more than 200 countries, according to the credit limit of each approved credit card holder. The Company pays for such goods and services to the merchant/ merchant company through the bank. When the credit card holder's accounting period is due (interest-free repayment period of up to 45 days from the date of the balance sheet), the Company processes the payment from the credit card holder. The credit card holder is to choose to pay the Company in full amount based on the spending amount or minimum payment. According to the criteria to alleviate the burden of credit card members affected by the COVID-19 epidemic announced by the Bank of Thailand, the Company has had measures to help with credit for credit card members from March 26, 2020 to December 31, 2023 as follows:

KTC has automatically reduced the minimum payment rate of credit card for credit card members, without having to individually request, reduced from the original 10% to:

- 5% for credit card billing cycles from March 26, 2020 to December 31, 2022
- 8% for credit card billing cycles from January 1, 2023 to December 31, 2023
- 10% for credit card billing cycles from January 1, 2024 onwards

As for installment payment plan, the Company charges an annual interest rate of 15% plus an annual credit usage fee of 1% of the outstanding balance from the date of when each transaction is recorded by the Company until the repayment date.

##### **2. Cash advance**

is a service that enables cardholders to withdraw cash by deducting a withdrawn amount from their approved credit lines. Cardholders can withdraw cash advance in Thailand and abroad. In case of domestic cash advance, cardholders can either withdraw cash advance from any bank ATMs with      and  logos or withdraw from any Krungthai bank counters displaying "we accept credit cards" sign of VISA/ MASTERCARD/ JCB/ UNIONPAY. In case of overseas withdrawal, cardholders can either withdraw cash advance from ATMs      and  logos or withdraw from bank counters or any exchange booth displaying "we accept Visa, MasterCard, JCB and UnionPay" sign. Moreover, cardholders can also make online cash withdrawal on the website (via KTC Online) and any iOS, Android, and Huawei's HarmonyOS for smartphones/ tablets (via KTC Mobile Application).

The 24-hour online service will promptly transfer money to a Krungthai bank account and other 11 bank accounts once the transaction is completed. For this cash advance service, the Company receives a cash advance fee of 3% of the withdrawn amount from service users, but a minimum withdrawal amount must not be less than 500 baht. Furthermore, the Company can earn income from credit card interest, whereby it charges interest and credit usage fee from the date of cash withdrawal until the date of repayment of the entire outstanding amount.

### **3. Other supplementary services**

constitute of extra services or privileges offered to cardholders, including

- **KTC Phone:** Call 02 123 5000 for 24/7 customer service
- **KTC Personal Assistance:** Personal assistant service for all types of credit card members of KTC VISA INFINITE, KTC WORLD MASTERCARD and KTC UNIONPAY ASIA PRESTIGE DIAMOND, which the members can directly contact KTC VIP service at 02 123 5555 extension 3 to reach 4 following assistances worldwide:
  - Worldwide medical emergency assistance
  - Domestic roadside emergency assistance
  - Home emergency assistance
  - Worldwide personal secretary service
- **JCB Platinum Services for KTC JCB PLATINUM credit cardholders:** To serve information needs of customers, more than 71 Concierge Service centers are located worldwide to provide credit card membership services as follows:
  - 2 JCB Plaza in Japan
  - 9 JCB Plaza Lounges
  - More than 60 Airport Lounges in 40 airports for a total of 10 countries.
- **Automatic payment for monthly bills:** The customers are able to pay bills through all types of credit cards, such as landline and mobile phone services.
- **KTC newsletter:** The monthly newsletter updates card members with news and information about latest privileges and services.
- **“My World” bimonthly travel magazine:** Provides news and information about domestic and international travel as well as benefits offered by our partners.
- **“KTC Guideline” travel guide:** Suitable for independent travelers with popular destinations information provided.
- **Travel insurance:** Our travel insurance plans provide coverages for cardmembers as well as their spouses and children under 23 years old if the member use the card to pay for transportation tickets and public transportation, both in Thailand and abroad. Below are the details of maximum insurance coverages:
  - 1 million baht** For all credit card types that belong to KTC VISA CLASSIC/ KTC MASTERCARD CLASSIC
  - 4 million Baht** For all credit card types that belong to KTC VISA GOLD/ KTC MASTERCARD/ KTC TITANIUM MASTERCARD
  - 8 million Baht** For all credit card types that belong to KTC VISA PLATINUM/ KTC PLATINUM MASTERCARD/ KTC JCB PLATINUM/ KTC UNIONPAY PLATINUM, with a maximum coverage for lost or damaged luggages of 40,000 baht per claim.
  - 20 million Baht** For all credit card types that belong to KTC X VISA SIGNATURE/ KTC VISA SIGNATURE/ KTC X WORLD REWARDS MASTERCARD/ KTC WORLD REWARDS MASTERCARD/ KTC UNIONPAY DIAMOND, with a maximum coverage for lost or damaged luggages of 40,000 baht per claim.
  - 40 million Baht** For all credit card types that belong to KTC VISA INFINITE/ KTC WORLD MASTERCARD/ KTC UNIONPAY ASIA PRESTIGE DIAMOND, with a maximum coverage for lost or damaged luggages of 100,000 baht per claim.

- **KTC FOREVER point accumulation program:** One KTC FOREVER Reward point is earned for every 25 baht spent on the credit card. Reward points have no expiry date, so they can be accumulated to redeem for discounts and/ or prizes and services at participating merchants.
- **KTC installment payment:** This service facilitates payment for goods and services in installments with a special monthly interest rate of 0 - 0.74% up to 10 months at participating merchants.
- **Installment Payment Service via KTC Phone 02 123 5000:** Cardholders can request for installment payment by phone for outstanding balance due in the following month. Normally, the Company charges a monthly interest rate of 0.74%, but interest rate may vary, depending on promotional offers in each period.
- **KTC World Travel Service:** Provides a comprehensive travel and tourism information. KTC credit card members do not have to pay card swiping fees. In addition, KTC also provides convenience with travel planning services both domestically and internationally, air ticket, hotel reservation service, car rental, airport transfer, tour packages and independent packages, overseas train tickets, admission tickets to sightseeing spots, visa service, travel insurance and other travel products. Contact KTC WORLD at 02 123 5050 or via LINE @KTCWorld every day, 24 hours a day, including holidays or [www.ktcworld.co.th](http://www.ktcworld.co.th)
- **Fitbit Pay:** Cardmembers can make payment for goods and services with all types of KTC Visa and KTC Mastercard credit cards via a Fitbit smartwatch at participating stores that accept contactless payment. This secure service is easy and convenient to use.
- **Garmin Pay:** This payment service via Garmin smartwatch with all types of KTC Visa and Mastercard credit cards is available for payment of goods and services at participating stores that accept contactless payment.

#### 4. Online Marketing services

- **KTC Real Privileges:** The website [www.ktc.co.th](http://www.ktc.co.th) publicizes news, benefits and many special privileges covering all types of spending such as restaurants, hotels, and department stores, etc., including communicating benefits and privileges through the KTC LINE Official Account channel. In addition, communication channels between credit card members and KTC can also be done via Facebook at [www.facebook.com/KtcRealPrivilege](http://www.facebook.com/KtcRealPrivilege), Twitter at [twitter.com/KtcRealPrivilege](http://twitter.com/KtcRealPrivilege), Instagram at [@ktccard](http://@ktccard) and Youtube at [www.youtube.com/c/KTCCard1](http://www.youtube.com/c/KTCCard1) to exchange information or interesting stories in the social network, including public relations and various benefits of KTC.
- **KTC U SHOP:** With more than 250 store partners and more than 6,000 products to choose from the catalog or order online, with free home delivery, through the website [www.ktc.co.th/USHOP](http://www.ktc.co.th/USHOP) or LINE: @KTCUSHOP or KTC TOUCH service points. Products can be paid for with all types of KTC credit cards or KTC FOREVER points.
- **KTC Online Services:** Credit card members can make transactions via online channels by themselves via the KTC Mobile application, which supports both iOS, Android and Huawei's HarmonyOS operating systems, or through the website [www.ktc.co.th/onlineservice](http://www.ktc.co.th/onlineservice)
- **Secured e-pay:** a security service for making payments for goods or services online via the Internet, which has been developed to meet international safety standards. It can support Visa International's VbV system  , MasterCard's MCSC  , JCB International's J/Secure  and UnionPay's UnionPay Online Payment International  .

#### (B) Credit Card Service Process of Credit Card Issuing Business

##### 1. Acquiring cardholders:

The Company recruits cardholders through the main channels listed below:

- **KTC TOUCH** is a service point for credit card and personal loan where KTC service staff facilitate the credit card application process and provide consultation and various services.
- **Krungthai bank branches and employees:** There are more than 980 branches nationwide
- **Outsource sales channel:** The Company uses outsource services to introduce KTC financial products to individuals and juristic persons. Independent product recommenders are located in every region in the

country to serve customers inclusively and quickly.

- **Channels that cooperate with various alliances:** This channel consists of co-branded companies, business alliances and alumni institutions or non-profit organizations (Affinity) in finding new card members, including trying to find new channels by doing business in a synergy manner with marketing alliances and various alliances.
- **Digital channel:** In response to changing consumer behaviors as we are moving further toward a digital society, KTC has developed online channels and digital platforms to facilitate product application process. Customers can complete and submit an application form through our main website [www.ktc.co.th](http://www.ktc.co.th), KTC online platforms, or online platforms of our partners. Through our 24/7 services, customers can send KTC's service staff any messages at any time so that our staff can revert back as soon as possible.
- **Telesales channel:** The Company administers direct telesales and customer service operations by developing in-house telesales platform to satisfy the needs of customers who prefer to submit an application through digital channels.
- **Government Relation Channel:** This department is responsible for expanding organization customer base under the "KTC Government Service Card" and "KTC Visa Corporate Card" schemes to specifically serve government entities, state enterprises, public organizations, independent organizations, and private companies. Its mission is to stimulate spending on credit cards and provide after-sales services.
- **Contact center:** The 24/7 service center assists prospective customers who desire to apply for membership and the customers can call member service center at 02 123 5000 to inquire for more details.
- **Krungthai Next Krungthai Care (Line Official Account), Krungthai Connex and Krungthai Care (Facebook)** are new online channels of Krungthai Bank to expand the member base for customers who are interested in KTC products. Customers can conveniently leave their names and contact numbers via KTB Line Official and KTB Facebook channels, which Krungthai Bank sends to KTC Telesales staff to contact customers back to present KTC products that customers are interested in or customers can simply apply by themselves via KTB Next application.

## 2.Credit acceptance

The Company established standard procedures and work processes for consideration and approval of credit lines. There is a due diligence on the customer information including the identity verification of the applicant to ensure that the Company receive up-to-date, accurate and complete information and that customer qualifications meet the Bank of Thailand's regulations and other regulatory requirements such as the Anti-Money Laundering and Combating the Financing of Terrorism law strictly.

Card approval and credit limit take into account two major factors: willingness to pay and ability to pay. The Company uses information received from customers with other information such as credit history information and credit line usage (Credit History) from the National Credit Bureau Co.,Ltd. The Company also screens according to the customer segmentation criteria and the credit scoring system that the Company developed to be used as a tool to help credit analysts assess the overall risk of customers more accurately.

Customers are informed the results quickly within a standardized time frame. Once the application is approved, the Company transfers the audited information to a standardized-third party that are certified by Visa, MasterCard, JCB and UnionPay to produce credit cards. The Company then proceeds to deliver the card to the location specified by the customer.

For current cardholder customers, the Company is committed to provide enough credit limit and responding to the customers' needs in a timely manner. Customers can notify their intentions through various channels such as KTC Phone in requesting a credit limit increase, both in the form of a permanent credit line or temporary limit in case of emergency. Moreover, cardholders can manage their own temporary credit limit increase via the KTC Mobile app and the KTC online website whereby the Company sets a preliminary amount of money according to the behavior and risks of each customer.

### **3. Authorization**

For credit card issuing business (Issuing Bank), when the cardholder uses the card to pay for goods and services at the store, the merchant contacts the bank/ company of the acquiring bank as an intermediary in contacting the bank/ issuing bank that considers and approves the spending through the credit line authorization system, according to the criteria set by the bank/ company and reports the results back to the shop again.

For the merchant acquiring business, the Company installs a network of electronic data capture (EDC) for member merchants, and by linking between the system of the bank/ card issuing company and the bank/ merchant company via the GPRS lease line, the authorization of the spending limit can be made as soon as the cardholder uses the card. The improved line encryption, a system developed on EDCs, can decrypt data from EDCs to increase the security of data transmission and reception. In addition, the Company has developed and improved goods and services payment in the form of QR pay in response to the changing trend

of payment towards the cardless society and the changing context of the society due to the spread of COVID-19.

As for the e-Commerce business, a payment gateway is installed to connect the system of the bank/ issuing company and the bank/ acquirer company while the Link Pay system is developed to support online transactions (e-Commerce) for small shops that do not yet have a full e-Commerce payment system. Moreover, in order to increase the security of the approval of online spending, the Company has developed additional systems both in card issuing business and card accepting business to support 3D-Secure transactions via cardholder identity verification by entering the cardholder's PIN or OTP. The card issuer's system generates a new PIN for every online transaction to help increase the security of online transaction. Currently, the Company is in the process of upgrading the new 3D-Secure Version system that will increase the efficiency of risk management along with the service impact for online transactions of cardholders and KTC's e-Commerce stores.

### **4. Payment**

The Company delivers credit card statement to the address of each cardholder at the end of billing cycle. Cardholders may choose any of the following payment channels.

- Cash or cheque payment via KTC TOUCH
- KTC Mobile application
- Krungthai Next application
- Bank counter
- Direct debit
- Automatic telephone payment system
- Cheque payment via regular mail
- Cash deposit machine
- ATM
- Payment service counter
- Internet banking/ mobile banking/ mobile application systems

Inquiries about payment channels can be made by calling KTC Phone Member Service Center at 02 123 5000 or through KTC website <https://www.ktc.co.th/sties/ktc/support/index.html>.

After receiving a credit card statement, if any cardholder has some doubt or wishes to object some payment transactions, he or she can notify the Company so as to suspend these transactions and halt debt collection during that period. Then, the Company will conduct a fact-finding investigation and determine which party must be liable for these expense transactions and will send a debt collection notice to the liable party within 45-80 days according to the standards of Visa, Mastercard, JCB and UnionPay. To deal with this issue, the Company has a monitoring system that keeps track of these transactions and prepares reports on the number of transactions objected by cardholders on a regular basis in order to avoid forfeiting the right to collect debts from liable parties.

## 5. Collection

The Company has assigned Win Performance Company Limited, an outsource company, to follow up debt collection on behalf of the Company according to the management policy, the Personal Data Protection Act and the Debt Collection Act, B.E. 2558, which immediately follows up on debt collection when customers default on payment. Debt collection for both credit card business and personal loan business, including auto title loan, use the same standardized management approach, but the frequency of debt collection and procedures vary according to the duration of the outstanding debt or debt age. Collectors are properly prepared to match the customer's account according to the period of overdue to be responsible for such actions as follows:

- Less than 90 days past due: Debt collector may send the customer a debt collection letter or contact the customer by phone call, voice broadcasting, and SMS message so as to remind him or her to pay off the overdue debt. The intensity of debt collection efforts will correspond to the default period. Moreover, in case delinquent customer account requires special attention, the Company will assign an FCR collector to follow up with specific customers on a case by case basis in order to pursue debt repayment or check customer information and keep track of delivery and receipt of cars or motorcycles from delinquent customers in case of loans that use vehicle registration as collateral. The Company will temporarily suspend the use of credit line after a customer's debt becomes past due. In this case, the delinquent customer will not be able to use his or her credit card's credit line until the outstanding debt is settled according to the stipulated terms and conditions. In case of over 90 days past due, if the delinquent customers do not pay off the debt, the Company will cancel his or her credit card and credit line permanently. In case customer behaviors are indicative of their inability to repay the debt or repayment risk, the Company may consider such cancellation before the 90-day period lapses.
- Over 90 days past due: The Company will offer assistance and reach a compromise settlement with debtors according to its stipulated criteria in order to encourage them to repay debts quickly. If any debtors intentionally avoid repaying their debts, the Company will further consider taking legal action.

The Company uses IT system for debt management. The system classifies each group of customers based on debt aging, amount of outstanding debt, account status, credit usage behavior, and so forth. The debt collection system automatically assigns customer accounts to collectors immediately when any customers initially become delinquent, and the system also generates reports for the Company's debt management.

## 6. Fraud control

As a card issuer, the Company may be liable for damages in case cardholders become a fraud victim or the Company's cards are forged. Therefore, the Company set up a fraud control unit to mitigate its liability exposure to fraud and forgery risks.

The fraud control division is responsible for monitoring information derived from various sources so as to determine which purchase of goods and service are considered to be a fraudulent transaction. Available sources of information include the following:

- Visa, Mastercard, JCB and UnionPay
- Credit card club (under the Thai Bankers' Association)
- The Company invested in an anti-fraud system to prevent application fraud. This system can detect trending changes in card usage patterns that are indicative of online real-time application fraud. In addition, a dedicated team is responsible for monitoring suspicious transactions indicative of application fraud.
- The Company designates a team to monitor card usage of cardholders and members on a 24/7 basis, and it operates a highly efficient online fraud detection system to constantly monitor risky or

suspicious card usage activities. When a transaction is made, cardholders will be notified immediately by phone or SMS messaging. Currently, the online fraud detection system is being upgraded with a more advanced technology to enhance the efficiency and effectiveness in monitoring card usage activities of cardholders and merchant members.

- The Company developed a mobile application so that customers can use it as a self-assessment risk management tool (Customer Empowerment), whereby customers can temporarily freeze and unfreeze credit cards by themselves and determine a credit limit for online transactions to mitigate fraud online risk. In addition, customers can also determine a credit limit and an amount that triggers alert notification and choose a preferred Push Notification channel.

Furthermore, to minimize fraud, the Company regularly sends employees to training programs organized by Visa, Mastercard, JCB and UnionPay, and also cooperates with other entities to offer training programs for third parties, such as merchants, police, issuing banks/ card issuers, and other acquiring banks/ merchant acquirers stores. These training programs will enable all concerned parties to prevent fraud and halt suspicious transactions in a timely manner. As of December 31, 2021, the Company's losses from credit card frauds and personal loan scams amounted to 4.41 million baht, or 0.002% of the total amount of credit card spending.

#### **Merchant Acquiring Business**

This business aims to build a network of merchant partners where the Company acts as an acquiring company. Merchant members will submit transactions summary of products and services purchased with credit card (only Visa, Mastercard, JCB, UnionPay and Alipay including the Company's cards, bank's cards, or cards issued by other companies) and bill the Company, where service fees are deducted and kept

as the Company's revenue. After that, the Company will charge the bank / card issuer to have them collect from their cardholders.

The Company had Electronic Data Capture (EDC) device of 26,690 units, 27,878 units, and 27,752 units in the year 2019, 2020, and 2021 respectively.

#### **(A) Types of Acquiring Business services**

There are 4 types of acquiring businesses as follows;

- 1. Payment via Electronic Data Capture (KTC EDC)** – currently the Company offers (1) EDC for Visa, Mastercard, JCB and UnionPay and (2) EDC for Alipay O2O payment.
- 2. Payment via QR Code (KTC QR PAY)** – a Push Payment that the cardholder (customer) can process the payment himself/ herself by scanning the merchant's QR Code via banks' applications, as well as "KTC MERCHANT" application, that support QR Code Payment (including KTC Mobile).
- 3. Receiving Payment Online (KTC GATEWAY/ KTC Link Pay)** – a service that allows merchants to process online payment via the internet or e-commerce via KTC GATEWAY which is suitable for merchants who provide products or services on the website. For KTC Link Pay, it is suitable for merchants providing products or services on social commerce platform. At present, the Company uses 3D Secure 2.0 system which requires cardholder' confirmation: a password set by the cardholder with the issuing bank (PIN) or One Time Password (OTP) during online payment process.
- 4. Automatic Payment Collection (RECURRING)** – merchants send settlement in electronic form to the Company which will automatically deduct money from members' credit card on a monthly basis.

Merchants can offer customers with credit/ debit cards and Alipay to make a payment with aforementioned methods which are convenient and quick for customers.

Merchants must open deposits account with Krungthai Bank or other banks via Media Clearing system. Transactions summary will be submitted to the Company for settlement through automatic information technology system every day. An installation of EDC will be mainly considered from sales value of credit card/ debit card/ Alipay, expense related to the EDC, and cost-effectiveness. In case of small to medium merchants, QR Code Payment or Link Pay Payment are new channels to increase their business opportunity.

The Company has established guidelines for the merchant members, including any actions that can be considered as fraud based on the standards set by VISA, Mastercard, JCB, UnionPay, and Alipay. The guidelines are adjusted to align with the operation of the Company and credit card business conditions in Thailand. As of December 31, 2021, the Company had total of 41,410 merchants.

#### **(B) Merchant Acquiring Business Process**

##### **1. Appoint Merchants**

The Company contacts merchants to become members based on the identification standards and the Know Your Merchant (KYM) process. Their list of directors and shareholders is reviewed periodically according to the Anti-Money Laundering Act, and the Terrorism and Proliferation of Weapons of Mass Destruction Financing Act as well as providing an assessment and grading of the merchant's risk level. Merchants must not sell inappropriate products and not conduct any transactions that are prohibited by the Company such as procurement transactions that are prohibited by law, etc. For Merchants' appointment, the Company also takes into account of business type, transactions value, and their growth potential. The Company sets fees according to merchants' business type. Moreover, not only the Company contacts merchants directly, but merchants can also apply as the Company's member by themselves.

When merchants are approved and become members, they will open bank account with Krungthai bank, or with other banks via Media Clearing System. The Company will install Payment Solutions that suit their businesses, for example, EDC, KTC GATEWAY/ KTC Link Pay, or sending QR Code Poster to them, along with instructions on how to create QR Code from the KTC MERCHANT application so that customers can scan when making a payment.

##### **2. Approve Merchants Payment**

For merchants with Payment Solutions, they must connect to the Company's system via communications system network every time credit card payment is made.

The Company may reject the payment by merchants in case of fraud or breaching of agreement between merchants and cardholders.

However, the Company is responsible for loss caused by merchants' fraud to the banks/ card issuing companies. The Company will advance the payment first and claim it back from the fraudulent merchant later.

##### **3. Make Payment to Merchants**

The Company pays merchants according to their daily settlements that submitted automatically via information technology system. The Company charges fees and value added tax as specified in the contract. In addition, if cards of other companies or other issuing banks are used at merchants' premises, the Company has to pay Interchange fee to that companies or issuing banks through Settlement system of Visa, Mastercard, JCB, UnionPay, ITMX, TPN, and Alipay.

##### **4. Fraud Control**

To reduce the chance of fraud, the Company requires merchants to verify the card' authenticity.

If merchants do not conduct the verification process and the fraud occurred, merchants shall be responsible for any damages incurred.

When a payment is made via EDC, data in Chip Card will be transmitted to verify the card's status at the issuing bank. In case card is blocked or cancelled, the Company may set up procedures and informs merchants on how to proceed with each type of cards, for example, destroy the card, or apprehend the card user.

In addition, the Company has a team to take care of merchants' daily card acceptance. The Company also has a highly efficient Online Fraud Detection system which tackles suspicious cards and coordinates with issuing banks both domestic and international for immediate verification by officers via phone call, email, or fax. If the card is found to be fraudulent or the process is wrong or suspicious, the Company will inform the merchant immediately to proceed as seen appropriate to mitigate damage and loss that might occur in the future. If the issuing bank confirms an action to be fraud, and upon investigation the Company finds that it is due to merchant's negligence or finds that the merchant is an accessory to this fraud, the Company's team will suspend the payment immediately.

## **Personal Loan Business**

The Company started Personal Loan Business in 2003. It is an unsecure loan with 2 types of services which are KTC Cash and KTC PROUD Cash Card.

A multi-purpose loan KTC CASH launched in October 2003. In 2006, the Company introduced a ready credit and rebranded to KTC PROUD Cash Card. In 2014, KTC PROUD Cash Card was launched as a revolving loan. KTC recognizes revenue of these

personal loans based on effective interest rate, credit limit fee, and debt collection expense, etc.

For personal loan business operations, the Company sets interest based on the Risk Base Pricing method which depends on the rate specified by Bank of Thailand and also uses a Credit Scoring system to process and analyze data.

### **(A) Types of Personal Loan Services**

There are 3 types of KTC personal loan which are suitable for people with regular income. Customers can choose according to their needs as follows;

1. KTC Cash Personal Loan is suitable for people with an income over 15,000 baht. This type of loan offers cash. The loan is to be repaid in equal installments. Applicant gets cash in his/ her bank account within 2 days after approval. It is not a revolving credit. Installation period is ranged from 12 - 60 payments depending on approved credit limit.
2. KTC PROUD Cash Card is suitable for people with an income over 12,000 baht. It is a revolving loan. After approval, the first portion of the loan will be transferred into applicant's bank account. It is a convenience cash card with 4 in 1 function "Withdraw-Transfer-Swipe-Pay" in one card. Customer may swipe for purchase of goods and services at any leading merchants that support transactions with UnionPay cards nationwide with a 6-digit PIN to confirm the transaction for both convenience and safety. Furthermore, the card supports the Contactless Payment system that makes payments easier simply with a single touch; just simply search for the Contactless symbol on the EDC device. Customer can use the card to withdraw cash from ATM machines across the country, at "KTC TOUCH" service branches, or online on the "KTC Mobile" application or on the "KTC Online" site real-time into 13 bank accounts with no cash advance fee. Moreover, customer can use the card for installment payment with 0% interest rate or special interest rate up to 36 installments, which customers can choose to pay back at least 3% of the total outstanding balance, but not less than 300 baht, at participated merchants across the country.

3. Auto title loan is a loan paid in installments with maximum interest rate of 24% per annum. The credit limit is determined by the age of the car, brand, model, and its conditions.

No. of Personal Loan Account and Personal loan Receivables	2021	2020	2019
Number of Accounts (Accounts)	751,676	808,772	888,342
Growth (%)	(7.1%)	(9.0%)	(6.7%)
Personal Loan Receivables-net (Million Baht)	26,013	26,777	27,248
Growth (%)	(2.9%)	(1.7%)	10.0%

#### **(B) Personal Loan Process**

##### **1. The applicant submits loan application to the Company**

The applicant can apply for personal loan through the same channels as credit card application and they must fill in the form provided by the Company.

(Please see details about application channels in the topic “credit card service process of credit card issuing business” sub section 1) Cardholder application)

##### **2. The Company checks applicant's qualifications and risk profile**

After the application form is received, the Company will evaluate the information in the application and its supporting documents. Personal verification in accordance with the law on Counter Terrorism and Proliferation of Weapon of Mass Destruction Financing Act and personal information checking from the National Credit Bureau Co., Ltd. were conducted. The risk analysis is performed by using the Credit Scoring system and the credit analyst reviews and sets criteria, qualifications, credit limit, and interest rate, including fees according to the Bank of Thailand announcement.

##### **3. The Company notifies application results (either approve or reject) to the applicant**

The Company sends approval letter or rejection letter to applicant. Table showing installment rate is enclosed in the letter of approval. Once approved, the Company will transfer cash to applicant's bank account within the day of approval for Krungthai Bank, Kasikorn Bank, and Bangkok Bank. For other banks, the cash will be transferred within 1 working day after approval.

##### **4. The Company sends installment statement and collects payment from the applicant**

The Company will send billing statement to customer every month before the due date. The customer brings monthly statement to pay via various channels provided by the Company, such as

- Pay at any KTC TOUCH
- Pay via Cash Deposit Machine (CDM)
- Pay at point of service
- Pay via automatic telephone system
- Pay via Internet Banking/ Mobile Banking
- Pay via ATM
- Pay by deduction from deposits account
- Pay at the bank counter
- Pay via KTC Mobile application
- Pay via Krungthai Next application

For more information on payment channels, please contact KTC PHONE 02 123 5000 or visit <https://www.ktc.co.th/sites/ktc/support/index.html>

## 5. Follow up in case of delinquency

In case customer fails to make payment within the due date, the Company will follow up the payment and offer late payment extension to customer by considering customer's needs and rationales. Under the closely monitored risk control system, the debt collection process for this personal loan business is done the same way as the credit card business.

(Please see details of Debt Collection in the topic "Process of credit card service of credit card business" sub-topic 5) Debt Collection)

## Auto Title Loan Business - KTC P BERM

Car registration loan business, KTC P Berm is a type of loan with car registration as collateral. There are 3 main products: car title loan, motorcycle title loan and car hire purchase.

The Company has started car title loan products since October 2019, motorcycle title loan products since July 2020 and later released car hire purchase products since June 2021. All three types are loans with installments that the customer has to bring the car registration with a vehicle ownership under their name as collateral. KTC recognizes revenue from interest, car appraisal fee and expenses for follow-up, etc. In addition, in September 2021, the Company adjusted the qualifications of motorcycle

title loan products to be more competitive. When the loan is approved, the customer receives the first amount transferred to the bank account and KTC P Berm cash card to withdraw the credit limit anytime, anywhere.

For auto title loan business operations, the Company offers interest based on the Risk Base Pricing method which depends on the rate specified by the Bank of Thailand. The Company also analyses risk based on customers' qualifications and debt repayments ability. This also includes cars or motorcylces' qualifications that customers use as collateral.

### (A) Types of Auto Title Loan Business - KTC P BERM

There are three main product types of KTC P BERM, which are suitable for customers of all occupations, whether they are customers with regular income, small business owner or freelancers. Customers can choose in accordance with the needs of using the credit limit or type of vehicle registration book to be placed as collateral as follows:

1. Car Title Loans for customers with earnings of 8,000 baht or more (or business owners with sales of 30,000 baht or more). It is a loan paid in installments with equal payment amount every month. The maximum interest rate is 24% per annum or about 1.13% per month. The maximum credit limit is determined by customers' qualifications, the age of the car, brand, model, and its conditions.
2. Motorcycle title loans for customers who own motorcycles registered for R.R.12 and R.R.17, of all occupations, unlimited income, with a maximum interest rate of 24% per annum. The credit line is determined based on the age, brand, model and its conditions of the motorcycle. It is a revolving loan that once approved, the customer receives the first transfer amount and a cash card to withdraw money, which can be swiped to buy products or transfer money online via KTC Mobile Application.
3. Car hire purchase is an installment loan for customers who want to own a car, with an income of 8,000 baht or more (or business owners with sales of 30,000 baht or more). It is with a fixed interest rate depending on car type, the year of the car and according to the competition conditions in the market. The credit line is determined based on the customer's qualifications, the age of the car, brand, model, and its conditions.

## **(B) Auto Title Loan “KTC P BERM” Process**

### **1. The Applicant contacts the Company for loan application**

The applicant contacts or registers to express their needs for auto title loan by contacting the Company via the following channels;

- Register via the Company Website ([www.ktc.co.th](http://www.ktc.co.th))
- Call Center: P BERM Service 02 123 5300 or KTC Phone 02 123 5000
- Loan sales representative
- Business partners’ channels that acts as the loan sales representative

The applicant must register or provide information according to the Company’s loan application form.

### **2. The Company makes an appointment to get loan application**

After the Company received loan application form, a loan officer will contact applicant to process an appointment at their convenient date, time and place so they can prepare application documents and bring the vehicle to check its condition according to the consideration processes.

### **3. The Company checks applicant’s qualifications, vehicle’s qualifications, and risk profile**

After applicant submitted application and supporting documents and brought the vehicle to check its condition at the appointed date, time, and place with the Company’s officer, the Company will evaluate from information in the application and its supporting documents. Personal verification in accordance with the law on Counter Terrorism and Proliferation of Weapon of Mass Destruction Financing Act and personal information checking from the National Credit Bureau Co., Ltd. were conducted. The risk analysis is performed according to applicant’s qualifications, alongside with a collateral vehicle’s qualifications according to the Company’s terms and conditions. The credit limit, interest rate, including fee are set according to the Bank of Thailand Regulations and Notification.

### **4. The Company notifies application results (either approve or reject) to the applicant**

The Company notifies credit limit approval or reject to grant credit to the applicant as soon as the consideration result is finalized through the Company’s representatives who taking care of the application. Once the application is approved, the Company will prepare a loan contract with enclosed table showing installment payment amount. And when the contract is signed by the applicant, the Company will transfer cash to the applicant’s bank account within the day of approval.

### **5. The Company sends Payment Card to customers**

The Company will send the Payment card to customer within 7 days after the loan is approved so customer can use the card for loan payment via various payment channels provided by the Company as follows;

- Pay at any KTC TOUCH (no service fee)
- Pay at Krungthai Bank counter, or via Automated Teller Machine (ATM), or via Cash Deposit Machine (CDM) at Krungthai Bank (no service fee)
- Pay via Mobile Banking of any banks

### **6. Follow up in case of delinquency**

In case customer fails to make payment within the due date, the Company will follow up the payment and offer late payment extension to customer by considering customer’s needs and rationales. Under the closely monitored risk control system, the debt collection process for this personal loan business is done the same way as the credit card business.

(Please see details of Debt Collection in the topic “Process of credit card service of credit card business” sub-topic 5) Debt Collection)

## **Subsidiary businesses (which are Krungthai Leasing Company Limited/ KTC PICO (Bangkok) Company limited/ KTC Nano Company Limited/ KTC Prepaid Company Limited/ Krungthai Advisory Company Limited)**

**1. Krungthai leasing Company Limited** operates business in types of hire purchase and financial lease. In May 2021, Krungthai Card purchased Krungthai Leasing Company Ltd.'s ordinary shares, resulting in the Krungthai Bank holding 24.95% and KTC holding 75.05% after the acquisition. KTC has expanded its business to expand its credit customer base by releasing car hire purchase loans since June 2021.

### **Krungthai Leasing Company Limited Process**

#### **1. The Applicant contacts the Company for loan application**

The applicant can register for loan by contacting the Company via the following channels:

- Register via the Company Website ([www.ktc.co.th](http://www.ktc.co.th))
- Call Center: P BERM Service 02 123 5300 or KTC Phone 02 123 5000
- Loan sales representative
- Business partners' channels that acts as the loan sales representative

#### **2. The Company checks applicant's qualifications and risk profile**

After the application form is received, the Company will evaluate the information in the application and its supporting documents. Personal verification in accordance with the law on Counter Terrorism and Proliferation of Weapon of Mass Destruction Financing Act and personal information checking from the National Credit Bureau Co., Ltd. were conducted. The risk analysis is performed by using the Credit Scoring system along with collateral to set credit limit, interest rate, including fee are set according to the business regulations.

#### **3. The Company notifies application results (either approve or reject) to the applicant**

The Company notifies the approval of the credit limit or refusal to grant credit to the loan applicant as soon as the result of the consideration is known through the Company's representative who handles the application. In the event that the loan request is approved, the Company arranges a hire purchase contract together with a rate of installment payments table for each applicant. When the applicant signs a hire purchase contract with the Company, the Company transfers the money to the bank account of the loan applicant within the date the loan is approved.

#### **4. The Company sends installment statement and collects payment from the applicant**

The Company delivers a payment card to the customer within 7 days after the loan transaction has been approved so that the customer can use the card to pay for such credit through various payment channels provided by the Company as follows:

- Pay at the bank counter or through an automated teller machine (ATM) or a cash deposit machine (CDM) of Krungthai Bank (free of charge) and banks/payment service providers (charges are charged according to the conditions of banks/payment service providers) such as Bangkok Bank, Kasikorn Bank, Bank of Ayudhya, Siam Commercial Bank, TMBThanachart bank, AIS, True, BigC and Tesco counters and Thailand Post.
- Pay via Mobile Banking system

#### **5. Follow up in case of delinquency**

In case customer fails to make payment within the due date, the Company will follow up the payment and offer late payment extension to customer by considering customer's needs and rationales. Under the closely monitored risk control system, the debt collection process for this personal loan business is done the same way as the credit card business.

## **2. KTC PICO (Bangkok) Company Limited**

provincial-level microfinance service (Pico Plus), provides a credit line of not more than 100,000 baht to persons with house registration, living or working in the province the head office is located. There are with and without car and motorcycle registration books as collateral for credit, with interest, fines, service charges and any fees and expenses actually paid and reasonable, not exceeding 36% per annum for the credit limit not exceeding 50,000 baht, and not exceeding 28% for the credit line exceeding 50,000 baht. KTC Pico (Bangkok) Co., Ltd. currently holds shares in KTC Pico in 4 other provinces, namely Chonburi, Samut Prakan, Samut Sakhon and Pathum Thani.

Loan applicants can apply for a loan through the same channels as applying for a credit card of the Company. In addition, customers can apply for a loan at KTC Pico Company located in different provinces. The Company checks the applicant's qualifications and the level of risk from information and evidence supporting credit applications the same as personal loan considerations.

**3. KTC Nano Company Limited** offers personal loans to freelancers or individuals with irregular income such as mom-and-pop store owners,

traders, any typical registered merchants, or regular employees with monthly salary less than 15,000 baht. Key purpose of getting loans must be occupationally related such as to expand businesses, or to relieve burdens from informal debts. Each individual can get a loan for up to 100,000 baht at an interest rate of no more than 33% per annum since August 1, 2020. But due to the current economic conditions with high uncertainty, especially in small business operators group, the Company therefore considers postponing the nano finance launching plan until the economic situation becomes clearer.

**4. KTC Prepaid Company Limited** is established to operate E-payment services, such as acquiring services, bill payment services, and money transfer services via electronic channels which the permission is to be granted from the business governing bodies. Krungthai Bank holds 24.95% of total shares while KTC holds 75.05% of total shares.

**5. Krungthai Advisory Company Limited (KTBA)** conducts business as a holding company where KTC and Krungthai Bank made a joint venture agreement on October 30, 2020. KTC purchased ordinary shares in KTBA from Krungthai Bank. As a result, Krungthai Bank holds 76.00% of total shares while KTC holds 24.00% of total shares.

## **Legislation relating to the Company's business operations**

The Finance Ministry declared a permission to conduct credit card business and personal loan business under the Announcement of the National Executive Council No. 58. The Bank of Thailand acts as the regulator who issues notification regarding to rules and guidelines of business operations, as well as specifies interest rate and fees that are collected from customers, and sets credit card holders and personal loan customers' qualifications. The Company is granted a permission to conduct credit card business and personal loan business under required regulations. The Company is also granted a permission to conduct payment business under the Payment System Act, B.E. 2560. The Bank of Thailand, as the regulator, has issued regulations, rules, and guidelines for business which the Company has followed entirely. Should there be any new regulations and guidelines, the Company will strictly follow as well.

Apart from the Civil and Commercial Code and the Criminal Code, the Company is subjected to follow the Bank of Thailand Notification and the Electronic Transactions Committee Notification as mentioned above, as well as legislations concerning the Company's business operations, such as, the Public Limited Companies Act, B.E. 2535, the Securities and Exchange Act, B.E. 2535, the Credit Information Business Operation Act, B.E. 2545, the Consumer Protection Act, B.E. 2522, the Unfair Contract terms Act B.E. 2540, the Anti - Money Laundering Act, B.E. 2542, the Debt Collection Act, B.E. 2558, the Terrorism and Proliferation of Weapons of Mass Destruction Financing Act, B.E. 2559, and the Personal Data Protection Act, B.E. 2562.

Since the Company is part of the financial business of Krunthai Bank Public Company Limited; therefore, the Company must comply with the Financial Institution Businesses Act, B.E. 2551, regulations that consolidated supervision of financial business. The Company must follow rules, regulations, terms and conditions, processes, and principals in consolidated supervision.

Moreover, the Company's business operations may be controlled and regulated by government agencies or various organizations. Should rules, regulations, conditions, processes and/ or principals, such as, the Electronic Transactions Act, B.E. 2544, the Computer - related Crime Act B.E. 2550, the Gambling Act B.E. 2478, the Direct Sales and Direct Marketing Act, B.E. 2545, the Trademark Act B.E. 2534, and the Copyright Act B.E. 2537, be introduced to regulate business operations, the Company may adjust its business operations accordingly in the future. Nevertheless, the Company is confident that it will be able to comply effectively in accordance with these regulations.

## The Overview of Consumer Finance Industry

### The Overview of Consumer Finance Industry

Thailand's overall economic growth at the end of 2021 improve at 1.6%. 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 down to 3.4% (previously estimated at 3.9% in September 2021). It is expected that such impact may occur during the first half of 2022, which will affect to private domestic consumption, exporting products overseas, and decreasing number of foreign tourists. It also depends on the

severity of the outbreak and the government's control measures toward the situation.

The overall consumer credit industry has grown compared to the previous year. The industry's total credit card receivables as of December 31, 2021, equaled to 458,181 million Baht, increased by 1.9% compared to 2020 which equaled to 449,733 million Baht or decreased by -1.6%. The industry's total personal loan receivables equaled to 707,603 million Baht; meanwhile, the industry's total credit card spending in 2021 equaled to 1,649,491 million Baht, increased by 0.4% compared to a contraction rate of -12.8% in 2020.

Table: Growth of Consumer Finance Receivables

Year	2021	2020	2019 <sup>(3)</sup>	2018	2017 <sup>(2)</sup>
Consumer Finance Receivables (Million Baht) <sup>(1)</sup>	1,165,784	1,030,187	1,037,001	802,050	748,366
Growth (%YoY)	13.2%	(0.7%)	29.3%	7.2%	8.0%

Source: The Bank of Thailand

Note: <sup>(1)</sup> Consumer finance receivables is calculated by combining credit card receivables and personal loan receivables.

<sup>(2)</sup> In 2019, the Bank of Thailand adjusted the historical data in year 2017.

<sup>(3)</sup> For the industry data since February, 2019 (BOT published on April, 10 2019), the Bank of Thailand has included car title loan into personal loan receivables.

Consumer finance receivables consist of credit card receivables and personal loan receivables. The Bank of Thailand's reports publish information primarily collected from the two major types of consumer finance operators as follows:

1. Commercial bank consists of Thai commercial banks and their foreign bank branches, which are regulated by the Bank of Thailand, and engaged in consumer finance business, such as Bangkok Bank, Kasikorn Bank, Siam Commercial Bank, and Citibank and so forth.
2. Non-bank operator constitutes of business operator registered with the Ministry of Commerce whose objective is to operate a regulated retail loan business, including credit card and personal loan which categorized to unsecured and auto secured personal loan, but not permitted to provide deposit services including occupational loan (Nano Finance) and electronic payment service. These types of lenders are instrumental in helping further divert borrowings of low-income customers who represent a large group of borrowers into the system.

As of the third quarter of 2021, Thailand's household debt to GDP accounted for 89.3% compared to the end of 2020 which stood at 89.4%. The high ratio of household debt came from 2 parts of retail lending, mainly mortgage loan and consumption loan. In addition, the Bank of Thailand issued additional debt relief measures that provide incentives to financial institutions that assist debtors aside from extending the repayment period, including issuing rules to support debt restructuring through debt consolidation and refinancing. As a result, household debt still remains at a high level.

**Table: Thailand's Household Debt**

Thailand's Household Debt	As of Q3/2021	2020	2019	2018	2017
Household Debt (Million Baht)	14,347,207	14,036,129	13,489,739	12,829,199	12,101,463
Household Debt to GDP (%)	89.3%	89.4%	79.9%	78.6%	78.3%

Source: The Bank of Thailand

### **Overview of Credit Card Industry**

#### **1. Competition and competitors in credit card business**

By year end 2021, number of the industry's credit card accounts grew by 2.8% while outstanding loan receivables, credit card spending (excluding cash advance) grew at 1.9% and 1.7% respectively, and cash advance shrank -16.8% due to a slowdown in Thai economy caused by the COVID-19 outbreak, which evidently impacted employment sectors and household consumption.

The credit card business would still continue to grow in the future as consumer behavior trends have been shifting towards increased e-payment in replacement of cash, especially via mobile banking. In addition, a fast growing e-Commerce business also enhances more payments via electronic channels. Furthermore, technological developments and payment innovations related to credit cards lead to the growth in card spending; for example, the development of QR payment for spending via credit cards. Therefore, credit card operators have adapted themselves to accommodate such transactions.

As of December 31, 2021, credit card accounts were a total of 24.8 million in the system with 2.8% growth rate and total credit card loan amounted to 458,181 million Baht, grew 1.9% from the previous year. Please refer to more details about the industry in the following tables.

Table: Number of Credit Cards

Number of Credit Card (Cards)	As of December 31, 2021			2020	2019	2018	2017 <sup>(1)</sup>
	Number of Cards	Portion (%)	Growth (%)				
Commercial Bank	12,100,197	48.7%	3.1%	11,732,994	11,618,919	10,593,555	9,665,858
Non-Bank	12,749,088	51.3%	2.6%	12,430,927	12,001,455	11,511,999	10,668,922
<b>Total</b>	<b>24,849,285</b>	<b>100.0%</b>	<b>2.8%</b>	<b>24,163,921</b>	<b>23,620,374</b>	<b>22,105,554</b>	<b>20,334,780</b>

Source: The Bank of Thailand

Note: <sup>(1)</sup> In 2018, the Bank of Thailand adjusted the historical data in year 2017

Table: Credit Card Receivables

Credit Card Receivables (Million Baht)	As of December 31, 2021			2020	2019	2018	2017 <sup>(1)</sup>
	Amount	Portion (%)	Growth (%)				
Commercial Bank	278,741	60.8%	2.1%	272,918	279,429	253,434	236,029
Non-Bank	179,441	39.2%	1.5%	176,814	177,661	165,313	158,094
<b>Total</b>	<b>458,181</b>	<b>100.0%</b>	<b>1.9%</b>	<b>449,733</b>	<b>457,090</b>	<b>418,747</b>	<b>394,123</b>

Source: The Bank of Thailand

Note: <sup>(1)</sup> In 2018, the Bank of Thailand adjusted the historical data in year 2017

In 2021, total industry's credit card spending amounted to 1,649,491 million Baht, increased by 0.4% from the previous year due to the gradual recovery of domestic spending and number of foreign tourists that has began and expected to continue, together with the government's stimulus measures.

Table: Total Credit Card Spending

Total Credit Card Spending (Million Baht)	As of December 31, 2021			2020	2019	2018	2017 <sup>(1)</sup>
	Amount	Portion (%)	Growth (%)				
Commercial Bank	1,079,271	65.4%	0.5%	1,073,488	1,231,979	1,128,330	1,026,329
Non-Bank	570,220	34.6%	(0.0001%)	570,221	653,746	602,158	546,270
<b>Total</b>	<b>1,649,491</b>	<b>100.0%</b>	<b>0.4%</b>	<b>1,643,709</b>	<b>1,885,725</b>	<b>1,730,488</b>	<b>1,572,599</b>

Source: The Bank of Thailand

Note: <sup>(1)</sup> In 2018, the Bank of Thailand adjusted the historical data in year 2017

In 2021, total industry's credit card spending (excluding cash advance) amounted to 1,552,345 million Baht, increased 1.7% from the same period last year.

**Table: Credit Card Spending (excluding Cash Advance)**

Credit Card Spending (Million Baht)	As of December 31, 2021			2020	2019	2018	2017 <sup>(1)</sup>
	Amount	Portion (%)	Growth (%)				
Commercial Bank	1,032,844	66.5%	2.1%	1,011,706	1,145,498	1,053,131	955,178
Non-Bank	519,501	33.5%	0.8%	515,306	576,535	531,352	482,371
<b>Total</b>	<b>1,522,345</b>	<b>100.0%</b>	<b>1.7%</b>	<b>1,527,013</b>	<b>1,722,033</b>	<b>1,584,483</b>	<b>1,437,549</b>

Source: The Bank of Thailand

Note: <sup>(1)</sup> In 2018, the Bank of Thailand adjusted the historical data in year 2017

In 2021, there was a whopping decline of the industry's cash advance due to a slowdown in Thai economy. The total amount of cash advance stood at 97,145 million Baht, decreased by 16.8% from the same period last year.

**Table: Cash Advance in Credit Card Business**

Cash Advance (Million Baht)	As of December 31, 2021			2020	2019	2018	2017 <sup>(1)</sup>
	Amount	Portion (%)	Growth (%)				
Commercial Bank	46,427	47.8%	(24.9%)	61,781	86,481	75,199	71,152
Non-Bank	50,718	52.2%	(7.6%)	54,914	77,211	70,806	63,899
<b>Total</b>	<b>97,145</b>	<b>100.0%</b>	<b>(16.8%)</b>	<b>116,696</b>	<b>163,692</b>	<b>146,005</b>	<b>135,050</b>

Source: The Bank of Thailand

Note: <sup>(1)</sup> In 2018, the Bank of Thailand adjusted the historical data in year 2017

## 2. KTC credit card business compared to the industry

In 2021, the COVID-19 outbreak and the lockdown in high risk areas from July to October unavoidably impacted every business sector continuously, particularly tourism-related businesses, hotels, airlines and, restaurants. As a result, credit card spending grew slightly from the previous year. In addition, such risk from COVID-19 also caused the financial institutions to adopt more stringent practices for considering and granting credit approval, as well as focused the efforts to maintain a high quality of their receivables portfolio.

When comparing KTC credit card business to the industry, it was found that in 2021 the Company's credit card spending amounted to 195,727 million Baht compared to 197,087 million Baht in 2020, decreased by 0.7% while the industry grew at 0.4% (increased from 1,643,709 million Baht to 1,649,491 million Baht). The Company's market share in 2021 stood at 11.9%.

In terms of credit card receivables, as of December 31, 2021, the Company's credit card receivables amounted to 60,201 million Baht and its market share stood at 13.1%. Moreover, the Company's credit card receivables decreased by 0.1% while the industry grew by 1.9%.

The Company, in collaboration with Visa, Mastercard, JCB and UnionPay, jointly expanded the cardmember base, boosted spending across various categories of products and services, which fulfill lifestyles of cardmembers, and also expanded the partnership base to offer additional benefits and privileges in new categories for cardmembers. As a result, in 2021, the number of credit cards equaled to 2.5 million accounts and its market share stood at 10.1%.

As of December 31, 2021, the industry's NPL ratio stood at 1.8%, decreased from 1.9% in 2019. After scrutinizing NPL ratio of each group in 2021, it was found that commercial bank's NPL ratio stood at 1.8% of total receivables while non-bank operator's NPL ratio stood at 1.7% of total receivables. As of December 31, 2021, KTC's NPL ratio stood at 1.2% of total receivables, which was lower than the industry ratio.

**Table: Comparison between KTC Credit Card Business and the Industry**

	2021	2020	2019	2018	2017 <sup>(2)</sup>
Industry Number of Credit Card Accounts (Million Accounts)	24.8	24.2	23.6	22.1	20.3
KTC Number of Cards (Million Cards)	2.5	2.6	2.5	2.4	2.2
KTC Number of Cards to Industry (%)	10.1%	10.7%	10.6%	10.8%	10.7%
Industry Credit Card Spending (Million Baht) <sup>(1)</sup>	1,649,491	1,643,709	1,885,725	1,730,488	1,572,599
KTC Credit Card Spending (Million Baht)	195,727	197,087	213,629	193,101	176,777
KTC Credit Card Spending to Industry (%)	11.9%	12.0%	11.3%	11.2%	11.2%
Industry Credit Card Receivables (Million Baht)	458,181	449,733	457,090	418,747	394,123
KTC Credit Card Receivables (Million Baht)	60,201	60,235	56,653	51,062	48,338
KTC Credit Card Receivables to Industry (%)	13.1%	13.4%	12.4%	12.2%	12.3%
Industry - NPL Ratio (%)	1.8%	1.9%	1.9%	1.8%	1.9%
KTC - NPL Ratio (%)	1.2%	1.3%	0.9%	1.0%	1.1%

Source: The Bank of Thailand

Note: <sup>(1)</sup> Credit card spending includes cash advance

<sup>(2)</sup> In 2018, the Bank of Thailand adjusted the historical data in year 2017

## Overview of Personal Loan Business

### 1. Competition and competitors in personal loan business

For the past year, overall personal loan under supervision remained expanding. By looking into further details, both unsecure personal loans and auto title loans were still growing as loans demand existed which implied that there were still opportunities to grow in this industry.

As of December 31, 2021, number of the industry's personal loan accounts stood to 18.6 million accounts, grew 9.8% from 17.0 million accounts in the same period last year. The competition in personal loan business continues to persist as the market offers high margin products that attracted the operators.

Table: Number of Personal Loan Accounts

Number of Personal Loan Account (Accounts) <sup>(1)</sup>	As of December 31, 2021			2020	2019 <sup>(3)</sup>	2018 <sup>(2)</sup>	2017 <sup>(2)</sup>
	Number of Accounts	Portion (%)	Growth (%)				
Commercial Bank	3,792,925	20.4%	15.5%	3,283,407	3,611,409	2,507,964	2,413,331
Non-Bank	14,841,473	79.6%	8.5%	13,682,599	12,612,337	10,901,127	10,324,608
<b>Total</b>	<b>18,634,398</b>	<b>100.0%</b>	<b>9.8%</b>	<b>16,966,006</b>	<b>16,223,746</b>	<b>13,409,091</b>	<b>12,737,939</b>

Source: The Bank of Thailand

Note: <sup>(1)</sup> Number of accounts means number of personal loan accounts under supervision with outstanding loans at the end of the reporting month.

<sup>(2)</sup> In 2018 and 2019, the Bank of Thailand adjusted the historical data in year 2017 - 2018

<sup>(3)</sup> For the industry data since February 2019 (BOT published on April, 10 2019), BOT has included car title loan into personal loan.

In 2021, total outstanding personal loan balances amounted to 707,603 million Baht, increased 21.9% from the same period last year.

Table: Outstanding Balance of Personal Loan Business

Personal Loan Outstanding Balance (Million Baht) <sup>(1)</sup>	As of December 31, 2021			2020	2019 <sup>(3)</sup>	2018 <sup>(2)</sup>	2017 <sup>(2)</sup>
	Amount	Portion (%)	Growth (%)				
Commercial Bank	310,252	43.8%	37.7%	225,325	254,345	166,942	155,557
Non-Bank	397,351	56.2%	11.9%	355,129	325,443	216,361	198,686
<b>Total</b>	<b>707,603</b>	<b>100.0%</b>	<b>21.9%</b>	<b>580,454</b>	<b>579,788</b>	<b>383,303</b>	<b>354,243</b>

Source: The Bank of Thailand

Note: <sup>(1)</sup> Only principal (after deducting deferred income) is counted in Outstanding Balance.

<sup>(2)</sup> In 2018 and 2019, the Bank of Thailand adjusted the historical data in year 2017 - 2018

<sup>(3)</sup> For the industry data since February 2019 (BOT published on April, 10 2019), BOT has included car title loan into personal loan.

## 2. KTC personal loan business compared to the industry

As of December 31, 2021, KTC held 751,676 million personal loan accounts, decreased by 7.1% primarily due to closure of inactive accounts, while the industry recorded a growth rate of 9.8%. The Company's market share of personal loan accounts dropped to 4.0%. At the end of 2021, KTC's outstanding personal loan balances amounted to 29,235 million Baht, decreased by 2.3% and the Company's total outstanding receivables accounted for 4.1% of the industry. However, the Company aims to expand the new membership base to reach potential customers group by offering KTC PROUD cash card to customers who have regular income and higher income base.

When scrutinizing non-performing loans (NPL), it was found that in 2021 the industry's NPL ratio decreased from 3.1% to 2.7%. As of December 31, 2021, the Company's NPL ratio jumped to 2.9% from 2.7% in 2020 mainly due to the COVID-19 outbreak, which directly affected the debt paying ability of the household sector. Nevertheless, the Company still focuses on controlling the quality of its receivables portfolio and expands its portfolio cautiously.

**Table: Comparison between KTC Personal Loan Business and the Industry**

	2021	2020	2019 <sup>(4)</sup>	2018 <sup>(3)</sup>	2017
Number of Personal Loan Accounts – Industry (Accounts) <sup>(1)</sup>	18,634,398	16,966,006	16,223,746	13,409,248	12,737,939
KTC Number of Personal Loan Accounts (Accounts)	751,676	808,772	888,342	951,882	852,915
KTC Personal Loan Accounts to Industry (%)	4.0%	4.8%	5.5%	7.1%	6.7%
Industry Personal Outstanding Loan (Million Baht) <sup>(2)</sup>	707,603	580,454	579,788	383,303	354,243
KTC Personal Loan Receivables (Million Baht)	29,235	29,915	28,933	26,821	24,757
KTC Personal Loan Receivables to Industry (%)	4.1%	5.2%	5.0%	7.0%	7.0%
KTC NPL to Industry (%)	2.7%	3.1%	3.0%	2.5%	2.5%
KTC NPL Ratios (%)	2.9%	2.7%	0.9%	0.8%	0.8%

Source: The Bank of Thailand

Note: <sup>(1)</sup> Number of accounts means number of personal loan accounts under supervision with outstanding loans at the end of the reporting month.

<sup>(2)</sup> Personal loan without assets or property as collateral, including lending originated from hire purchase and lease of goods that are not normally sold by operator except for cars and motorcycles, but excluding loan for education, traveling loan for overseas employment, loan for medical treatment, loan for staff welfare where the employer has signed contract with the personal loan operator and other loans as prescribed by the Bank of Thailand.

<sup>(3)</sup> In 2018 and 2019, the Bank of Thailand adjusted the historical data in year 2017 - 2018

<sup>(4)</sup> For the industry data since February 2019 (BOT published on April, 10 2019), BOT has included car title loan into personal loan.

## Overview of Auto Title Loan Business

### 1. Competition and competitors in auto title loan business

Last year, auto title loan business had continuously expanded. Considering the number of accounts and the loan receivables amount, non-bank operators are market leader. Despite the COVID-19 outbreak, non-bank operators still use their main strategy by increasing the number of branches to cover wider service areas as the overall market still needs financial lending from this situation. Due to higher financial risks of applicants, commercial banks are stricter in credit consideration and approval criteria. As a result, the Company did not focus much

on penetrating the market of this industry in 2021 while non-bank operators continue to grow by focusing on collateral as their priority.

As of December 31, 2021, number of the industry's auto title loan accounts stood at 4.2 million accounts, grew by 11.6% from 3.7 million accounts in the same period last year.

**Table: Number of Vehicle Title Loan Accounts**

Number of Vehicle Title Loan Account (Accounts)	As of December 31, 2021			2020
	Number of Accounts	Portion (%)	Growth (%)	
Commercial Bank	175,083	4.2%	2.5%	170,755
Non-Bank	4,015,195	95.8%	12.0%	3,583,589
<b>Total</b>	<b>4,190,278</b>	<b>100.0%</b>	<b>11.6%</b>	<b>3,754,344</b>

Source: The Bank of Thailand

As of December 31, 2021, the industry's outstanding auto title loan balances equaled to 181,012 million Baht, grew 20.3% from the same period last year.

**Table: Outstanding Balance of Vehicle Title Loan Business**

Vehicle Title Loan Outstanding Balance (Million Baht)	As of December 31, 2021			2020
	Amount	Portion (%)	Growth (%)	
Commercial Bank	31,661	17.5%	(1.9%)	32,283
Non-Bank	149,351	82.5%	26.4%	118,196
<b>Total</b>	<b>181,012</b>	<b>100.0%</b>	<b>20.3%</b>	<b>150,479</b>

Source: The Bank of Thailand

## 2. KTC auto title loan business compared to the industry

As of December 31, 2021, the Company's outstanding auto title loan receivables equaled to 479 million Baht while the industry's outstanding auto title loan receivables equaled to 181,012 million Baht. The Company aims to expand this business by seeking target customers with financial needs who own a vehicle along side maintaining a high quality of its debtors.

## Overview of Pico Finance Industry

### 1. Competition in Pico Finance Business

The business of provincial retail credit under supervision (Pico Finance) is to provide loans with vehicle registration book for car, motorcycle, or agricultural vehicle as collateral, or generally called “Auto Title Loan”, and can be classified into 2 categories as follows.

1. Pico Finance Business: requires a minimum paid-in capital of 5 million Baht, able to grant credits up to 50,000 Baht per individual, and can charge total of interests, lending profits, fines, service fees and other charges of no more than 36% per year (effective rate) for non-collateral credits and no more than 33% per year (effective rate) for collateral credits.

2. Pico Plus Business: requires a minimum paid-in capital of 10 million Baht, able to grant credits up to 100,000 Baht per individual, and can charge total of interests, lending profits, fines, service fees and other charges of no more than 36% per year (effective rate) for non-collateral credits and no more than 33% per year (effective rate) for collateral credits of the first 50,000 Baht. For credits over 50,000 Baht, total charges should be no more than 28% per year (effective rate) for both non-collateral and collateral credits.

However, the Company does not focus on Pico Finance business due to overall economic slowdown.

## Overview of Nano Finance Industry

### 1. Competition in Nano Finance Business

Nano Finance business has continued to expand since the commencement of lending in 2015 and slowed down in 2020 due to various reasons, including higher NPL ratios and the COVID-19 outbreak situation. As a result, Nano Finance operators have to adapt its product offerings via digital channel to reach potential customers and reduce management costs. In 2021, number of accounts grew 63.0% compared to the same period last year.

Table: Number of Nano Finance Accounts and Outstanding Loans of Nano Finance Business

Year	As of December 31, 2021		2020	2019	2018	2017
	Number of Accounts	Growth (%)				
Number of Accounts (Accounts)	1,262,212	63.0%	774,316	1,172,889	2,038,841	191,155
Total Outstanding Balance (Million Baht)	22,805	30.8%	17,441	19,318	35,635	4,777

Source: The Bank of Thailand

As of December 31, 2021, total number of Nano Finance accounts equaled to 1,262,212 accounts, increased 63.0% compared to the same period of 2020 which equaled to 774,316 accounts. Total outstanding Nano Finance balance equaled to 22,805 million Baht, increased by 30.8% compared to the same period of 2020 which equaled to 17,441 million Baht. However, the Company does not operate nano finance business due to overall economic slowdown.

## Overview of Hire Purchase and Leasing Industry

### 1. Competition and competitors in hire purchase and leasing business

The overview of hire purchase and leasing business in the past year has continued to grow but decelerated slightly during 2020-2021 due to the COVID-19 outbreak situation. The main operators in the market still are commercial banks, followed by captive finance and non-bank operators respectively. In the past year, hire purchase and leasing business tends to slow down due to consumer purchasing power and more stringent government microfinance supervision. This allows non-bank operators to compete and play more roles in the business. Commercial banks still place great importance on credit quality and prudent lending.

At the end of 2021, the outstanding balance of hire purchase receivables equaled to 1,180,707 million Baht, increased 0.1% compared to the same period last year with outstanding receivables balance of 1,179,314 million Baht.

Table: Outstanding Loans of Hire Purchase and Leasing Business

Year	As of December 31, 2021		2020	2019	2018	2017
	Amount	Growth (%)				
Outstanding Balance (Million Baht)	1,180,707	0.1%	1,179,314	1,151,787	1,069,903	949,929

Source: The Bank of Thailand

### 2. Overview of hire purchase and leasing market

In 2021, the COVID-19 outbreak situation had affected to the production of new cars and consumer behavior demand which has been increasingly using for private cars while the purchasing power of consumers has slowed down due to the economic situation. As a result, second-hand cars' demand is back to market. However, the overall used car market is not growing much as commercial banks have strict credit approval process.

For the year 2022, it is believed that the hire purchase business will face intense competition as the demand for car purchases tends to increase, as well as the development of digital marketing of hire purchase operators and car operators to support current consumer behavior, and commercial banks tighten control in lending. Thus, this is a great opportunity for non-bank operators to compete for more market share.

## KTC Business Trends and Strategy in 2022

### 1. Credit card business trends and strategy in 2022

For credit card business in 2022, the Company focuses on expanding its card base together with major partners by launching new products, and developing and improving Co-brand credit cards to have the right benefits that capture cardmembers in the long run. The Company also set target for the card spending amount to grow at 10%

KTC's credit card marketing strategies for 2022 can be summarized as follows:

- **Member base expansion with the right credit card:**

KTC never stops developing and improving credit card products in order to create higher satisfaction level. In 2022, benefits and privileges of some card types will be altered to meet customers' needs more specifically to each card types' target group by focusing on high-end customers and new generation

with modern lifestyles. In addition to main sales channels, Krungthai Bank and its sales representatives, KTC will emphasize more on using public relations, applying through online channels, and expanding member base through merchants' stores. For some Co-brand cards that KTC has jointly issued with partners, benefits and privileges will be altered to make the card more attractive. It is expected to see more cooperation with other partners in issuing new types of Co-brand card this year.

- **Proactive credit card portfolio management:**

As the economy is gradually recovered after the COVID-19 outbreak, KTC should also take new card approvals risk management into account. Therefore, the card spending growth requires the most efficient management of current portfolio. Data analysis, changes tracking, and understanding cardmembers behavior are essential for KTC to build long-term relationship with cardmembers.

- **Promotional campaigns to stimulate spending:**

KTC determines to maintain its strength in offering diversified and comprehensive privileges. The Company recognizes the importance of not only offering privileges in all categories, but also covering all merchants nationwide. As a result, cardmembers will spend continuously through KTC credit cards and will become their regular card later. In addition to Bangkok and its vicinities, KTC also focuses on marketing in economic provinces and tourism provinces by cooperating with partners, merchants and organizations, as well as various associations to design marketing campaigns and privileges with KTC's unique corporate identities of novelty, creativity and diversity in order to simultaneously achieve benefits for both business partners and cardmembers. In addition, KTC has continuously expanded its online business partners in term of both quantity and diversity of products and services to be in accordance with consumers' behavior in digital era during the past year. KTC also places an importance on convenience, safety, and peace of mind when spending online. Using technology to create convenient experience, easy and safe promotional campaigns resulted in a positive growth in spending through online channels and more credit card spending. Thus, in 2022, KTC will continue to give its top priority in promoting marketing campaigns with its online partners. In addition, as the trend of retail business is shifting from offline to online and online to offline or omni channel, offline marketing activities are still very important. When the COVID-19 outbreak situation has eased, it will be an opportunity for KTC to create a superior experience through marketing activities and various events which promote KTC brand awareness and create opportunities to expand new credit card customer base. Regardless, KTC's overall marketing campaigns either via online or at merchants premises will exercise KTC FOREVER reward points and monthly installment payment as key marketing tools.

- **Driving marketing activities with KTC FOREVER points and monthly installment payment:**

KTC Forever points are not only a tool to build long-term relationship between KTC and cardmembers, but also creating value for money and a way to reward continuity of spending via KTC cards. Its variety of merchants, redemption channels, and minimum points to redeem not only create satisfaction for card members, but also create satisfaction for merchant partners where KTC is bringing in new customers and businesses through joint marketing using KTC FOREVER points. There will be more merchants participating in point redemption, as well as increasing the convenience of redeeming/transferring points via KTC Mobile application. The monthly installment payment service is a very important tool especially during the economic slowdown because it reduces the burden and helps cardmembers make purchasing decisions easier. This also makes it easier for merchants to sell more products.

- **Create differentiation strategy with KTC World Travel service and KTC U SHOP:**

Based on higher number of Thai people starting to travel since the lockdown period in 2021, KTC believes that in 2022, there will definitely be more travel. The Company has prepared in terms of service and building a network of travel partners so that the Company can provide a full range of services. With a standardized service quality level, non-stop 24 hours service, and most importantly, credibility will allow KTC World Travel Service to satisfy cardmembers and make cardmembers choose to use KTC cards. For KTC U SHOP, it will be an

e-Marketplace that collects interesting products and shops so that cardmembers can choose to buy products and services online with peace of mind and confidence in the service quality and reliability. Customers can use KTC credit cards and KTC FOREVER points to pay for goods and services. KTC U SHOP e-Marketplace will also be an additional sales channel for KTC's current merchant partners.

- **Exploit digital marketing communications to reach target customers.**

In an era where consumer behavior is acknowledging the news is increasingly moving toward digitalization, KTC has added various channels and media formats, whether it is KTC's internal media or the use of external media in public relations marketing activities so that KTC cardmembers can get information on a timely manner and do not miss great privileges provided. In addition, KTC uses social media to reach target customers who are not KTC cardmembers in public relations marketing campaigns which also creates KTC's brand awareness at a broader level.

- **Expand merchant acquiring business:**

KTC focuses on expanding the market by offering appropriate payment services that respond to the needs of merchants and customers in various business groups in order to create a good service experience for merchants and create sustainable growth for the Company. The Company places importance on both offline and online payment services regardless of full payment, installment payment, KTC FOREVER point redemption, as well as 24 hours merchant helpdesk service. The Company has a strategy to expand its merchant base by partnering with bank and business partners in order to promote fully integrated services for merchants through payment acceptance facilities and sales management system. In addition, it will equip online stores with facilities that can accommodate a skyrocketing growth of e-Commerce and Social Commerce businesses and will develop novel payment services and products in order to serve growing businesses that are shifting from accepting cash payment to credit card payment. This strategy is instrumental in helping propel Thailand towards cashless society according to the government policy. Furthermore, the Company will continue to highlight the importance of the development of collaborative partnership between Krungthai Bank and KTC in order to build joint business opportunities that will lead to an increase of the Company's revenue base.

## **2. Business Trend and Strategies of Personal Loan Business for 2022**

The Company foresees that personal loan business in 2022 will possibly grow from 2020 as Covid-19 outbreak situation is getting better and economic outlook should be better than the previous year. Thus, credit demand is likely to be increased. KTC's strategies of personal loan business in 2022 aim at maintaining good quality of receivables portfolio, building brand loyalty with existing members and encouraging the idea of KTC as their brand preference for financing needs, as well as alleviating debt burden for members with good financial discipline through all-time favorite marketing campaigns such as Debt-Clearing campaign. Meanwhile, the Company continues to target new members with credit demands to improve their quality of life for promising future and with sound financial discipline. The Company has also unceasingly developed its products and services for member's utmost convenience and best value for money by highlighting a distinctive feature of "Withdraw-Transfer-Swipe-Pay" all in one card. Furthermore, the Company also focuses on improving member's quality of life for sustainable and simultaneous growth by promoting financial discipline through seminars of Financial Literacy and through useful articles with simple media formats. Knowledge sharing workshops for career and investment advice have also been arranged to elevate member's future income.

## **3. Business Trend and Strategies of Auto Title Loan Business for 2022**

The Company believes that auto title loan business has a potential to substantially expand in 2022. Due to current economic situation along with the COVID-19 outbreak, credit demands are increasingly required constantly. Nonetheless, financial institutions still need to emphasize on credit quality control. As a result, credit amount is more limited and credit approval criteria are further strictly adjusted. This has led overall industry to divert attention to credit lending with vehicle registration as collateral since target customers with their own vehicles are capable of loan repayment as well as possess potentially low risk.

The Company's strategies of auto title loan business, KTC P Berm, for 2022 are to aim for member base expansion in order to achieve continuous growth, with core strategies summarized as follows:

- Hybrid Channels: By leveraging "P BERM Delivery" services coupled with receiving loan applications through Krungthai Bank's main channels whether applying through the Bank's branches with more than 900 branches nationwide or online channels such as Website or various Applications, target customers can access KTC P BERM services easily and quickly, as well as covering more provincial areas.
- Product Diversification: Focuses on the design and development of auto title loan products to be more variety and meet all market's needs, including provide credit in the form of "KTC P BERM" cash card, which is the first time ever for car and motorcycle title loans cash card that customers can Withdraw-Transfer-Swipe-Pay for instant use of money in case of emergency.
- Digitization & Process Improvement: Aims to develop a convenient and quick credit application process. The Company intends to continuously utilize new technologies for credit application process whether it is transaction execution via tablet device or online application (real time) for credit approval request so that credit could be approved and immediately transferred to member's bank account within 2 hours.
- Brand Awareness: Creates brand awareness mainly through online channel as target customers's main behavior is to receive information via online media channel. The Company focuses on building brand awareness to the industry and target customers by emphasizing on communicating product name of KTC P Berm through main media channels both online and offline particularly influential media with direct connection to target customers' behavior in order to make the product known, get attention, and reach target customers in a wider range.
- Target Expansion: Expands member base to new target groups with viable potentials and financing needs but lack of opportunities to access sources of funds such as revolving loans for business partners, loans for investors of franchise business, loans for individuals with second job or freelancers, etc.

#### **4. Business Trend and Strategies of Hire Purchase and Leasing Business for 2022**

The overall trend of the hire purchase and leasing business in 2022 is expected to have stable growth due to ongoing situation of the COVID-19 outbreak from the past year causing target customers to spend quite cautiously especially for customers who have demand for new car hire purchase loans which is the main business group of this industry. As of December 31, 2021, the industry's total outstanding receivables of hire purchase business stood at 1,180,707 million Baht, increased by 0.1% compared to the same period last year with a total receivables amount of 1,179,314 million Baht. However, the trend of second-hand car hire purchase business segment continues to grow in a positive direction because consumers turn to focus on value for money and affordable prices of used cars. Therefore, behavior has shifted toward buying used cars.

For the hire purchase and leasing business strategy in 2022, the Company focuses on launching new products and expanding member base to both business lending and retail lending customers groups. The main focus is on the second-hand car hire purchase business. The hire purchase business strategy will be in consistent with KTC's secured credit business group strategy, which can be summarized as follows:

- Product Diversification: Focuses on the design and development of credit products to be diverse and meet all market's needs.
- Digitization & Process Improvement: Focuses on developing a convenient and quick credit application process by continuously introduce new technologies for credit application process.

- Brand awareness: Focuses on building brand awareness to the industry and target customers by emphasizing on communicating credit products through mainstream media both online and offline channels.
- Target Expansion: Expands member base to new target groups with viable potentials and financing needs but lack of opportunities to access sources of funds both business lending and retail lending target groups. The Company set goal under KTC P BERM and Krungthai Leasing are at 11,500 million Baht.

## Acquisition of Products and Services

### Credit card acquisition

As the Company needs to obtain plastic card to produce various kinds of credit cards, along with store cardholder's data into both microchips embedded in front of the card and magnetic stripe at the back, the Company has decided to use outsource service providers certified by Visa, Mastercard, JCB, and UnionPay. The entire processes of credit card production are as follows:

- Blank Card ordering: outsource service providers will manufacture plastic cards according to the amount and the formats that the Company has ordered in which each order will be estimated for sufficient use. When plastic cards in inventory reach a reorder point, the Company will make additional order to ensure that outsource service providers can produce cards in time.
- Embossing and recording data in magnetic stripe and microchips: plastic card will be embossed in its front with cardholder's name and surname according to the format or type of the credit card that cardholder chooses. Cardholder's data will also be stored into microchips and magnetic stripe with outsource service providers' manufacturing standards certified by Visa, Mastercard, JCB and UnionPay.
- Credit card packaging and delivering to cardholders: manufactured credit card will be filled in the envelope together with credit card's terms and conditions and any other privileges documents. Then, the Company will deliver the card through the channel cardholder selects such as via postal mail per the address indicated by cardholder, or via KTC TOUCH service point, or via KTB branch as identified by cardholder and so forth.

### Procurement of EDC device/ credit card reader

The Company procures EDC devices/ credit card readers for every merchant that meets approval criteria by leasing these devices from selected equipment distributors. These distributors must have well-known, modern products that can accommodate new payment technologies and conform to international payment and data security standards. Moreover, the Company also has a policy relating to after-sales service level. Therefore, it must carefully select services offered by distributors that have stable business with professional management and capable teams as well as nationwide distribution and service networks, which can ensure that they will be able to maintain a service level that the Company is committed to provide to its merchants' members. The purpose is to provide fast services to merchants and minimize opportunities to commit frauds by merchants' members.

### Source of fund

The Company raised funds from 2 sources namely shareholders' equity and liability. As of December 31, 2021, the Company shareholders' equity equaled to 27,084 million Baht, consisting of paid up capital of 2,578 million Baht and premium on par value of ordinary shares of 1,892 million Baht, plus retained earnings (appropriated retained earnings according to law and unappropriated retained earnings) of 21,943 million Baht. In addition, the Company's surplus from mergers and acquisitions under normal control equaled to 424 million Baht, and non-controlling interests of 248 million Baht, and total liabilities of 62,387 million Baht.

As of December 31, 2021, key sources of liabilities were from issuances of debentures, long-term borrowing from financial institutions, and bills of exchange, total amounted to 54,403 million Baht.

The Company had total credit line of 33,340 million Baht, consisting of short-term credit line of 27,340 million Baht (18,030 million Baht from Krungthai Bank Public Company Limited) and long-term credit line of 6,000 million Baht from Krungthai Bank Public Company Limited. The Company; however, had utilized parts of the total credit line of 9,331 million Baht. Therefore, as of December 31, 2021, available credit line remained at 24,009 million Baht.

### **Assets used in business operations**

Please refer to additional details under the “Business Assets and Details of Asset Valuation” topic

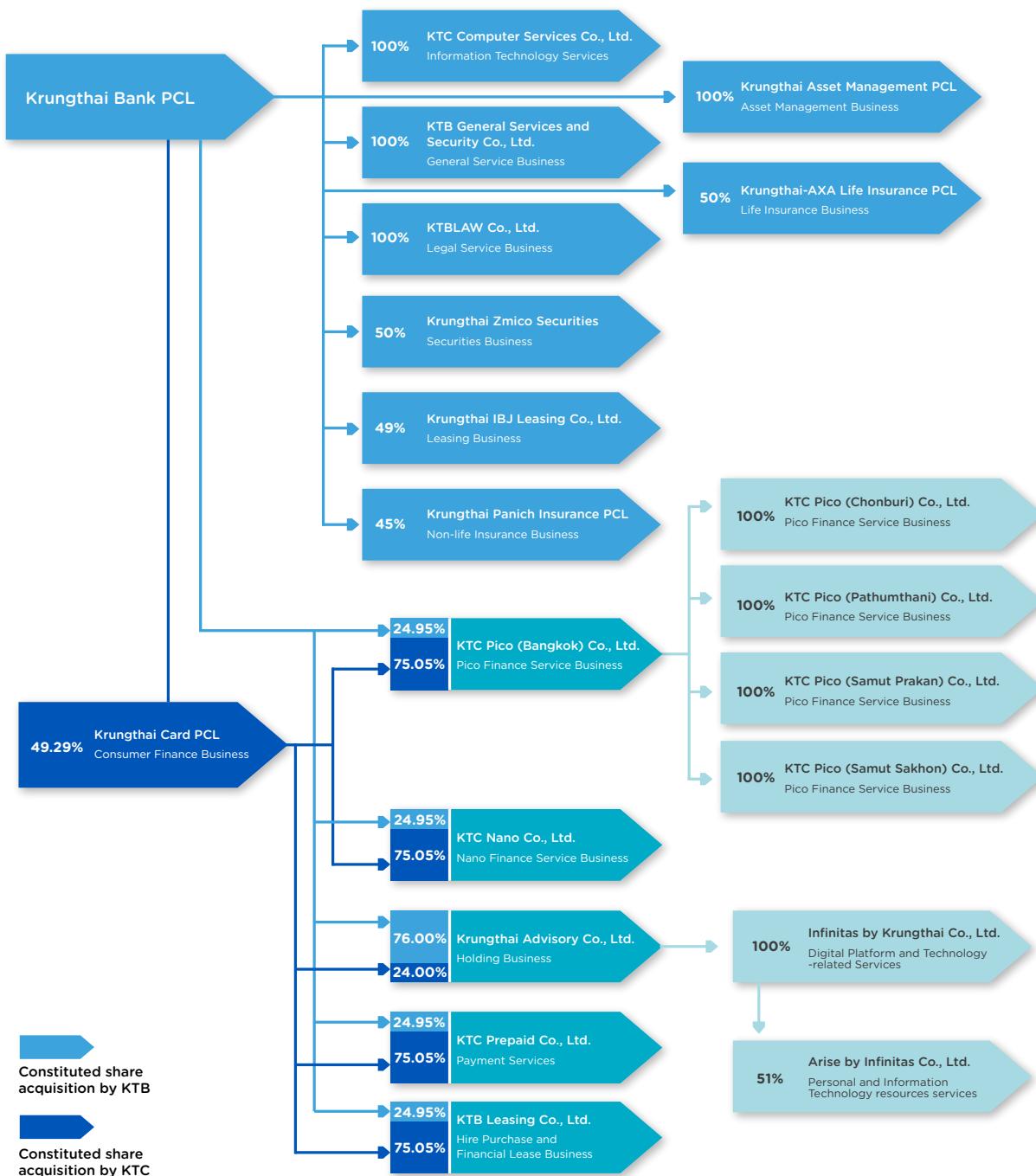
### **Work that has not yet been delivered**

The Company does not have deliverable work in the form of project or work with a value of 10% or more of total revenue according to the consolidated financial statements of the latest fiscal year.

# Company's Shareholding Structure

## Shareholding structure of Krungthai Card Public Company Limited

On December 31, 2021, the major shareholder of Krungthai Card Public Company Limited is Krungthai Bank Public Company Limited with 49.29% holding. Thus, the shareholder structure of the Company can be shown as follows.



### Shareholding structure of KTC Pico (Bangkok) Company Limited

KTC Pico (Bangkok) Company Limited engages in provincial multipurpose loan under supervision (Pico Plus) with Krungthai Card Public Company Limited and Krungthai Bank Public Company Limited as shareholders. Furthermore, KTC Pico (Bangkok) Company Limited owns 100% stake in KTC Pico (Chonburi) / (Pathum Thani) / (Samut Prakan) / (Samut Sakhon).

Shareholding information at the book closing date as of December 31, 2021 consisted of 2 shareholders as follows.

No.	Name	Number of Shares	Shareholding (%)
1.	Krungthai Card Public Company Limited	4,503,000	75.05%
2.	Krungthai Bank Public Company Limited	1,497,000	24.95%
	<b>Total</b>	<b>6,000,000</b>	<b>100.00%</b>

### Shareholding structure of KTC Nano Company Limited

KTC Nano Company Limited engages in a nationwide business-related loan under supervision with stakes own by Krungthai Card Public Company Limited and Krungthai Bank Public Company Limited.

Shareholding information at the book closing date as of December 31, 2021 consisted of 2 shareholders as follows.

No.	Name	Number of Shares	Shareholding (%)
1.	Krungthai Card Public Company Limited	3,752,500	75.05%
2.	Krungthai Bank Public Company Limited	1,247,500	24.95%
	<b>Total</b>	<b>5,000,000</b>	<b>100.00%</b>

### Shareholding structure of Krungthai Advisory Company Limited

Krungthai Advisory Company Limited is a holding company owned by Krungthai Card Public Company Limited and Krungthai Bank Public Company Limited. On November 6, 2020, Krungthai Advisory Company Limited purchased the capital increase shares issued by Infinitas by Krungthai Company Limited and held 100% of its registered capital. Moreover, Infinitas by Krungthai Company Limited acquired 51% stake in Arise by Infinitas Company Limited which operates Personnel and Information Technology resources services.

Shareholding information at the book closing date as of December 31, 2021 consisted of 2 shareholders as follows.

No.	Name	Number of Shares	Shareholding (%)
1.	Krungthai Card Public Company Limited	7,200,000	24.00%
2.	Krungthai Bank Public Company Limited	22,800,000	76.00%
	<b>Total</b>	<b>30,000,000</b>	<b>100.00%</b>

### **Shareholding structure of KTC Prepaid Company Limited**

KTC Prepaid Company Limited engages in payment service under supervision which consisted of electronic payment, electronic money transfer, acquirer service, and payment gateway. Krungthai Card Public Company Limited and Krungthai Bank Public Company Limited hold the company's stock.

Shareholding information at the book closing date as of December 31, 2021 consisted of 2 shareholders as follows.

No.	Name	Number of Shares	Shareholding (%)
1.	Krungthai Card Public Company Limited	7,505,000	75.05%
2.	Krungthai Bank Public Company Limited	2,495,000	24.95%
	<b>Total</b>	10,000,000	100.00%

### **Shareholding structure of Krungthai Leasing Company Limited**

Krungthai Leasing Company Limited operates hire purchase and financial lease business, in which Krungthai Card Public Company Limited and Krungthai Bank Public Company Limited are shareholders.

Shareholding information at the book closing date as of December 31, 2021 consisted of 2 shareholders as follows.

No.	Name	Number of Shares	Shareholding (%)
1.	Krungthai Card Public Company Limited	75,050,000	75.05%
2.	Krungthai Bank Public Company Limited	24,950,000	24.95%
	<b>Total</b>	100,000,000	100.00%

### **Juristic person with possible conflict of interest holding more than 10% stake in subsidiaries or associated companies**

Krungthai Bank is KTC's major shareholder, and it owns more than 10% stake in KTC and holds more than 10% stake in its subsidiaries and associated companies as well. KTC synergized with Krungthai Bank to set up subsidiaries and associated companies so as to fully integrate retail finance businesses and strengthen business operation in terms of service channels and cross selling of other products and services.

### **Relationship with business group of the major shareholder**

KTC has given its priority in expanding its product base for credit card and personal loan in order to achieve sustainable growth, which has been well supported by Krungthai Bank as a major shareholder of the Company. With its several branches both in Bangkok and provincial areas, Krungthai Bank is the main distribution channel to introduce KTC's products to the bank's customers, the same way the bank has offered other products of its subsidiaries.

Hence, KTC has collaborated with Krungthai Bank in every aspect to create strategies, develop marketing campaigns as well as introduce unique activities that are responsive to customer needs in various form through new member acquisition, usage marketing, merchant acquiring, and mobile application. The details are summarized as follows.

## Acquisition

- In order to effectively achieve member base expansion as planned, KTC established the Bank Relation division with assigned staffs specifically to facilitate the Bank's personnel in various aspects such as product training and other related issues on selling techniques, document approval process, credit card and product advisory that meet the needs of target audience that comply with the market conduct guidelines, as well as promotional campaigns offered for first-entry applications, which in turn will help sales personnel be able to swiftly and effectively enhance product expansion performance. Moreover, KTC set up government relation unit to coordinate contacts with the public sector to offer credit card services so as to facilitate government entities' management of budget requisition and expenditure related to meeting, seminar and travel arrangements for the sake of convenience and security. Such collaboration involves transferring knowledge, building and strengthening reciprocal relationships and aims to establish base for sustainable growth through programs for membership base expansion via the Bank's online channels, including various applications like Krungthai Next, Krungthai Care (Line Official Account), Krungthai Connex and Krungthai Care (Facebook), which are new channels apart from main network channels. Customers keen on KTC products can leave their names and contact phone numbers on KTB Line Official and KTB Facebook page. Then, KTB will send the information to KTC telesales staff for revert to customers for presentation of KTC products of interest. Alternatively, customers may apply for membership on KTB Next app by themselves.
- Under the "credit card membership base expansion among KTB Wealth customers" program, KTC collaborated with the Bank to undertake product introduction to increase the number of new applications of KTC - KTB PRECIOUS PLUS VISA INFINITE, KTC - KTB PRECIOUS PLUS VISA SIGNATURE, and KTC - KTB PRECIOUS VISA SIGNATURE credit cards throughout the year. By the end of 2021, more than 34,000 cards had been issued.
- The car title loan "KTC P BERM" introduction program has been carried out at Krungthai Bank's

branches. Interested customers can submit and leave application details with bank branch staff. Then, KTC staff will revert back within 15 minutes to inform them of scheduled appointment and proceed with credit application and approval process. Customers can find out approval status and receive transferred money within two hours. Early last year this program was first implemented in more than 300 Krungthai Bank's branches in the Greater Bangkok metropolitan. Subsequently, program implementation had been rolled out to bank branches throughout the country.

Furthermore, Krungthai Card Public Company Limited and Krungthai Bank Public Company Limited still emphasized on and supported Krungthai Leasing Company Limited to expand customer base of hire purchase products. For this business license, the Company formulated innovative business strategies and developed marketing programs to expand credit customer base for member acquisition. Details are as follows:

- The hire purchase application program has been carried out at KTBL branches, KTC TOUCH branches, and applicants could contact credit application staff to apply for credit products of Krungthai Card. Later, KTC staff will revert back to make date and time appointment with customers at their place of convenience so that customers can prepare required documents for application and bring in their vehicles for inspection according to application review procedure. Then, customers will be notified of approval status and receive transferred money within a day. This program has been offered since June 2021.
- The hire purchase and motorcycle title loan application program has been carried out at Krungthai Bank's branches. Customers can leave application details with bank branch staff. Later, KTC staff will revert back within 15 minutes to make appointment. Customers can either be serviced at a bank branch or their place of convenience (a form of delivery service). Then, KTC will proceed with application review and credit approval process, and customers will be notified of approval status and receive transferred money within a day.

It is believed that these programs are consistent with quantitative and qualitative targets, and would help KTC achieve these targets and enhance market competitiveness for the best interest in terms of sustainable growth of the organization and maximize customer satisfaction of its products and services.

### Usage Marketing

- The project offered various privileges from a wide variety of partners to KTB Wealth customers having KTC - KTB PRECIOUS PLUS VISA INFINITE, KTC - KTB PRECIOUS PLUS VISA SIGNATURE and KTC - KTB PRECIOUS VISA SIGNATURE credit cards.
- The project of KTB easy home loan payment via KTC credit card. Cardmembers can pay their housing loan installments with their cards throughout the loan contract period while receiving the same interest rate as cash installment payment, together with collect KTC FOREVER for home loan payment.
- Under the KTB foreign currency exchange program, KTC members could exchange foreign currencies via credit card at Krungthai Bank's branches with free of charge.
- Privilege and discount program in various categories of merchants (such as shopping, bookstores, travelling, and etc) which are KTC's alliances for Krungthai bank's debit card member.
- Under the lighten the burden program, KTC offered privileges to Krungthai Bank's customers paying premium for life and health insurance of Krungthai-AXA Life Insurance at Krungthai Bank. Entitled privileges included credit card refund, redemption of reward points for credit card refund, and installment payment of life and health insurance premium.
- Special privileges were offered to KTB PRECIOUS PLUS & PRECIOUS cardholders who attended the online seminar "Unlock Life's Code, Get Rich" and purchased life or health insurance products of Krungthai-AXA Life Insurance.
- A joint promotion program at Krungthai Bank's booth at Money Expo 2021 gave special offers to KTC cardmembers paying premium for life and

health insurance of Krungthai-AXA Life Insurance via KTC credit cards.

- The 0% installment program for insurance products of Krungthai Panich Insurance and Dhipaya Insurance sold at Krungthai Bank.

### Merchant Acquiring

- With regard to expansion of a base of KTC card accepting merchants, KTC staff at merchant acquiring business unit collaborated with Krungthai Bank staff to service Krungthai Bank customers keen on receiving payment via credit card and Alipay especially for Chinese tourists in Thailand and Chinese who are living in Thailand. KTC payment services facilitated payment through EDC device, QR code system, and online channels to accommodate, the expansion of online businesses as well as respond the lifestyle that relied on e-commerce, social commerce, and m-commerce transactions. These payment services can facilitate business owner and operator through websites via KTC Gateway and KTC Link Pay. Customers can leave their names and contact phone numbers with Krungthai Bank staff. Then, KTC staff at merchant acquiring business unit will revert back to introduce payment services that may be interesting to customers.
- The project "KTC QR Code Payment". This is to provide payment service for goods and/or services via QR Code scanning, instead of via Electronic Data Capture (EDC) machines. Cardholders (customers) can themselves make payments by scanning QR Code at a merchant store thru an application of any commercial banks that support QR Code Payment, including KTC Mobile application. In addition, KTC has jointly collaborated with KTB in applying PromptPay account numbers that merchants have registered with KTB to link with KTC QR Code. By doing so, customers and merchant partners are given more options to make and receive payments of goods and/or services either via KTC credit cards or via Prompt Pay account. Such coordination is considered a joint effort of both KTC and KTB in member base and merchant base expansion.

## Mobile application

- The system linkage project has established a linkage between KTC Mobile app and Krungthai Bank's mobile application called Krungthai Next app, thereby allowing cardmembers to check KTC card account information on Krungthai Next app and make payment for credit card spending from a saving or current account at Krungthai Bank via KTC Mobile application. Consequently, KTC cardmembers having a bank account linked to Krungthai Next app can pay for KTC card

spending via KTC Mobile app without having to switch to using Krungthai Next app.

KTC believes that the aforementioned actions are able to serve and achieve both quantitative and qualitative goals, and most importantly, to enhance potentials in market competition for utmost benefit of both companies in sustainable growth as well as for highest satisfaction on products and services of both companies' members.

## Shareholders

### Major Shareholders

Top 10 shareholders of the Company as of December 31, 2021 consisted of:

No.	Name	Number of Shares	Shareholding (%)
1.	KRUNGTHAI BANK PUBLIC COMPANY LIMITED	1,270,908,500	49.29%
2.	MR. MONGKOL PRAKITCHAIWATTANA	262,411,100	10.18%
3.	THAI NVDR	207,228,082	8.04%
4.	MS. CHANTANA JIRATTITEPAT	124,224,600	4.82%
5.	BNP PARIBAS SINGAPORE BRANCH	100,200,000	3.89%
6.	UOB KAY HIAN PTE LTD A/C - RC	94,758,200	3.68%
7.	UBS AG SINGAPORE BRANCH	52,620,000	2.04%
8.	SOUTH EAST ASIA UK (TYPE C) NOMINEES LTD <sup>(*)</sup>	32,406,741	1.26%
9.	MAY BANK KIM ENG SECURITIES (THAILAND) PLC FOR SSF BLOCK TRADE	25,800,000	1.00%
10.	MS. JARUWAN PHATRAPANYADEE	25,716,000	1.00%
TOTAL		2,196,273,223	85.18%

Source: Thailand Securities Depository Co., Ltd. (TSD)

Remark: <sup>(\*)</sup> Nominee accounts that do not reveal ultimate shareholders

To conform with information disclosure principles laid down in the Securities and Exchange Commission's notification that requires security issuing companies to reveal ultimate shareholders, the Company has adhered to such rules. As at the end of 2021, Krungthai Bank had two proxies appointed as directors: Mr. Pichit Jongsalismwang holding directorship and membership in the Nomination and Compensation Committee and Mrs. Praralee Ratanaprasartporn, a board director of Krungthai Card. As of January 1, 2022, Mr. Rungruang Sukkirkijpiboon has assumed directorship and filled a vacant seat in the Nomination and Compensation Committee to replace Mr. Pichit Jongsalismwang who resigned before completing his term of office.

### **Shareholder of Infinitas by Krungthai Company Limited**

Infinitas by Krungthai Company Limited engages in research and development for Digital Platform as a Service and Innovation, with Krungthai Advisory Company Limited holding 100% of the company's registered shares. On November 6, 2020, the Company issued an additional capital increase amounted to 260 million baht, resulted in the total value of registered shares to increase to 300 million baht with par value of 10 baht per share.

Shareholder information at the book closing date as of December 31, 2021 is shown as follows.

Name	Number of Shares	Shareholding (%)
Krungthai Advisory Company Limited	30,000,000	100.00%

Remark: The Company and Krungthai Bank hold 24% and 76% stakes in Krungthai Advisory a holding company, respectively.

### **Major Shareholders Agreement**

None

## Registered Capital and Paid-Up Capital

### Detail for Registered Capital and Paid-Up Capital

As of December 31, 2002, the Company's registered and paid - up up capital amounted to Baht 1,050 and 1,000 million respectively, representing 100 million ordinary shares issued with a par value of Baht 10. Its ordinary shares were listed on the Stock Exchange of Thailand in October 2022.

On December 12, 2002, the Extraordinary Meeting of Shareholders No. 4/2002 resolved to approve rights offering of warrants to the Company's directors, committee members and employees under an ESOP program. Under this program, no more than five million warrant units were offered with an offering price of Baht 10 per unit and a term of no more than five years. Each warrant entitled to purchase of one ordinary share per unit at an exercise price of Baht 16.33 per share. On March 18, 2003, the Company allotted five million warrant units to directors, committee members and employees. It was declared that half of issued warrants could be exercised on or after March 17, 2004 and the remaining half could be exercised on or after March 17, 2005 according to exercise conditions of the warrants.

On November 3, 2003, the Extraordinary Meeting of Shareholders resolved to proceed with an increase of additional registered capital worth Baht 1,530,162,000, representing 153,016,200 shares at a par value of Baht 10. The shareholder meeting resolved to allot 150,000,000 shares to existing shareholders at a ratio of 1.5 new shares per each existing share. Additionally, 3,016,200 shares were allotted for additional exercises by warrant holders under the ESOP program because the exercise price was adjusted to Baht 10.185 and the entitlement ratio was changed from one to 1.60328 rights offering units.

It is noted that the final exercise date was on March 17, 2008. For the year ended December 31, 2008, the number of the first and second warrant issues exercised by warrant holders amounted to 4,885,950 units out of a total of 5,000,000 warrant units. So, there were 182,793 ordinary shares remaining after warrant exercise that must be

cancelled. Subsequently, the Annual General Meeting of Shareholders No. 7 held on April 30, 2009 resolved to decrease registered capital from Baht 2,580,162,000 to 2,578,334,070 by cancelling unsold shares of 182,793 units remaining after warrant exercise. Eventually, the Company could decrease registered capital accordingly on May 12, 2009.

On July 6, 2018, the Extraordinary Meeting of Shareholders resolved to change the Company's share par value by reducing the par value of Baht 10 to Baht one per share. Then, on July 9, 2018 the Company registered the amended par value with the Department of Business Development under the Ministry of Commerce. Consequently, such change in par value resulted in increasing the number of issued shares from 257,833,407 to 2,578,334,070 shares until the present time.

As of December 31, 2021, the Company had registered capital and paid up capital of totaling 2,578 million baht, divided into 2,578,334,070 ordinary shares of one baht each.

### Other types of shares such as preferred share whose rights or terms differ from those of ordinary share

The Company does not issue other types of shares such as preferred share whose rights or terms differ from those of ordinary share.

### Shares or convertible securities as an underlying securities

The Company does not issue shares or convertible securities as an underlying securities.

## Issuance of Other Securities

### In case the Company has convertible securities

The Company does not issue any convertible securities.

### In case the Company has debt securities

#### Sources of fund

The Company procured funds from two primary sources, namely shareholders' equity and liabilities. As of December 31, 2021, the Company's shareholders' equity amounted to Baht 27,084 million, comprising paid-up capital of Baht 2,578 million, ordinary share premium of Baht 1,892 million, retained earnings (appropriated retained earnings required by law and unappropriated retained earnings) of Baht 21,943 million, and non-controlling interest of Baht 248 million. Moreover, total liabilities amounted to Baht 62,387 million.

#### As of December 31, 2021, main sources of liabilities consisted of the followings:

Debenture issuance, long-term loans from financial institutions, and bills of exchange totaled Baht 54,403 million.

The total amount of unmatured debentures was Baht 43,773 million; all of which were unsecured debentures rated AA- by Tris Rating Co., Ltd. Details are as follows:

No.	Type of security	Interest rate	Maturity date	Balance of unredeemed debentures as of Dec 31, 2021 (Million baht)	Debenture holder's proxy
1.	Debenture No. 5/2015 of Krungthai Card PCL. scheduled to mature in 2025	4.00%	Sep 16, 2025	1,000	-
2.	Debenture No. 7/2015 of Krungthai Card PCL. scheduled to mature in 2022	3.68%	Nov 11, 2022	700	-
3.	Debenture No. 8/2015 of Krungthai Card PCL. scheduled to mature in 2025	3.90%	Nov 20, 2025	1,000	-
4.	Debenture No. 1/2016 Series 1 of Krungthai Card PCL. scheduled to mature in 2026	3.85%	Feb 17, 2026	200	-
5.	Debenture No. 1/2016 Series 2 of Krungthai Card PCL. scheduled to mature in 2026	3.85%	Feb 17, 2026	300	-
6.	Debenture No. 5/2016 of Krungthai Card PCL. scheduled to mature in 2024	3.00%	Jul 5, 2024	100	-
7.	Debenture No. 7/2016 of Krungthai Card PCL. scheduled to mature in 2026	3.50%	Sep 22, 2026	200	-
8.	Debenture No. 8/2016 Series 2 of Krungthai Card PCL. scheduled to mature in 2023	3.50%	Nov 30, 2023	1,140	-
9.	Debenture No. 8/2016 Series 3 of Krungthai Card PCL. scheduled to mature in 2026	4.00%	Nov 27, 2026	3,030	-
10.	Debenture No. 9/2016 Series 1 of Krungthai Card PCL. scheduled to mature in 2023	3.50%	Dec 29, 2023	600	-
11.	Debenture No. 9/2016 Series 2 of Krungthai Card PCL. scheduled to mature in 2026	4.00%	Dec 29, 2026	2,500	-
12.	Debenture No. 1/2017 of Krungthai Card PCL. scheduled to mature in 2022	3.03%	Apr 5, 2022	1,500	-
13.	Debenture No. 2/2017 of Krungthai Card PCL. scheduled to mature in 2022	3.00% - 3.50%	Jun 1, 2022	2,500	Bank of Ayudhya

No.	Type of security	Interest rate	Maturity date	Balance of unredeemed debentures as of Dec 31, 2021 (Million baht)	Debenture holder's proxy
14.	Debenture No. 3/2017 of Krungthai Card PCL. scheduled to mature in 2027	3.80%	Aug 3, 2027	1,500	-
15.	Debenture No. 4/2017 of Krungthai Card PCL. scheduled to mature in 2027	3.65%	Aug 25, 2027	1,000	-
16.	Debenture No. 5/2017 Series 1 of Krungthai Card PCL. scheduled to mature in 2022	2.46%	Oct 19, 2022	2,000	-
17.	Debenture No. 5/2017 Series 2 of Krungthai Card PCL. scheduled to mature in 2027	3.50%	Oct 19, 2027	1,000	-
18.	Debenture No. 6/2017 of Krungthai Card PCL. scheduled to mature in 2027	3.50%	Nov 16, 2027	2,000	-
19.	Debenture No. 1/2018 Series 1 of Krungthai Card PCL. scheduled to mature in 2023	2.35%	Feb 16, 2023	1,000	-
20.	Debenture No. 1/2018 Series 2 of Krungthai Card PCL. scheduled to mature in 2028	3.43%	Feb 16, 2028	1,250	-
21.	Debenture No. 2/2018 Series 3 of Krungthai Card PCL. scheduled to mature in 2028	3.83%	Aug 16, 2028	2,065	Bank of Ayudhya
22.	Debenture No. 1/2019 Series 2 of Krungthai Card PCL. scheduled to mature in 2022	2.65%	Mar 11, 2022	1,000	-
23.	Debenture No. 2/2019 of Krungthai Card PCL. scheduled to mature in 2029	3.20%	Jul 25, 2029	1,500	-
24.	Debenture No. 3/2019 of Krungthai Card PCL. scheduled to mature in 2029	2.80%	Oct 31, 2029	1,700	-
25.	Debenture No. 4/2019 of Krungthai Card PCL. scheduled to mature in 2024	2.60%	Nov 8, 2024	415	-
26.	Debenture No. 1/2020 of Krungthai Card PCL. scheduled to mature in 2030	2.65%	Jan 31, 2030	1,000	-
27.	Debenture No. 2/2020 Series 1 of Krungthai Card PCL. scheduled to mature in 2022	1.93%	Sep 15, 2022	1,800	Bank of Ayudhya
28.	Debenture No. 2/2020 Series 2 of Krungthai Card PCL. scheduled to mature in 2023	2.23%	Sep 15, 2023	700	Bank of Ayudhya
29.	Debenture No. 1/2021 of Krungthai Card PCL. scheduled to mature in 2024	Zero-coupon bond	Jan 19, 2024	3,000	Bank of Ayudhya
30.	Debenture No. 2/2021 of Krungthai Card PCL. scheduled to mature in 2023	Zero-coupon bond	Mar 22, 2023	200	-
31.	Debenture No. 3/2021 Series 1 of Krungthai Card PCL. scheduled to mature in 2023	1.17%	Mar 29, 2023	1,000	-
32.	Debenture No. 3/2021 Series 2 of Krungthai Card PCL. scheduled to mature in 2024	1.53%	Mar 29, 2024	1,000	-
33.	Debenture No. 4/2021 Series 1 of Krungthai Card PCL. scheduled to mature in 2024	1.22%	Aug 2, 2024	1,000	-
34.	Debenture No. 4/2021 Series 2 of Krungthai Card PCL. scheduled to mature in 2031	2.90%	Aug 1, 2031	500	-
35.	Debenture No. 5/2021 Series 1 of Krungthai Card PCL. scheduled to mature in 2024	Zero-coupon bond	Nov 20, 2024	1,000	-
36.	Debenture No. 5/2021 Series 2 of Krungthai Card PCL. scheduled to mature in 2025	1.83%	Nov 19, 2025	1,500	-

**Note:**

- : The above debentures do not have early redemption features (put/ call option).
- : Debenture no. 2, 3 and 8 - 11 were intended to raise funds to finance business operation and expansion and for refinancing purposes.
- : Debenture no. 12 - 13 and 16 - 20 were intended to raise funds to finance business operation and expansion.
- : Debenture no. 21 was intended to raise funds to refinance existing debt worth around Baht 7,000 million and/ or finance business operation and expansion in August.
- : Debenture no. 22 was intended to raise funds to refinance existing debt worth around Baht 2,500 million in March 2019.
- : Debenture no. 23 was intended to raise funds to refinance existing debt worth around Baht 1,500 million in July 2019.
- : Debenture no. 24 was intended to raise funds to refinance existing debt worth around Baht 1,700 million in November 2019.
- : Debenture no. 26 was intended to raise funds to refinance existing debt worth around Baht 1,000 million in February 2020.
- : Debenture no. 27 - 28 were intended to raise funds to refinance existing debt worth around Baht 2,500 million in September 2020.
- : Debenture no. 29 was intended to raise funds for debt refinancing and/ or as working capital in February 2021.
- : Debenture no. 31 - 32 were intended to raise funds for debt refinancing and/ or as working capital in April 2021.
- : Debenture no. 33 - 34 were intended to raise funds for debt refinancing and/ or as working capital in August 2021.
- : Debenture no. 35 - 36 were intended to raise funds around Baht 2,500 million to refinance existing debt and/ or finance business operation and expansion in November 2021.
- : Debenture no. 1, 4 - 7, 14 - 15, 25 and 30 were sold in a limited offering to no more than 10 persons (PP-10).

The total amount of unmatured long-term loan from the related financial institution worth Baht 1,500 million has a capital market interest rate of 1.23% per annum and is scheduled to mature in 2024.

Details of unmatured bills of exchange worth Baht 9,130 million are as follows:

- Bills of exchange issued by the related financial institution (Krungthai Bank) as short-term loan worth Baht 4,730 million (Baht 3,630 and 1,100 million for the Company and Krungthai Leasing Co., Ltd. respectively)
- Bills of exchange issued by other financial institutions as short-term loan worth Baht 4,400 million. The above bills of exchange are unsecured instruments with a money market interest rate of 0.59 - 0.70% per annum and will be payable upon demand with one year.

The Company had a total credit line of Baht 33,340 million, comprising a short-term credit line of Baht 27,340 million (Baht 18,030 million from Krungthai Bank) and a long-term credit line of Baht 6,000 million from Krungthai Bank, but portions of these credit lines worth Baht 9,331 million had been used. By the end of 2021, the Company's available credit line amounted to Baht 24,009 million.

## Dividend Payment Policy

The Company's dividend payment policy is in accordance to the resolution of the Annual General Meeting No. 1/2003 on March 25, 2003, which approved dividend payment at approximately 40% of the Company's net profit after tax deduction and legal reserves. The details of the dividend payment of the Company's operating results for the past 3 years are shown in the following table:

Performance Year	Earnings Per Share (Baht)	Dividend Per Share (Baht)	Dividend Payout Ratio (%)
2018	1.99	0.82	41.1%
2019	2.14	0.88	41.1%
2020	2.07	0.88	42.5%

# Risk Management

## Risk Management Policies and Plans

The Company recognizes the importance of risk management by formulating risk management policy with the focus on developing the risk management system under the good corporate governance guidelines to ensure comprehensive management of critical risks through systematic and continuous practice. The Risk Management Committee (RMC) which consists of the Chief Executive Officers and executives from each line oversees the organizational risk management and ensures that the organization reaches the acceptable level of its goal. Moreover, the Risk Management Committee sets a compliance unit to supervise the Company's operations conforming with the rules set up by the regulatory authority and the good corporate governance approach. In addition, there is an internal audit unit which is responsible for reviewing compliance with risk management processes to ensure that the risk management system is properly implemented.

## Risk factors for the Company's Business Operations

The Company established guidelines for risk management as well as continuously reviewed and improved work processes in order to accommodate various risks that might occur. A risk management unit was set up with the responsibilities of risk management and developing various risk management policies which have to be appraised by the Risk Management Committee, prior to submission to Board of Directors to consider, approve and announce to all employees to acknowledge and comply. Such policies are yearly reviewed or where there is a significant change. The Risk Management Committee has the roles to control, monitor, evaluate risk management policies and ensures that the Company complies with the same risk management policies and guidelines as specified as the risk management of the financial business groups of Krungthai Bank Public Company (Limited) and in compliance with the consolidated supervision regulations of the Bank of Thailand.

The Company's risk management process begins with environmental analysis and assessments by considering various internal and external factors, including supply chains. The process also identifies a likelihood when an event may fail to reach the objectives and prepares

a risk map showing connections of various risk factors and the causes of the risks, covering environmental, social and governance (ESG) factors and causes. The Key Risk Indicators (KRI), including leading indicators in order to signal in advance of a risk event, and lagging indicators, reflecting information about the risk event that has occurred, are defined. Then, risk appetite and risk tolerance are determined and reviewed annually to use as a tool for assessing risks and monitoring risk management performance to maintain an acceptable risk level according to the stipulated risk management goals. Subsequently, the risk management performance report is submitted to the Risk Management Committee, the Board of Directors of Krungthai Card Public Company Limited and the Risk Management Committee of Krungthai Bank Public Company Limited, respectively.

For more details, please consider risk and crisis management and sustainable supply chain management from the 2021 Sustainability Report, which is another separate document on the Company's website at <https://www.ktc.co.th/sustainability-development>

### Strategic risk

Strategic risk is a risk resulted from the formulation of strategic plans and action plans, including improper implementation in accordance with internal and external factors both at present time and in the future. This strategic risk can affect to the revenue, operations, operating results or the existence of the Company. The current credit card and personal loan business circumstances have changed rapidly and are highly competitive. Therefore, the Company needed to maximize its competitiveness as well as expanded its credit businesses to make them more diverse and comprehensive such as the "KTC P Berm" and secured loan under Krungthai Leasing Company Limited in order to be the leader in the comprehensive loan business, utilizing technology to operate with more agility and flexibility.

In 2021, the factors affecting the Company's strategic risk remained uncertain due to the COVID-19 pandemic, which influenced the overall economic system, lifestyle and spending behavior, as well as affordability of customers. The Company offered measures

to help customers who were affected as per the government's policies. As a result, KTC's portfolio did not expand much but maintained the level of card spending close to the number from the previous year. In addition, in this kind of circumstances, the Company managed to reduce total expenses as well as adjusted marketing strategies to stimulate spending by emphasizing partnership marketing by using techniques that build sustainable relationships with partners in various dimensions. The Company also increased the value of spending via credit card, diversified loans and developed online channels through applications in accordance with living in the digital society. As a result, the operating results of the year 2021 had a higher net profit than the year 2020.

## **Operational risk**

### **Credit rating risk**

The Company attaches great importance to high-risk management regarding to credit ratings. The Company determined certain policies and procedures allowed overseeing and supervising work processes to ensure that the Company operated within the framework and standards aligning to the international standards. These policies and procedures also allowed the Company's operations to be transparently monitored and auditable.

The Company developed credit risk models to measure each customer's credit ratings or the level of risk. This information is vital for credit analysis, credit card issuance, customer management, risk management as well as the Company's reserves calculation. Various credit models were developed from the customer database, ensuring that the results of the models truly reflected customer behavior and risk level. The Company's credit risk models were developed under the model risk management framework, from designing, developing, implementing, monitoring, efficiency testing and continuous improvement to enhance efficiency. All processes were supervised by the Risk Management Committee.

The key models that are currently in use are:

- Application Score: This model was developed from customer's current data, including credit information, usage history and loan information from the National Credit Bureau Company Limited (NCB). The data was used to assess risk level in screening customers and approving new loans.

- Behavior Score: This model was developed from spending behavior information and current customer's repayment history in the portfolio. The information was used to assess and rate existing customer's risk level to manage the Company's provision, corresponding to the Thai Financial Reporting Standards (TFRS9) or International Financial Reporting Standard (IFRS9), put into effect since January 2020.

### **Default risk**

The unpredictable ongoing situation of the Coronavirus Disease (COVID-19) have severely and widely affected to Thailand's economy including businesses and the general public, both directly and indirectly. The mutation of COVID-19 and the lockdown measures in the 2<sup>nd</sup> quarter of 2020 and throughout the year 2021 considered as long period of time caused the halt of overall economic which affected to the restriction of some business activities generated the income shocks to business operators and lower employment rate. All of these factors significantly contributed to the Company's operating performance and the credit quality as a result of default risks.

However, the Company continuously conducted impact analyses and formulated management strategies to be implemented in highly uncertain and high-risk circumstances. The key guidelines that were implemented can be summarized as follows:

- Provide pre-emptive liquidity measures to receivables who were affected by COVID-19 since they had shown initial signs of debt settlement; for instance, easing of settlement conditions, reducing the minimum payment rate, providing additional temporary emergency or permanent credit lines, including changing the type of debt aligning to the ability to repay of receivables.
- Conduct debt collection measures in prompt and effective manner to ensure that the Company was well aware of the most current situation of receivables in order to provide sudden assistance if requested.
- Determine more cautious and strict guidelines for credit approval corresponding to the situation to ensure the continuous growth with quality of the Company; at the same time, provide sufficient liquidity for receivables under the level of acceptable risk appetite.

- Continually assess portfolio quality in various circumstances to ensure the sufficiency of provisions of the Company in case the portfolio quality be worsened due to the deteriorated economic conditions.
- Adjust various risk management indicators corresponding to the circumstances by controlling the overall risk to be at a manageable level.

As implementation of the above strategic guidelines, the Company could maintain the default risk at a low level. As of December 31, 2021, the Company had outstanding credit including accrued interest receivables which was equivalent to 92,636 million Baht. After deducting the provision for credit loss in amount 9,691 million Baht, the Company had net trade accounts receivable of 82,944 million Baht. The proportion of non-performing loans of credit card and personal loan receivables as of December 31, 2021 were at 1.2% and 2.9% respectively.

The Company will regularly continue to conduct risk and impact assessment as well as establish flexible management guidelines to accommodate changes from both internal and external factors to appropriately and promptly respond to any situations that may occur.

#### **Regulatory risk**

The Ministry of Finance announced the licensing of credit card and personal loan businesses under supervision regimes of the Revolutionary Council Notification No. 58. The Ministry mandated the Bank of Thailand to perform regulatory roles by issuing notifications of rules and regulations governing the operations of these businesses and prescribed interest rates as well as service fees applicable to their customers and eligibility criteria of credit card holders and personal loan customers. Accordingly, the Company acquired a credit card and personal loan business license and received permission to operate its businesses as a payment service provider in accordance with the Payment Systems Act 2017. In its capacity as regulator, the Bank of Thailand issued notifications of rules and regulations governing business operations of payment service providers. In addition, the Company must also comply with other pertinent laws: the Securities and Exchange Act 1992, the Anti-Money Laundering Act

1999, the Credit Information Business Operation Act 2002, the Consumer Protection Act 2009, and the Unfair Contract Terms Act 1997, and the Personal Data Protection Act 2019, which are enforceable with these business operators.

The Company strictly complied with enforceable laws, notifications, rules and regulations – for example, the Bank of Thailand's notification concerning the revision of supervisory regulation governing credit card and personal loan businesses, which encompasses eligibility criteria for loan or credit card applicant as well as stipulations on credit line and interest rate. Objectively, this revised regulation was issued to complement the policy for addressing household debt issues and to suit debt repayment ability. This regulation has been put into effect since August 1, 2020; however, existing customers prior to September 1, 2017 would not be affected – for example, determining a credit line for approval of credit card loan and personal loan or determining a temporary emergency credit line. To conform to the revised regulation, the Company developed regulatory compliance approaches and processes and scrutinized potential impacts of the revised rules on the Company and its customers. Furthermore, the Company set up a compliance unit to liaise with the regulatory authority and keep abreast of legal provisions, notifications and directives concerning its business conducts and operations as well as its fulfillment of specific duties, such as compliance oversight of the anti-money laundering law. Moreover, the Company disseminated relevant information among employees for better understanding and performed oversight to ensure proper business conducts and operations. In the process, relevant performance must be reported to CEO directly, and it is incumbent upon the legal unit to provide advice on legal provisions and preparation of standard agreements or contracts, which do not conform to relevant legal provisions. If the amendment of the regulations was rigid and inappropriate under existing circumstances, the Company's operations would be affected significantly. However, the regulatory authority was flexible enough with the amendment of these regulations, which was consistent with the market environment at that time. So, the Company was confident that this risk would be managed appropriately.

**Issues considered as a high risk are as follows:**

1. Business operations related to the Anti-Money Laundering Act, the Ministerial Regulation on Customer Identity Verification, and the Counter-Terrorism and Proliferation of Weapons of Mass Destruction Financing Act: Since these laws and this regulation affect the fulfillment of the Company's duties pertaining to Know Your Customer, customer identity verification, and monitoring of unusual customer transactions, particularly of high-risk customers, the Company thus conducted training programs to impart knowledge to frontline staff on a continuous basis via various learning media and regularly held testing to evaluate knowledge and understanding of legal requirements among management executives and employees.
2. The Company attaches great importance to comply with the Credit Information Business Act as credit information of customers is critically important so that the Company must keep such information confidential. Therefore, the Company developed a work system for information searching to apply in credit screening. Only credit analyst who is specially assigned would have the authority to access such information. Additionally, the Company placed emphasizes on delivering accurate and up-to-dated customer credit information as well.
3. Compliance with the Debt Collection Act B.E. 2558, including the Notification of the Debt Collection Supervisory Board regarding the determination of any fees or charges for debt collection which came into effect on September 2, 2015 and September 12, 2021, respectively. The Company as a business operator who must comply with this Act has already prepared in this regard by organizing the training to educate staffs who work in debt collection unit, improving the work system to allow debt collection expenses as required by law. In addition, the Company closely monitor and control the outsource debt collector agencies strictly to comply with the Debt Collection Act to ensure that the compliance with the Debt Collection Act B.E. 2558 will not obstruct the Company's business operations.
4. Compliance with the law or regulations under the supervision of the Ministry of Finance or the Bank of Thailand which issue the announcement

of rules and regulations for business operation in credit card and personal loan including payment service with business standards under regulations by related parties to ensure the proper qualification of customers, credit lines, interest rates, fines, fees and report on various information including support to create the equitable treatment of financial service providers so that customers would gain reliability in service, not to be incompatible and receive advises appropriately. In addition, customers would get comfortable service; their problems were properly addressed and understood their rights and duties which are the duties and responsibilities of the directors, executives and employees at all levels.

5. With regard to the compliance with the Personal Data Protection Act 2019, a royal decree was later promulgated to stipulate a list of entities and enterprises whose personal data controllers are not subject to the Personal Data Protection Act 2019 and 2020. Subsequently, the enforcement of Chapter 2 Personal Data Protection, Chapter 3 Rights of Data Owners, Chapter 5 Grievance, Chapter 6 Civil Liability, and Chapter 7 Penalties as well as Section 95 has been postponed to May 31, 2022. This law was promulgated to protect personal data and provide remedial measures for individual data owners. This is because data controllers or data processors collect, use or disclose personal data of data owners. The Company thereby implemented measures to prevent or mitigate risks stemming from this law while the General Data Protection Regulation (GDPR) has been put into effect by the European Union. Moreover, the Company undertook further steps by analyzing the impacts from work procedures or processes and the manners in which the Company's transactions, juristic acts or contracts were executed in order to determine possible impacts and approaches for protection against non-compliance risks. Furthermore, the Company undertook various matters as required by law such as data protection officer designation, preparation of a consent letter for storing, using or disclosing information in accordance with the Company's objectives as a data protection officer or data processor etc., in order to legitimately operate as required by law.

### **Contract non-compliance risk due to failure to honor contracts of Krungthai Bank Public Company Limited (“Bank”)**

When the back office services contract expired at the end of the service provision period on March 31, 2018, the Company and Krungthai Bank adopted a mutual cooperation policy to support one another in various areas of business operations.

On March 30, 2018, both parties entered into a five-year business cooperation contract, which has been effective since April 1, 2018. Under this contract, both parties further made separate agreements, contracts or service requests for mutual supports in various functional areas – for example, registration of credit card and personal loan through Bank's branch network, credit card payment service expenses and personal loan installments through various service channels of the Bank, using some of the Bank's information systems, cash withdrawing through Bank's ATM machine, KTC PROUD Cash Card payment service via Bank branches, etc. A specified period of time was established for each particular transaction, whereby the Company paid the Bank for each service according to the market rate. In this regard, the Company considered that the contract non-compliance risks were quite low because the Bank's board of directors had reviewed the contracts before the endorsement. In addition, in terms of recruiting members, the Company had a variety of channels and provided services through the KTC Touch service center, as well as receiving support from other operators in providing services as payment and transaction channels for the customers. This in turn increased convenience for customers. However, if Bank did not comply with the contract, then the Company could procure new service providers or operate on its own to support the operation. As for the information system, the Company relied very slightly on the Bank's information systems; therefore, the chances of non-compliance with the bank's contracts were very low and should not have a significant impact on the Company's operations.

### **Competitive risk due to heightened competition arising from an increasing number of business operators**

The Company recognized that competition has been getting more intense, resulting in price competition, customer snatching, or balance transfer which might

give rise to the risk that could adversely affect to the Company's operations and operating performance. However, the Company has gained extensive expertise in running consumer loan business in Thailand over a long period of time and undertaken investment and development of novel products and services to maximize customer value on a continuous basis. Moreover, the emergence of a new entrant typically requires some time to complete market surveys and develop a suitable approach to operate this distinctive form of business. To a certain extent, the Company thus has a certain degree competitive edge over other business operators. With over 20 years of business experience, the Company can sustain business operations amid more intense competition; furthermore, it is unlikely that higher competition will have any significant impacts on the Company's operations either in short run or long run. As of December 31, 2021, the ratios of gross credit card receivables and gross personal loan receivables of KTC compared to the average of industry were 13.1% and 4.1% respectively. Additionally, as of December 31, 2010, these ratios stood at 13.4% and 5.2% respectively.

### **Operational risk**

Operational risk is the risk caused by the lack of good corporate governance in the organization or lack of adequate operational control over internal processes, personnel, work systems, or external events, thereby affecting operating revenue of the Company, including legal risk – for example, a fine imposed by the regulator. Moreover, operational risk may adversely affect to other types of risk, particularly strategic risk and reputational risk.

The Company formulated operational risk management policy and approaches with an emphasis on risk prevention and monitoring so as to have an adequate internal control system – for example, developing organizational structure equipped with a check and balance mechanism, developing SOP manuals for operating units, implementing the risk control self-assessment (RCSA), which is inclusive of corruption risk, collecting and compiling operational loss data, and monitoring risks by determining key risk indicators (KRIs). These matters were regularly reported to the Risk Management Committee and the Board so that such information could be used for formulating a risk management policy and developing a suitable risk management system as a tool for

assessing the adequacy of the internal control system. The Company also developed a business continuity plan (BCP) and emergency preparedness plans for natural disasters or other predetermined events – for example, fire and earthquake preparedness plan, flood preparedness plan, demonstration preparedness plan, and epidemic preparedness plan – to ensure that business operations could be sustained during a crisis in order to build confidence among all stakeholder groups. The Company's key operational risks include the followings:

#### **Data loss risk**

The operation of the Company depends on a huge customer-related database and various transactions which caused potential risks of data leakage, including data loss caused by accidents, intentional or unintentional acts, intentional data destruction caused by negligence or mishandling of data and/or caused by network and system vulnerabilities. Consequently, according to the protection of critical data leakage, the Company adopted security measures to conform with international standards such as PCI-DSS ISO/IEC 27001: 2013 and ISO/IEC 27701: 2019. These measures include assigning duties and responsibilities and the rights to work systems and information, specifically granted only to authorized persons to customer critical data. Moreover, the Company conducted annual training to instill employee awareness of data security, provided every work system with access data control according to the rights of authorized users and arranged collections of data access information by every work system. Additionally, the Company managed access authority and reviewed them on a regular basis as well as installed software to track and control critical data leakage. The Company regularly checked and closed network and system gaps. The Cyber Security Operation Center (CSOC) and Network Operation Center (NOC) operated 24 hours a day. Data recovering process was conducted regularly, and a data recovery process if the data had been altered or destroyed, including the annual testing of information technology contingency plans.

#### **Credit card/personal loan fraud risks**

The Company attaches importance on preventing and monitoring damage from credit card fraud. Currently, the Company uses Chip Card and EMV Technology which is the most secure system, replacing the magnetic stripe system. There are also

work plans to introduce the Chip technology into personal loan cards for newly issued credit cards or renew the existing credit card, including issuing new replacement cards to increase the security of cash withdrawal transactions via ATM, which has a very high fraud trend nowadays. In 2015, the Company changed all new cards to Chip Cards, while the old cards are in the process of gradually replacing them as well as invested in a highly efficient Online Fraud Detection system for both cards and merchants and has a team to monitor 24 hours a day. Moreover, the Company also upgraded its encryption system (3D-Secure) for e-Commerce transactions to version 2.0 (EMV) and One Time Password (OTP), to reduce risks, boosting confidence and increasing security for members, cardholders and member shops. These systems are new international standard technologies that have been accepted by major card brands worldwide. The Company also provided SMS services to notify the cardholder for transaction exceeds 10,000 Baht, e-Commerce transaction exceeds 100 Baht and when there are changes in personal information such as phone numbers, addresses and e-mails, etc., which is a standard practice for all customers. In addition, the Company has given importance to customer empowerment by developing mobile application to be a tool for customers to manage their own risks. That is customers are allowed to temporarily freeze and set a limit for online transactions of their own cards as to reduce the risk of data breach and fraudulent online transactions, which tends to increase incessantly. Furthermore, customers can also set the desired amount for receiving alert notification and channels. In 2019, credit card and personal loan fraud losses were equivalent to 1.65 million Baht, accounting for 0.0007% of the total spending amount. In 2021, credit card and personal credit fraud losses were equivalent to 4.41 million Baht, accounting for 0.0002% of the total spending amount.

#### **Financial risks**

##### **Liquidity risk**

Liquidity risk is the risk arising from inadequate working capital or capital acquisition carrying a funding cost higher than an acceptable level, which may affect to the revenue. The Company recognizes that liquidity risk may be caused by global economic uncertainty, which has repercussions on Thai economy, and by the volatility in financial markets, which affects both

debt securities market and capital market. To prevent liquidity risk, the Company thereby formulated short-term and long-term loan acquisition approaches and adjusted the ratio of each type of loan based on its accounts receivable aging by focusing its financing efforts on the issuance of debentures and bills of exchange and seeking sources of financing from several financial institutions while avoiding over-reliance on a single financial institution. Moreover, key liquidity risk indicators were developed, and stress testing was conducted for monitoring and evaluation purposes, and the liquidity risk status of the Company was reported to the Risk Management Committee on a regular basis and also developed a liquidity contingency plan for implementation in case liquidity risk exceeds an acceptable level.

As of December 31, 2021, the Company had total borrowings of 54,403 million Baht, comprising of loans from affiliated financial institution (Krunthai Bank) in amount of 6,230 million Baht, other financial institutions in amount of 4,400 million Baht and in amount of 43,773 million Baht from debentures. The Company had total loans including accrued interest of 92,636 million Baht. Its total credit line was 33,340 million Baht; a short-term line of 27,340 million Baht (from Krunthai Bank 18,030 million Baht) and a long-term line from Krunthai Bank 6,000 million Baht. Nevertheless, during the year 2021, the Company spent these credit line which generated an available credit line totaling of 24,009 million Baht.

As of December 31, 2021, the Company's D/E ratio stood at 2.30 times which was lower than the level of debt obligations stated in the debenture prospectus requiring that the Company must maintain D/E ratio at the level not greater than 10 times.

#### **Interest rate risk**

Interest rate risk is the risk arising from changes in interest rates of rate-sensitive items in the list of assets and liabilities, which may have negative impacts on net interest income. To mitigate the effects of changing interest rates on financing cost, the Company thus sought short-term and long-term loans with fixed and floating interest rates by adjusting the ratio of each type of loan to correspond with interest rate trends and its asset structure. Such ratio adjustment must always take into account liquidity risk. Moreover, the enterprise risk management unit developed indicators for interest rate

risk in the banking book and stress testing for assessing, monitoring, controlling and reporting the status of interest rate risk to the Risk Management Committee on a regular basis, and it also developed a contingency plan to deal with interest rate risk that exceeds an acceptable level.

#### **Information technology risk**

Information technology risk is the risk arising from information technology services in business operations which impact on the work systems, information system or the operations of the Company, such as cyber threats, the effects of the pandemic on the employees and customer service. This risk can cause the financial loss or reputation loss of the organization.

The information technology risk management process started with the appointment of the Information Security Committee who was responsible for overseeing policies, risk tracking, information technology-related resource planning etc. This was to control and manage cyber threat and data security, starting from the identifying risks such as cyber threat risk, IT operational risk, IT project risk, risk analysis and assessment, risk control and management, risk monitoring and reporting on risk management performance.

The Company implemented risk management from the impact of the spread of the COVID-19 pandemic by using digital workplace technology, including Virtual Desktop Infrastructure (VDI) system, which could support work from home and operations of important Company's departments to increase workers' safety amid the pandemic.

Furthermore, the Company adopted ISO 27001:2013 and ISO 27701:2019 as organization-wide standards for its information security management system (ISMS) and privacy information management system (PIMS). The objective is to ensure confidentiality, integrity and availability of internal information and personal data of the organization. Both ISMS and PIMS apply a risk management process to build confidence among the Company's stakeholders by ensuring that information technology risk and specific personal data will be controlled and managed appropriately.

The Company established the Cyber Security Operation Center (CSOC) to detect and prevent cyber threats

that might affect its internal networks and work systems 24 hours a day and adopted risk transfer by acquiring a year-round cyber insurance against its cyber threat risk.

The Company has a backup data center whose operational efficiency is comparable to that of the primary data center, and the backup data center can be activated promptly when an emergency occurs including IT contingency plan which conducts annual drill regularly.

### **Reputational risk**

The credit card business and personal loan business primarily offer microfinance services to the public. In this era which technology comes alongside with the consumers, it gives them access to various information and communication in a fast and convenient way. Thus, both positive and negative news, rumors, criticism or recommendations about the Company from the public towards can spread widely and affect the organization's image and reputation. Reputation risk may also arise from actions that breach the code of

conduct or do not conform to service standards or social expectations.

The Company's reputation risk management determines risk indicators based on risk assessment factors set out by the Bank of Thailand, identifies existing control measures and evaluates the efficiency and adequacy of such risk control measures. The Company also has appropriate risk management such as complaint handling process, public relations process, timely monitoring of events that tarnish the Company's reputation, etc. The Company also monitors, and controls risks to an acceptable level and summarizes the risk management report to the Risk Management Committee.

### **Emerging Risks**

The Company analyzed the emerging risks which included the new risks that currently become apparent but not yet obvious and may impact on the business operation of the Company in the next 3-5 years to prepare for appropriate measures and manage these risks timely.

## **Cyber Threats and Data Breach**

Definitions	<p>Currently, the world has entered to the digital economy, therefore, the technology, information systems and data are essential tools for driving business to be more competitive and stepping forward. The advanced technology and the epidemic situation of COVID-19 have dramatically changed customer behaviors to increasingly proceed the transaction via online platform and mobile applications. As the result, the business operation has been encountered the variety of risk from cyber threats and data breaches to steal customer data.</p> <p>Hence, security measures against threats and data leaks play a crucial role for the Company. In addition, risk management in personnel, processes, and information technology tools can help reliability increase in all groups of stakeholders; such as, employees, customers, suppliers, creditors and so forth.</p>
Impacts	<p>Impacts of cyber threats and customer data leaks can cause damage to procedures and work processes, operating performance, fines from the authorities or regulatory agencies. In addition, it may degrade the trust from customers and stakeholders as well as affect to the Company's image in both short and long term.</p>
Mitigation Plans	<ul style="list-style-type: none"><li>Information technology policy, information security policy, and personal data protection policy were established and reviewed annually. Furthermore, the information classification standard was set in place and disseminated through KTC Unite so that employees could easily access and correctly comply with the regulations.</li></ul>

## Cyber Threats and Data Breach

Mitigation Plans	<ul style="list-style-type: none"><li>• The Company established the strong measures to maintain information security which allowed only authorized person to access sensitive customer data. Additionally, the Company set the system to prevent data leakage, a backup system, a process to restore data if destroyed and also a data-recovery center. Physical and environmental security was set in place. The Company's computer centers passed the TIA-942 Data Center Certification standards. Communications security was employed. There was also segregation of networks, encrypted connections to external networks in accordance with PCI DSS and Card Brands, Cyber Security Operations Center (CSOC) was in place to monitor intrusion and security. Computer equipment and communication network were maintained and readily available to support continuous business operations. There was also information technology operations security.</li><li>• The Company implemented, reviewed and tested the Disaster Recovery Plan (DRP) on an annual basis to readily take on various important events related to the security and availability of the information technology system.</li><li>• The Company adopted the ISO/IEC 27701:2019 standard for the privacy information management system to be used in the organization which is the additional standard from the ISO/IEC 27001:2013 - the information security management system. According to ISO/IEC 27701:2019 standard, the Company had to take into account the privacy of personal data in every activity of the work process, including storing, controlling, using, processing or disclosing personal data to strengthen the management system, improve the already existing information security measure and comply with Personal Data Protection Act 2019 (PDPA). The Company has taken various additional actions such as<ul style="list-style-type: none"><li>◦ organized training or test knowledge and understanding of information security systems, protection of personal data and cyber security to directors, executives, employees, and outsourced service providers to review and raise awareness the risks of such matters.</li><li>◦ established strong measures for information security in accordance with the international standards, Payment Card Industry Data Security Standard (PCI DSS). This defined the responsibilities and rights to access work systems of individuals who were authorized to access sensitive customer data.</li></ul></li><li>• Information security was audited annually by internal audit and external provider audit units.</li></ul>
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## Climate Change

Definitions	<p>Extreme weather which occurs in every region of the world result from climate change brought about by human actions such as pollutions, smoke, chemicals from the industrial and agricultural sectors and so forth. As a result, the average global temperature has been rising and increased severe impacts on living things including people, animals, and plants.</p> <p>The entire world recognized the importance of such problems and agreed that the issue must be expedited. In the 26<sup>th</sup> United Nations General Assembly or COP26 in Glasgow, Scotland convened during October 31 to November 12, 2021, the guidelines each country used to tackle climate change problems were discussed and the mutual efforts to reach an agreement on measures to reduce greenhouse gas emissions or Net Zero were expressed. Consequently, Thailand announced the goal of carbon neutrality by 2050 and to reach net zero emissions target by 2065.</p>
Impacts	<p>Natural disasters, severe weather, even epidemics and emerging diseases affect to the economy, society, people lifestyle, health, occupations and business operations. These are all stemmed from climate change. Natural disasters or epidemics, for instance, can hinder business operations when personnel cannot work inside the building or cause an interruption in operations or affect to the ability to repay of customers. As a result, the Company's services, finance or reputation can be damaged.</p> <p>According to the severity of climate change impacts, the international and domestic regulatory agencies are in the process of considering and issuing additional laws, regulations and rules related to reduction of greenhouse gas emissions, in accordance with the agreements of the United Nations General Assembly which shall affect to the work processes and procedures and also the Company's business operation cost.</p>
Mitigation Plans	<ul style="list-style-type: none"> <li>• All KTC products and/or services were assessed on their impact on climate change and the environment before launching to the market. Approval criteria were stipulated based on responsible lending, where customer's risk level, financial position and ability to pay debts were considered.</li> <li>• The Company continually assessed the situation, analyzed, monitored debt quality and set up the debt management process (before it turned into a bad debt) and effective debt collection, which was ready to deal and solve problems direct to the point. The Company also developed the KTC Mobile application for multiple use aligning to the rapid changing situations and customer behaviors which preferred online transactions without going to the service point.</li> <li>• The Company set up Business Continuity Plan (BCP) including plans for emergencies or other events such as fire incident, response plans for earthquakes, floods, rallies, epidemics as well as evacuation guidelines. The Company also prepared an alternate site and sufficient resources that could be used to restore operations for critical work activities in crisis incidences,</li> </ul>

## Climate Change

Mitigation Plans	<p>where critical business function unit staff was unable to work at the main work place. In this regard, the Company arranged an annual review and a surprise test of the communication tree/ call tree, and Business Continuity Plan (BCP) as well as observed the BCP test done by outsource whose services were also related to the Company's main transactions.</p> <ul style="list-style-type: none"><li>• The Company supported environmentally friendly management in work process such as organizing trainings to educate employees, campaigning to reduce the use of wasteful resources or difficult to decompose, waste separation and recycling and so forth. In addition, the Company set a target of reducing energy consumption, and in 2022, additional goals were set on water use reduction within the organization, waste recycling and carbon dioxide emission reduction to decrease the environmental impacts and climate change.</li><li>• The Company supported and promoted the customers to receive e-Statement via e-Mail or via KTC Mobile. Not only providing more convenient service to customers, but it also decreasing the concern of losing and being damaged the paper statements and reducing paper consumption which help solve the environmental problems.</li></ul>
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## Changes in Laws and Regulations

Definitions	<p>According to the rapid changing situations and various factors in present day, the regulatory agencies are responsible for overseeing, supervising, auditing, analyzing the status and operations as well as being responsible for risk management of the business/ organization to achieve stability. The regulatory agencies, therefore, must issue rules, regulations, and procedures to regulate the said business/ organization to ensure that it operates in a same correct and orderly manner.</p> <p>In the past year, KTC, a financial business under the supervision of the Bank of Thailand (BOT), has changed its reporting methods and measures/ guidelines to provide relief measures to debtors who affected by COVID-19 in accordance with the Bank of Thailand's guidelines. In addition, KTC also complied with other regulatory agencies such as the SEC, AMLO and so forth.</p>
Impacts	<p>The changes in rules and regulations set by the regulatory agencies have affected work processes, work systems, operating costs, business performance, profitability, and corporate's image. However, if the Company fails to comply with the regulations set by the regulatory agencies, it may be warned, fined or even revoked its license to operate.</p>

## Changes in Laws and Regulations

Mitigation Plans	<ul style="list-style-type: none"> <li>The Company put its policies and operational procedures in place and announced them to all employees for their acknowledgment and compliance throughout the organization.</li> <li>There was a Compliance department that regularly monitored announcements, rules and regulations from the regulatory agencies and reported to the Risk Management Committee in which Chief Executive Officer (CEO) hold the position as chairman, or related committees. As a result, all relevant departments were aware of the impact every time there was a new announcement or changes in announcements.</li> <li>Appointed a coordinator with relevant regulatory agencies.</li> <li>Participated, discussed and exchanged ideas with people in the same industry such as credit card club, personal loan club etc.</li> </ul>
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## Debt Crises

Definitions	<p>The Economic and Inflation Projections in the Monetary Policy Report in the December 2021 issue, prepared by the Bank of Thailand (BOT), stated that the economic growth rate in 2021 was 0.9%, while in 2020 (during the COVID-19 situation) and 2019, it was at -6.1% and 2.4%, respectively. Both Thailand and other countries are in the prolonged economic stagnation, where all sectors are affected. The epidemic situation of the COVID-19 from 2020 to the present, a catalyst that worsens the financial situations and makes many companies face liquidity problems and full of debts. Many companies must breach contracts and close down. There is the income inequality in the society as well as unemployment problems. The government has measures to help stimulate the economy as a whole and help those affected by giving interest rate reduction, moratorium and measures that encourage people to spend.</p> <p>According to the information from the National Statistical Office, Debt Service Ratio (DSR) of households was high and greatly elevated due to the long-standing situation of the COVID-19 epidemic. As a result, the financial stability was affected, and employees were laid off, resulting in loss of income. Spending in many sectors declined, directly or indirectly resulting in the Company's customers, whether directly or indirectly, debt default, which is a risk to financial institutions or lenders. If the default occurs widely, the financial system can be severely damaged, economic activities can be badly hurt and ultimately lead to an economic crisis.</p>
Impacts	<p>A debt crisis in the economy can affect customers in many ways-work hour reduction, layoffs, or eventual unemployment. Losing income results in a decrease in purchasing power and eventually default payment. As a result, NPL increases in the Company's credit port, causing the Company to prepare more reserve, in accordance with the rules prescribed by the regulatory agencies. This can affect KTC's overall performance, image and reputation, hence, the Company may not achieve the set goals.</p>

## Debt Crises

Mitigation Plans	<ul style="list-style-type: none"><li>Strategized various products and promoted access to financial services in the system for the public as an alternative to alleviate household liquidity problems in crisis situation.</li><li>Determined credit approval criteria according to customer's risk level as well as took into account the ability to pay debt to not greatly burden the debtors.</li><li>Monitored customer default, by designated departments, and implemented measures to help customers before defaulting.</li><li>Provide preliminary assistance for members through KTC Phone service center.</li><li>Assisted debtors who were affected by disasters and epidemics; for instance, provided relief measures to debtors affected by the COVID-19 outbreak in accordance with all authority guidelines, where rules and conditions have been continually announced on the KTC website to inform customers since 2020. There was a wide range of assistance from minimum payment reduction on credit cards and loans without setting a minimum payment amount. KTC considered debt restructuring for NPL customers by stipulating conditions to help reduce debt repayment burdens by not just extending the repayment period alone, but changing credit card debt type to long-term personal loan debt, with lower interest. In addition, there was repayment waiver of the cash card to a long-term personal loan debt and interest reduction, including installments reduction or debt restructuring for debtors by extending the period. As for NPL debtors or debtors in the litigation process, KTC provided additional relief measures, such as entering into a compromise agreement, repayment time extension, and so forth.</li></ul>
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## Investment risk of security holders

### Debt Security

The Company issues debt securities which have no any special conditions and any significant types of risk. It defines that debt securities spell out clear information, whether it be interest-bearing bond, zero- coupon bond or bill of exchange with a discount rate. An issuer of debt security agrees to repay a full amount of principal, whatever the case may be, without stipulating a condition for converting the debt security into equity shares or other assets or without stipulating any event or condition that

permits withdrawal before maturity. Moreover, debt security holder's entitlement to repayment is not subordinated to that of ordinary shareholders (except, under protection of the law, some debts are entitled to receive repayment before other types of security). Such information is made available through the debt security offering disclosure form (Form 69-BASE-II&HNW), the prospectus supplement form (Form 69-Supplement), and Form 69-Pricing of debt securities.

**Equity security**

The Company issues and offers equity securities in the Stock of Exchange of Thailand whereby shareholders are owners of the Company. Shareholders have the rights to fully receive Company's information and news over a period of time specified by the law. Shareholders have the rights to subscribe for newly issued shares and to attend the annual general meeting. Equally, each shareholder has the right to cast one vote in various agenda items such as election of directors, dividend payment, payment of various types of remuneration that the law requires submissions to a shareholders' meeting for consideration. Shareholders entitle to dividends from the operating profit of the Company. If the Company has to liquidate, investors will receive the last investment repayment in order of repayment as required by the law, and may not be refunded at all if the business does not have adequate assets.

**Foreign investment risk**

None

# Business Sustainability Development

## Sustainability policy and goal

With the vision of “KTC is a membership company in payment and retail lending business with sustainability as key element”, and the determination to “develop financial products and services for the sake of improvement of the quality of life of Thai people”. KTC adopted the concept of sustainability or the concept of integrating environmental, social and governance (ESG) into its responsible business operation while pursuing continuous organizational development under the concept of Sustainable Development by Spirit. The aim is to satisfy the needs of stakeholders and play a role in strengthening financial businesses and propelling sustainable growth of Thai economy in line with the 10 UN Sustainable Development Goals (SDGs) as follows:



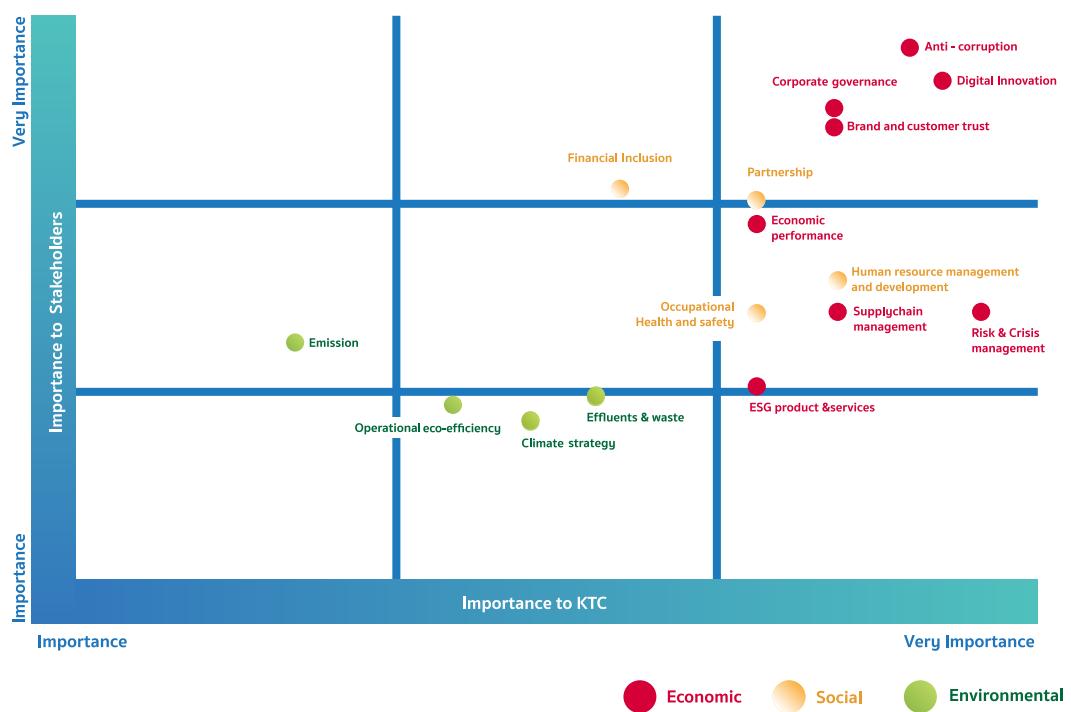
## Sustainable Development Management Structure



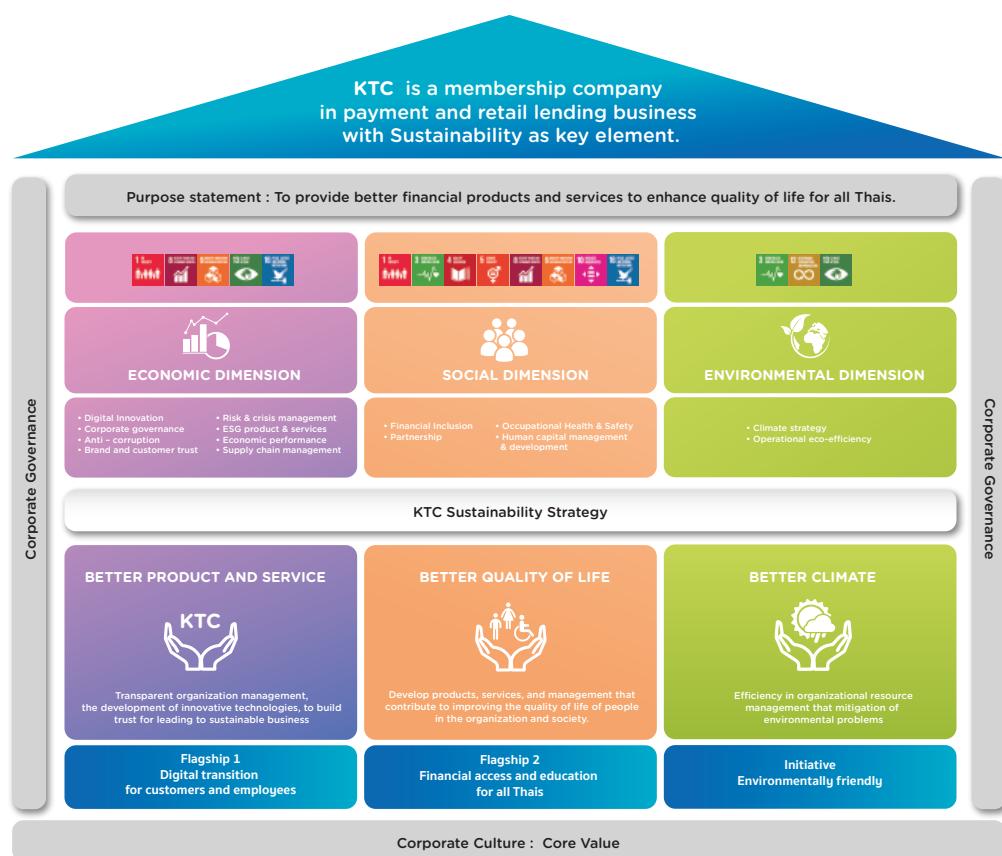
## Stakeholder Impact Management in Business Value Chain

In 2021, the Company conducted management review of business value chain and stakeholder groups and undertook a joint review on key sustainability issues with 10 stakeholder groups. Subsequently, review results were used as inputs in the formulation of sustainable development by spirit framework and 5-year sustainability strategy (2022-2026). The aim is to enhance sustainability implementation to continually support realization of corporate vision and goals and UN Sustainable Development Goals (SDGs).

## Key Sustainability Issues



## Sustainable Development by Spirit Framework



The Company disclosed the above information in “KTC and Sustainable Development” topic in the Sustainability Report 2021.

## **Sustainability Management**

### **Economic dimension**

#### **Economic Policy and Practice**

##### **Economic strategy: Better product and service**

###### **Key flagship initiative: Digital transition for customers and employees**

KTC conducted business operation in a transparent and fair manner in accordance with the principles of good corporate governance, respect for human rights, appropriate risk and cost management by applying technologies and digital innovations in product and service development, establishment of security and privacy, and presentation of various kinds of privileges in order to create great customer satisfaction and experience. Moreover, KTC also consistently helped debtors affected by COVID-19 situation through the relief measures as mandated by the Bank of Thailand on the basis of responsible lending while maintaining a balanced credit portfolio with decent quality.

#### **Economic Performance**

The economic performance is disclosed in “Our KTC” and “Economic Dimension” topics in the Sustainability Report 2021.

### **Social dimension**

#### **Social Policy and Practice**

##### **Social strategy: Better quality of life**

###### **Key flagship initiative: Financial access and education for all Thais**

KTC developed various financial products and services for customers with alternatives to choose only products and services suited to their needs, such as KTC P BERM, vehicle title loan, education loan, and self-employed loan and with full and equitable opportunities to access financial services via onsite and online channels. Moreover, KTC played a role in promoting financial literacy to support and improve the quality of life of Thai people through various programs and activities while developing and equipping the organization's personnel with the ability to describe product features and convey relevant messages distinctly, clearly completely and accurately. The aim is to enable service users to make a decision to choose the right financial product and to equip KTC staff with crucial knowledge and skills to cope with ongoing changes.

#### **Social Performance**

The social performance is disclosed in “Social Dimension” topic in the Sustainability Report 2021.

### **Environmental dimension**

#### **Environmental Policy and Practice**

##### **Environmental strategy: Better climate**

KTC conducted business operation while caring for environment and acting in environmentally friendly ways by enhancing its products and services and supporting its operation with technologies and digital innovations and efficient resource management. In addition, KTC also encouraged employees and customers to use electronic channels more frequently instead of using paper, adopted environmentally friendly practices, created environmental awareness and programs, and participated in the Stock Exchange of Thailand's Care the Bear: Change the Climate Change by Eco Event program in order to reduce environmental impacts and mitigate global warming by reducing greenhouse gases.

#### **Environmental Performance**

The environmental performance is disclosed in “Environmental Dimension” topic in the Sustainability Report 2021.

## **Honourable Awards**

From the aforementioned sustainability operations in 2021, KTC received various prestigious awards as revealed in “Honourable Awards” topic in the Sustainability Report 2021.

Please find further details on sustainability operation from the Sustainability Report 2021, which is disclosed on the Company’s website at <https://www.ktc.co.th/sustainability-development>

# Management Discussion and Analysis

## Key Financial Information

### Summarized Report of the Certified Public Accountants for Financial Statements year 2021, 2020 and 2019

#### Audit of financial statements for the year ended December 31, 2021

Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. by Dr. Suphamit Techamontrikul expressed unqualified opinion that the consolidated financial statements of Krungthai Card Public Company Limited and its subsidiaries and separate financial statements of Krungthai Card Public Company Limited, which comprise the consolidated and separate statements of financial position as at December 31, 2021, and the related consolidated and separate statements of profit or loss and other comprehensive income, changes in shareholders' equity, and cash flows for the year then ended, presented fairly, in all material respects, the financial position, financial performance, and cash flows in accordance with Thai Financial Reporting Standards.

#### Audit of financial statements for the year ended December 31, 2020

Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. by Dr. Suphamit Techamontrikul expressed unqualified opinion that the consolidated financial statements of Krungthai Card Public Company Limited and its subsidiaries and separate financial statements of Krungthai Card Public Company Limited, which comprise the consolidated and separate statements of financial position as at December 31, 2020, and the related consolidated and separate statements of profit or loss and other comprehensive income, changes in shareholders' equity, and cash flows for the year then ended, presented fairly, in all material respects, the financial position, financial performance, and cash flows in accordance with Thai Financial Reporting Standards.

#### Audit of financial statements for the year ended December 31, 2019

Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. by Dr. Suphamit Techamontrikul expressed unqualified opinion that the consolidated financial statements of Krungthai Card Public Company Limited and its subsidiaries and separate financial statements of Krungthai Card Public Company Limited, which comprise the consolidated and separate statements of financial position as at December 31, 2019, and the related consolidated and separate statements of profit or loss and other comprehensive income, changes in shareholders' equity, and cash flows for the year then ended, presented fairly, in all material respects, the financial position, financial performance, and cash flows in accordance with Thai Financial Reporting Standards.

## Financial Statement

### KRUNGTHAI CARD PUBLIC COMPANY LIMITED

#### STATEMENT OF FINANCIAL POSITION

Audited by Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd

Unit: Million Baht	Consolidated Financial Statement		
	2021	2020 (Restated)	2019
<b>Assets</b>			
<b>Current Assets</b>			
Cash and cash equivalents	2,363	2,197	1,348
Loans to customers and accrued interest receivables, net	82,443	83,836	-
Trade receivables	-	-	80,183
Other receivables	434	486	1,152
Long-term investment with maturity within one year	-	-	4
Other current financial assets	3	-	-
<b>Total Current Assets</b>	<b>85,243</b>	<b>86,520</b>	<b>82,688</b>
<b>Non-Current Assets</b>			
Loans to customers and accrued interest receivables, net non-current portion	501	1,111	-
Long-term investment	-	-	5
Other non-current financial assets	2	5	-
Investments in subsidiaries and an associate	83	73	-
Properties for sale	44	90	-
Leasehold improvements and equipment	415	496	495
Right-of-use assets	360	486	-
Intangible assets	449	486	481
Deferred tax assets	2,292	2,247	1,659
Other non-current assets	82	79	82
<b>Total Non-current Assets</b>	<b>4,228</b>	<b>5,074</b>	<b>2,721</b>
<b>Total Assets</b>	<b>89,471</b>	<b>91,594</b>	<b>85,409</b>

**KRUNGTHAI CARD PUBLIC COMPANY LIMITED**  
**STATEMENT OF FINANCIAL POSITION (CONTINUED)**  
Audited by Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd

Unit: Million Baht	Consolidated Financial Statement		
	2021	2020 (Restated)	2019
<b>Liabilities And Shareholders' Equity</b>			
<b>Current Liabilities</b>			
Short-term borrowings from related financial institution	4,730	9,440	3,840
Short-term borrowings from other financial institutions	4,400	6,299	7,536
Trade payables for related financial institution and related parties	598	723	911
Trade payables for other companies	155	747	856
Accrued interest expenses	272	328	349
Current income tax payable	735	663	598
Accrued expenses	1,178	1,141	1,198
Other payables	1,669	1,311	1,433
Current portion of lease liabilities	215	227	-
Current portion of long-term debentures	9,500	8,780	6,185
Deferred income for reward points	2,481	2,346	2,277
<b>Total Current Liabilities</b>	<b>25,934</b>	<b>32,005</b>	<b>25,181</b>
<b>Non-Current Liabilities</b>			
Lease liabilities	152	263	-
Long-term borrowings	1,500	-	-
Long-term debentures	34,273	34,700	39,980
Provisions for employee benefits	528	515	513
<b>Total Non-current Liabilities</b>	<b>36,453</b>	<b>35,478</b>	<b>40,493</b>
<b>Total Liabilities</b>	<b>62,387</b>	<b>67,482</b>	<b>65,674</b>

**KRUNGTHAI CARD PUBLIC COMPANY LIMITED**  
**STATEMENT OF FINANCIAL POSITION (CONTINUED)**  
Audited by Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd

Unit: Million Baht	Consolidated Financial Statement		
	2021	2020 (Restated)	2019
Share Capital			
- Authorized share capital 2,578,334,070 ordinary shares of Baht 1 each	2,578	2,578	2,578
Issued and paid share capital - 2,578,334,070 ordinary shares of Baht 1 each	2,578	2,578	2,578
Share premium on ordinary shares	1,892	1,892	1,892
Surplus on business combination under common control	424	-	-
<b>Retained Earning</b>			
- Appropriated legal reserve	258	258	258
- Unappropriated	21,685	18,071	14,980
Non-controlling interests	248	1,313	27
<b>Total Shareholders' Equity</b>	<b>27,084</b>	<b>24,112</b>	<b>19,735</b>
<b>Total Liabilities and Shareholders' Equity</b>	<b>89,471</b>	<b>91,594</b>	<b>85,409</b>

**KRUNGTHAI CARD PUBLIC COMPANY LIMITED**  
**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**  
Audited by Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd

Unit: Million Baht	Consolidated Financial Statement		
	2021	2020 (Restated)	2019
<b>Income</b>			
Interest income	10,673	10,538	9,468
Fee and service income	7,234	8,380	9,172
Bad debt recovered	3,266	3,204	3,496
Gain on exchange rate - net	22	45	149
Other income	246	284	340
<b>Total Revenues</b>	<b>21,442</b>	<b>22,452</b>	<b>22,625</b>
<b>Expenses</b>			
Administrative expenses	7,064	7,283	7,519
Management remuneration	262	240	203
Expected credit loss	5,456	6,489	-
Bad debts and doubtful accounts	-	-	6,433
<b>Total Expenses</b>	<b>12,781</b>	<b>14,012</b>	<b>14,155</b>
Profit from operating activities	8,661	8,439	8,470
Finance costs	1,416	1,560	1,566
Share of profit of an associate accounted for using equity method	11	0.8	-
Profit before income tax	7,255	6,880	6,904
Income tax expense	1,467	1,372	1,380
<b>Net profit for the years</b>	<b>5,789</b>	<b>5,508</b>	<b>5,524</b>

**KRUNGTHAI CARD PUBLIC COMPANY LIMITED**  
**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (CONTINUED)**  
Audited by Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd

Unit: Million Baht	Consolidated Financial Statement		
	2021	2020 (Restated)	2019
<b>Other comprehensive income</b>			
Gain on remeasurements of defined benefit plans	5	30	(67)
Income tax relating to components of other comprehensive income (loss) that will not be reclassified to profit or loss	(1)	(6)	13
Other comprehensive income for the years, Net of tax	4	24	(54)
<b>Total comprehensive income for the years</b>	<b>5,792</b>	<b>5,533</b>	<b>5,470</b>
<b>Profit (loss) attributable to</b>			
Owners of the parent	5,879	5,333	5,524
Non-controlling interests	(90)	175	(0.1)
	<b>5,789</b>	<b>5,508</b>	<b>5,524</b>
<b>Total comprehensive income (loss) attributable to</b>			
Owners of the parent	5,883	5,360	5,470
Non-controlling interests	(90)	172	(0.1)
	<b>5,792</b>	<b>5,533</b>	<b>5,470</b>
<b>Basic earnings per share (Baht)</b>	<b>2.28</b>	<b>2.07</b>	<b>2.14</b>

**KRUNGTHAI CARD PUBLIC COMPANY LIMITED**

**STATEMENT OF CASH FLOWS**

Audited by Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd

Unit: Million Baht	Consolidated Financial Statement		
	2021	2020 (Restated)	2019
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Profit before income tax	7,255	6,880	6,904
Amortization of premium (discount) on investments in debt securities	(0.002)	0.01	0.03
Share of profit of an associate accounted for using equity method	(11)	(1)	-
Amortization of deferred interest expense on bills of exchange	-	-	6
Employee benefits expense	69	51	44
Depreciation and amortization	594	530	339
Gain on disposal and write off of leasehold improvements and equipment - net	(1)	(0.3)	410
Loss on write off of computer software	1	-	-
Loss on impairment of properties for sale (Reversal)	18	(3)	-
Reversal of allowance for impairment of assets	-	-	386
Provision expenses (Reversal)	-	(11)	-
Expected credit loss	5,456	6,489	6,433
Interest expenses	1,397	1,540	1,546
	14,779	15,476	15,296
<b>Operating assets (increase) decrease</b>			
Loans to customers and accrued interest receivables, net	(3,452)	(6,592)	(13,942)
Other receivables	52	132	273
Properties for sale	28	(77)	-
Other non-current assets	(3)	3	8
<b>Operating liabilities increase (decrease)</b>			
Trade payables – related financial institution and related parties	(124)	(190)	(870)
Trade payables – other companies	(598)	(106)	536

**KRUNGTHAI CARD PUBLIC COMPANY LIMITED**

**STATEMENT OF CASH FLOWS (CONTINUE)**

Audited by Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd

Unit: Million Baht	Consolidated Financial Statement		
	2021	2020 (Restated)	2019
Accrued interest expenses	-	4	(2)
Accrued expenses	38	(87)	110
Other payables	359	(235)	(637)
Deferred income for reward points	135	69	(58)
<b>Cast received from operations</b>	<b>11,214</b>	<b>8,395</b>	<b>715</b>
Interest paid	(1,388)	(1,555)	(1,574)
Employee benefits paid	(51)	(39)	(8)
Income tax paid	(1,441)	(1,332)	(1,345)
<b>Net cash provided by operating activities</b>	<b>8,334</b>	<b>5,469</b>	<b>(2,211)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Cash received from redemption of other financial assets	-	4	-
Cash paid form investments in a subsidiary and an associate	(551)	(72)	-
Cash paid for purchase of leasehold improvements and equipment	(95)	(211)	(230)
Cash paid for purchase of computer software	(134)	(128)	(274)
Cash received from sale of leasehold improvements and equipment	2	5	16
<b>Net cash used in investing activities</b>	<b>(779)</b>	<b>(401)</b>	<b>(487)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Cash received (paid) for short-term borrowings from financial institutions and related parties - net	(6,620)	694	2,582
Cash paid for long-term borrowings from related party	-	(23)	-
Cash received from long-term borrowings	1,500	-	-
Cash received from issuance of long-term debentures	9,031	3,500	6,115
Cash paid for redemption of long-term debentures	(8,780)	(6,185)	(5,285)

**KRUNGTHAI CARD PUBLIC COMPANY LIMITED**

**STATEMENT OF CASH FLOWS (CONTINUE)**

Audited by Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd

Unit: Million Baht	Consolidated Financial Statement		
	2021	2020 (Restated)	2019
Cash paid for lease liabilities	(253)	(184)	-
Dividend paid	(2,269)	(2,269)	(2,114)
Proceeds from ordinary shares issued of subsidiaries from non-controlling interest	-	25	27
<b>Net cash used in financing activities</b>	<b>(7,390)</b>	<b>(4,442)</b>	<b>1,325</b>
NET INCREASE IN CASH AND CASH EQUIVALENTS	165	626	(1,374)
CASH AND CASH EQUIVALENTS AS AT JANUARY 1,	2,197	1,572	2,722
CASH AND CASH EQUIVALENTS AS AT DECEMBER 31,	2,363	2,197	1,348

## Key Financial Ratio

	Unit	As of 31 December 2021	As of 31 December 2020 (Original)	As of 31 December 2019
<b>Profitability Ratio</b>				
Gross Profit Margin	%	88.4%	88.3%	87.7%
Net Profit Margin	%	23.5%	24.2%	24.4%
Return on Equity (ROE)	%	23.6%	25.0%	30.6%
Average Interest Received <sup>(1)</sup>	%	14.9%	16.0%	17.7%
Average Cost of Fund	%	2.5%	2.7%	2.8%
Net Interest Margin	%	12.4%	13.4%	14.9%
<b>Efficiency Ratio</b>				
Net Interest Revenue/Total Asset <sup>(2)</sup>	%	13.7%	14.5%	14.6%
Return on Asset (ROA)	%	6.6%	6.1%	6.7%
Asset Turnover	times	0.2	0.3	0.3
<b>Financial Ratio</b>				
Debt to Equity (D/E)	times	2.3	2.9	3.3
Loan to Borrowing	%	170.3%	157.0%	150.2%
Interest Coverage Ratio	times	6.1	5.3	5.4
Dividend Payout Ratio	%	41.2% <sup>(3)</sup>	42.5%	41.1%
<b>Asset Quality Ratio</b>				
Allowance for Expected Credit Loss to Total Loans	%	10.5%	8.2%	6.6%
Bad Debt/Total Loans	%	6.2%	5.5%	7.3%
% Total NPL	%	3.6%	1.8%	1.1%
% NPL Credit Card	%	1.2%	1.3%	0.9%
% NPL Personal Loan	%	2.9%	2.7%	0.9%
% NPL Leasing	%	54.3%	-	-

<sup>(1)</sup> Credit usage fee is included in the calculation

<sup>(2)</sup> Interest revenue is included credit usage fee

<sup>(3)</sup> The right to receive dividends is unconfirmed until approved in the Annual General Shareholders Meeting 2022 (No. 20)

## **Commentary and analysis for the Company's financial positions performance 2021, 2020 and 2019**

### **Commentary for the Company's financial statements 2021, 2020, and 2019**

#### **Basis of preparation and presentation of the financial statements 2021, 2020, and 2019**

The Company maintained its accounting records in Thai Baht and prepares its statutory financial statements in Thai language in accordance with Thai Financial Reporting Standards and generally accepted accounting principle in Thailand. Details of the financial reporting standards are available in the notes to the financial statements of the Company in that respective year.

#### **Analysis for the Company's financial positions and performance in 2021**

##### **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 amounted 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%
<b>Total Comprehensive Income (Loss)</b>						
Owners of the parent	<b>5,879</b>	<b>6,251</b>	<b>5,333</b>	<b>5,335</b>	<b>10%</b>	<b>17%</b>
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 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 while the industry expanded 0.4% due to the recovery of domestic spending and the gradually return of foreign tourists. 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		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**

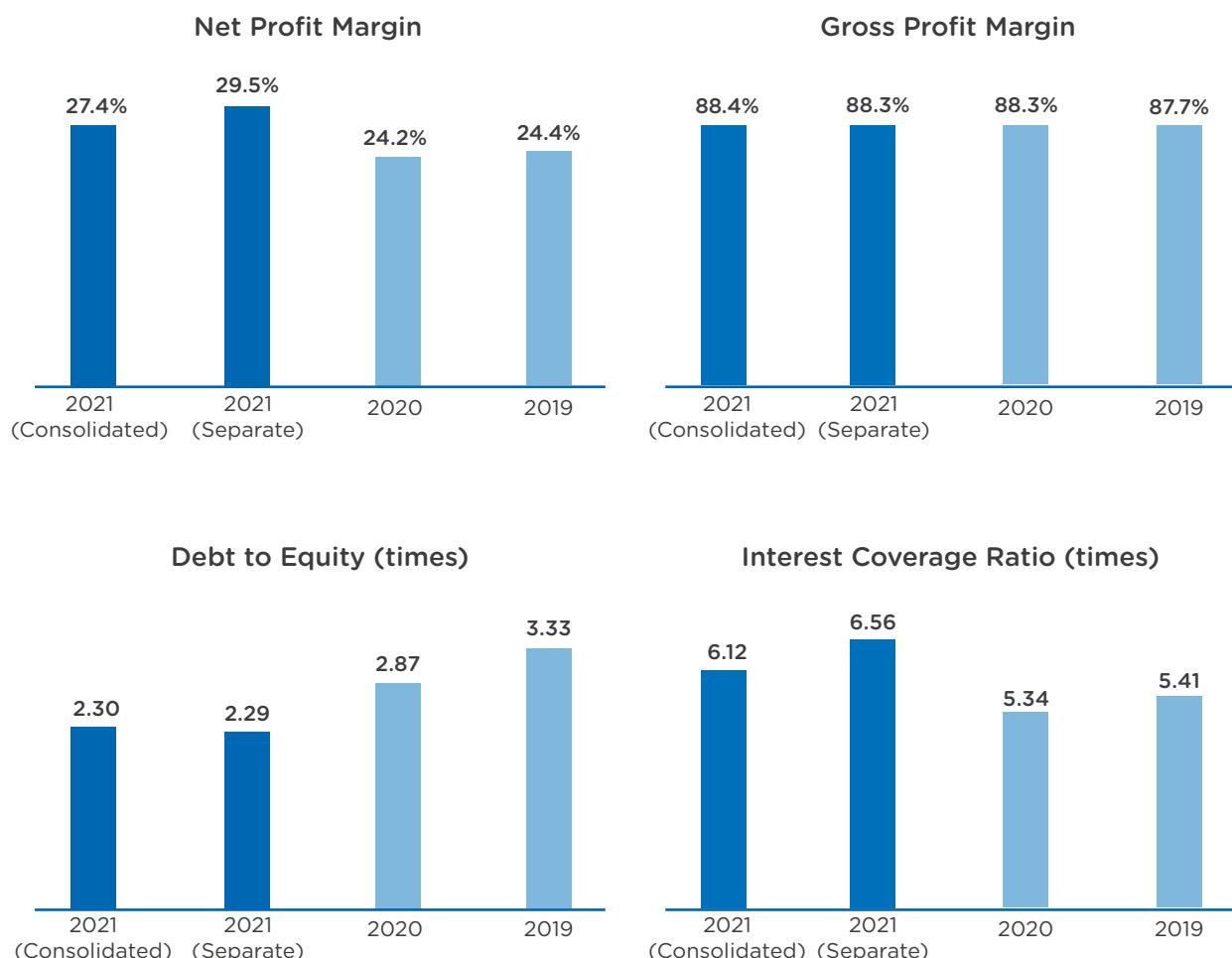
The Company was able to maintain good debt collection capability, comprising of KTC at the amount of 3,191 million baht, increased by 2.3% (yoY) and from KTBL at the amount of 75 million baht.

- 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.

## Key financial Ratio



	Y2021 (Consolidated)	Y2021 (Separate)	Y2020 (Consolidated)	Y2019 (Consolidated)
Earning per Share (Baht)	2.3	2.4	2.1	2.1
Book Value per share (Baht)	10.5	10.4	8.9	7.7
Cost to Income	34.2%	33.4%	32.9%	34.1%
Operating Cost to Income (%) <sup>(1)</sup>	27.3%	26.6%	25.4%	25.3%
NPL Coverage Ratio (%)	292.2%	464.8%	460.4%	622.2%
Expected Credit Loss/Total Receivables (%)	5.9%	5.4%	7.3%	7.4%
Allowance for Expected Credit Loss/Total Receivables (%)	10.5%	8.2%	8.2%	6.6%
ROE	23.5%	25.2%	25.0%	30.6%
ROA	6.6%	7.1%	6.1%	6.7%
Dividend Payout Ratio (%)	N/A	N/A	42.5%	41.1%

<sup>(1)</sup> Operating Cost excluding Marketing Expenses

- **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.

## 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%

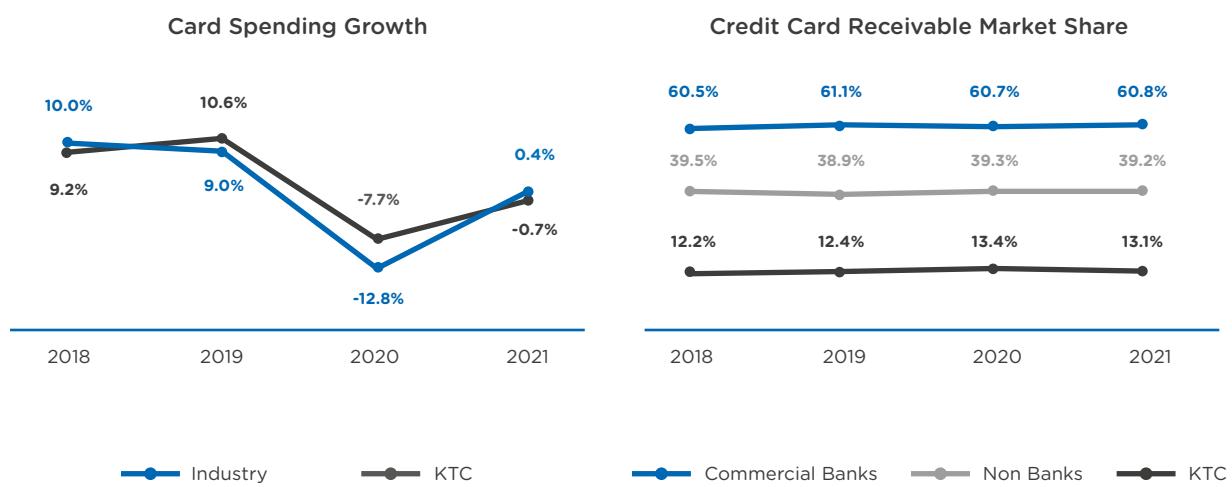
Source: Bank of Thailand

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



**Total Revenue and Expense**  
**Total revenue for 2021 equal 21,442 MB**  
**Total Interest Income (including Credit Usage Fee) 13,613 million baht**

**NIM 12.36%**  
**Average Interest Received 14.90%**  
**COF 2.53%**

	(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%)

- **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

**Finance Cost**  
**2.53%**  
**1,416 MB**



	(1) Y2021 Consolidated	(2) Y2020 Consolidated (Restated)	(1) vs (2) Y2020 Consolidated (Original)	Growth (%)	(1) Y2021 Separate	(2) Y2020 Separate	Growth (%)
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) Y2021 Consolidated	(2) Y2020 Consolidated (Restated)	(1) vs (2) Y2020 Consolidated (Original)	Growth (%)	(1) Y2021 Separate	(2) Y2020 Separate	Growth (%)
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).** 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).
- **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%.

## 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 of loan to customers and accrued interest receivables.

The table shows loan to customers and accrued interest receivables

(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 2	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)	Consolidated Financial Statements as of December 31, 2021				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

## 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.

## 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	<b>6,251</b>	<b>(372)</b>	<b>5,879</b>

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.

## 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 ≤ 3.60%

## 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.

## Performance analysis of each business for the year 2021, 2020, and 2019

The Company compares revenue from operation of each business for the year ended 31 December 2021, 2020, and 2019 to identify the ability to generate revenue from each business unit. Moreover, the Company acquired ordinary shares of KTB Leasing in May 2021 to operate hire purchase and financial lease businesses. The revenue structure for the year 2021 consists of credit card business, personal loan business, and hire purchase and financial lease businesses which contributes to total revenue 57.3%, 40.3%, and 1.1% respectively. Details of revenue (including bad debt recovery income) of each business are as follows:

Income by Business	For the year ending December 31, 2021		For the year ending December 31, 2020 (Original)		For the year ending December 31, 2019	
	MB	Portion (%)	MB	Portion (%)	MB	Portion (%)
Credit Card Income	12,288	57.3%	12,587	57.1%	13,068	57.8%
Personal Loan Income	8,643	40.3%	9,177	41.6%	9,069	40.1%
Leasing Income	243	1.1%	N/A	N/A	N/A	N/A
Other Incomes <sup>(1)</sup>	269	1.3%	292	1.3%	489	2.1%
Total	21,442	100.0%	22,055	100.0%	22,625	100.0%

<sup>(1)</sup> Other Incomes: other fee incomes, profit (loss) from exchange rate

## Credit Card Business Income

	For the year ending December 31, 2021		For the year ending December 31, 2020 (Original)		For the year ending December 31, 2019	
	MB	Portion (%)	MB	Portion (%)	MB	Portion (%)
Credit Card Interest Income <sup>(1)</sup>	6,501	52.9%	6,611	52.5%	6,255	47.9%
Fee Incomes	4,088	33.3%	4,294	34.1%	4,846	37.1%
Card Issuing	2,468	20.1%	2,694	21.4%	3,107	23.8%
Merchant Acquiring	1,620	13.2%	1,600	12.7%	1,738	13.3%
Bad Debt Recovery-Credit card	1,699	13.8%	1,681	13.4%	1,967	15.0%
Total	12,288	100.0%	12,587	100.0%	13,068	100.0%

<sup>(1)</sup> Credit card interest income including credit usage fee

Revenue from credit card business mainly derived from 3 parts; interest income (including credit usage fee), fee income, and recovery income. In 2021 the Company continues developing creative marketing campaigns by focusing more on online marketing. Despite the impact from COVID-19 outbreak and changing consumer behavior, the Company strives to become the preferential brand in the long run by promoting regular spending through KTC credit cards. In 2021, total interest

income from credit card equaled to 6,501 million baht, decreased -1.7% from the previous year. Fee income equaled to 4,088 million baht, decreased -4.8% from the previous year due to the reduction of interest rate ceiling measures according to the Bank of Thailand measures which affected the whole year 2021. On the other hand, recovery income equaled to 1,699 million baht, increased 1.1% from the previous year due to effective debt collection.

	For the year ending December 31, 2021	For the year ending December 31, 2020 (Original)	For the year ending December 31, 2019
Number of Credit Card (Cards)	2,515,110	2,575,684	2,510,914
Growth (%YoY)	(2.4%)	2.6%	5.2%
Credit Card Receivables-net (Million Baht)	56,075	56,017	53,507
Growth (%YoY)	0.1%	4.7%	11.6%
Total Credit Card Spending <sup>(1)</sup> (Million Baht)	195,727	197,087	213,629
Growth (%YoY)	(0.7%)	(7.7%)	10.6%

<sup>(1)</sup> Credit card spending including cash advance

	For the year ending December 31, 2021	For the year ending December 31, 2020 (Original)	For the year ending December 31, 2019
Number of KTC Merchant <sup>(1)</sup> (Merchants)	41,410	42,050	39,870
Growth (%YoY)	(1.5%)	5.5%	8.2%
Total Spending through KTC Merchants <sup>(2)</sup> (Million Baht)	67,023	68,887	82,054
Growth (%YoY)	(2.7%)	(16.0%)	(4.3%)
Fee Income from Merchant Acquiring Business (Million Baht)	1,620	1,600	1,738
Growth (%YoY)	1.3%	(7.9%)	1.5%

<sup>(1)</sup> Excluding Cash Advance Outlets at the ending period

<sup>(2)</sup> Excluding Cash Advance transactions

## Personal Loan Business Income

Personal loan business is an unsecured loan with no collateral or guarantor given to individual with 2 types of services, KTC Cash Personal Loan and KTC PROUD Cash Card. In addition, the Company expands its new customer base by launching new cash card image "KTC PROUD-UNIONPAY" with 4-in-1 function, Withdraw-Transfer-Swipe-Pay in one card, as well as auto title loan "KTC P BERM", which consists of Car Title Loans and Motorcycle Title Loans.

In 2021, personal loan portfolio equaled to 26,013 million baht, decreased -2.9% from the previous year due to the Company's stricter credit approval due to the reduction of interest rate ceiling and the COVID-19 outbreak. Interest income (including credit usage fee) from personal loan equaled to 7,009 million baht, decreased -7.2% from the previous year. Fee income equaled to 142 million baht, decreased -22.3% from the previous year. On the other hand, recovery income equaled to 1,492 million baht, increased 3.8% from the previous year.

	For the year ending December 31, 2021	For the year ending December 31, 2020 (Original)	For the year ending December 31, 2019
Personal Loan Receivables-net (Million Baht)	26,013	26,777	27,248
Growth (%YoY)	(2.9%)	(1.7%)	10.0%
Interest Income <sup>(1)</sup> (Million Baht)	7,009	7,556	7,351
Growth (%YoY)	(7.2%)	2.8%	7.8%
Fee Income (Million Baht)	142	183	187
Growth (%YoY)	(22.3%)	(2.1%)	(2.6%)
Bad Debt Recovery-Personal Loan (Million Baht)	1,492	1,437	1,530
Growth (%YoY)	3.8%	(6.0%)	9.3%

<sup>(1)</sup> Personal loan's interest income including credit usage fee

## Leasing Business Income

KTB Leasing Company Limited operates hire purchase and financial lease businesses to expand business and customer base via vehicle hire purchase. As of December 31, 2021, the Company's lease receivables portfolio equaled to 857 million baht with interest income, fee income, and recovery income equaled to 104 million baht, 63 million baht, and 75 million baht respectively.

Unit: MB	For the year ending December 31, 2021
Leasing Receivables-net	857
Interest Income <sup>(1)</sup>	104
Fee Income	63
Bad Debt Recovery-Leasing	75

<sup>(1)</sup> Leasing's interest income including credit usage fee



# FINANCIAL STATEMENTS



บริษัท ดีลอตติ่ง จำกัด โรมันธาร ไบมอล  
ถนนบรมราช จำกัด  
อาคาร เอไอเอ สาขาวิชาชีวะ ชั้น 23-27  
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## REPORT OF THE INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

### TO THE SHAREHOLDERS AND BOARD OF DIRECTORS KRUNGTHAI CARD PUBLIC COMPANY LIMITED

#### Opinion

We have audited the consolidated financial statements of Krungthai Card Public Company Limited and its subsidiaries (the “Group”) and the separate financial statements of Krungthai Card Public Company Limited (the “Company”), which comprise the consolidated and separate statements of financial position as at December 31, 2021, and the related consolidated and separate statements of profit or loss and other comprehensive income, changes in shareholders’ equity and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of Krungthai Card Public Company Limited and its subsidiaries and of Krungthai Card Public Company Limited as at December 31, 2021, and its financial performance and its cash flows for the year then ended in accordance with Thai Financial Reporting Standards (“TFRSs”).

#### Basis for Opinion

We conducted our audit in accordance with Thai Standards on Auditing (“TSAs”). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Consolidated and Separate Financial Statements section of our report. We are independent of the Group in accordance with the Federation of Accounting Professions’ Code of Ethics for Professional Accountants together with the ethical requirements that are relevant to the audit of the consolidated and separate financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Emphasis of Matter

We draw attention to Note 4 to the financial statements that on May 21, 2021, the Company acquired the ordinary shares of an entity under common control of the ultimate shareholder. Accordingly, the acquisition has been accounted for in a manner similar to a pooling of interest method. The Group retrospectively adjusted the business combination under common control transactions as if the combination occurred from the beginning of period of which the financial statements in the previous period are comparatively presented. Our opinion is not modified in respect of this matter.



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### Key Audit Matter

Key audit matter is the matter that, in our professional judgment, was of most significance in our audit of the consolidated and separate financial statements of the current period. This matter was addressed in the context of our audit of the consolidated and separate financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter.

Key Audit Matter	Key Audit Responses
<p><b>Allowance for expected credit loss</b>  The allowance for expected credit loss for loans to customers is considered to be the key audit matter as it requires the use of various assumptions and judgment including forward economic looking and post model adjustments and it is recognized in accordance with Thai Financial Reporting Standard No. 9 - Financial Instruments ("TFRS 9"). TFRS 9 requires the Company to recognize impairment based on expected credit loss ("ECL"). We focused our audit on the following areas of allowance for expected credit loss for loans to customers specifically relating to:</p> <ul style="list-style-type: none"> <li>• Accounting interpretations and modelling assumptions used to build the models that the Company used to calculate the ECL which involves determining Probabilities of Default (PD), Loss Given Default (LGD) and Exposure at Default (EAD);</li> <li>• Completeness and accuracy of data used to calculate the ECL;</li> <li>• Inputs and assumptions used to estimate the impact of forward-looking factors and/or management overlay;</li> <li>• Classification of loans to customers to stage 1, 2 and 3 using criteria in accordance with TFRS 9;</li> </ul>	<p>Key audit procedures included</p> <ul style="list-style-type: none"> <li>• Reviewing management written policies, which were collaborated from the Company's management's experts, and procedures to derive the allowance for expected credit loss estimate. Determining whether the policies and procedures for the estimation are incorporate with the requirements of TFRS 9 and properly approved by the appropriate level of management;</li> <li>• Obtained an understanding of the Company's design and implementation of the key controls over significant input data used in the calculation of allowance for expected credit loss, and calculation of allowance for expected credit loss;</li> <li>• Performed operating effectiveness testing of the controls over significant input data used in calculation of allowance for expected credit loss and calculation of allowance for expected credit loss. In addition, we also tested general information technology controls for loan system;</li> <li>• Involving our internal specialists to assess the model documentation. This included assessing the appropriateness of model design, assumptions, inputs, formulas used and post model adjustments and verifying data quality, we tested the data used in the ECL calculation by reconciling to source systems;</li> </ul>

Key Audit Matter	Key Audit Responses
<ul style="list-style-type: none"> <li>Indicators that will significantly reduce the ability to pay the debt or the increase in credit risk including quantitative and qualitative information; and</li> <li>Completeness and valuation of post model adjustments.</li> </ul> <p>Accounting policy of the allowance for expected credit loss and detail of allowance for expected credit loss were disclosed in the Note 3.2 and Note 6 to the financial statements.</p>	<ul style="list-style-type: none"> <li>Evaluating relevant inputs and assumptions used by management in each stage of the expected credit loss calculation by considering whether the inputs and assumption appear reasonable, considering the historical loss experience and adjust this for current observable data and considering the relationship between those assumptions and forecast of reasonable and supportable future economic conditions;</li> <li>Considering the criteria used to classify an asset to stage 1, 2 and 3 in accordance with TFRS 9. Testing sample of assets in stage 1, 2 and 3 to verify that they were classified to the appropriate stage. This also included considering the internal credit scoring system of the Company; and</li> <li>Tested calculation of allowance for expected credit loss for a sample of models.</li> </ul>

### Other Information

Management is responsible for the other information. The other information comprises information in the annual report, but does not include the consolidated and separate financial statements and our auditor's report thereon, which is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our 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 financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to management and those charged with governance for correction of the misstatement.

### **Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements**

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

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company'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 Company or to cease operations, or has no realistic alternative but to do so.

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

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

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

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

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our 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 Company'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 Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We 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 we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Dr. Suphamit Techamontrikul  
Certified Public Accountant (Thailand)  
Registration No. 3356

BANGKOK  
February 10, 2022

DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT CO., LTD.

KRUNGTHAI CARD PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2021

UNIT: BAHT

Notes	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	2021	2020	2021	2020
"Restated"				
<b>ASSETS</b>				
<b>CURRENT ASSETS</b>				
Cash and cash equivalents	2,362,884,558	2,197,388,261	2,018,849,307	1,913,623,051
Loans to customers and accrued interest receivables, net and other current receivables				
Loans to customers and accrued interest receivables, net	82,443,432,569	83,836,351,802	82,086,352,073	82,790,451,296
Other receivables	434,057,147	486,272,400	420,884,864	460,037,157
Other current financial assets	3,000,323	-	3,000,323	-
Total Current Assets	<u>85,243,374,597</u>	<u>86,520,012,463</u>	<u>84,529,086,567</u>	<u>85,164,111,504</u>
<b>NON-CURRENT ASSETS</b>				
Loans to customers and accrued interest receivables, net non-current portion	500,988,951	1,111,125,554	-	-
Other non-current financial assets	1,994,431	4,992,321	1,984,431	4,982,322
Investments in subsidiaries and an associate	83,464,565	72,795,564	780,943,224	229,604,970
Properties for sale	43,787,662	90,217,287	-	-
Leasehold improvements and equipment	414,640,210	495,860,881	402,462,709	481,435,040
Right-of-use assets	359,782,239	486,342,599	345,259,477	456,636,632
Intangible assets	448,767,818	486,336,134	437,703,761	473,743,501
Deferred tax assets	2,292,094,928	2,247,468,140	1,600,388,259	1,666,997,707
Other non-current assets	82,194,251	79,345,126	79,667,126	78,754,468
Total Non-current Assets	<u>4,227,715,055</u>	<u>5,074,483,606</u>	<u>3,648,408,987</u>	<u>3,392,154,640</u>
<b>TOTAL ASSETS</b>	<b><u>89,471,089,652</u></b>	<b><u>91,594,496,069</u></b>	<b><u>88,177,495,554</u></b>	<b><u>88,556,266,144</u></b>

Notes to the financial statements form an integral part of these statements

**KRUNGTHAI CARD PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**

**STATEMENT OF FINANCIAL POSITION (CONTINUED)**

**AS AT DECEMBER 31, 2021**

**UNIT: BAHT**

	Notes	<b>CONSOLIDATED</b>		<b>SEPARATE</b>		
		<b>FINANCIAL STATEMENTS</b>		<b>FINANCIAL STATEMENTS</b>		
		<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>	
<b>“Restated”</b>						
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>						
CURRENT LIABILITIES						
Short-term borrowings from financial institutions and related parties						
- Related financial institution	15.1 and 25	4,730,000,000	9,440,000,000	3,630,000,000	7,660,000,000	
- Other financial institutions	15.1	4,399,971,164	6,299,408,660	4,399,971,164	6,299,408,660	
- Related parties	15.2 and 25	-	-	200,520,556	202,313,182	
Trade and other current payables						
Trade payables						
- Related financial institution and related parties	25.1	598,195,403	722,591,140	596,144,654	720,696,237	
- Other companies		155,046,226	747,063,768	150,519,623	746,971,576	
Accrued interest expenses		272,019,844	327,578,601	271,400,828	327,680,398	
Current income tax payable		734,796,892	663,126,448	734,794,204	662,894,850	
Accrued expenses		1,178,401,893	1,140,830,606	1,160,836,860	1,106,196,178	
Other payables	16	1,669,371,417	1,310,750,735	1,627,619,977	1,253,895,188	
Current portion of lease liabilities	17	214,609,667	227,498,690	200,507,195	212,568,795	
Current portion of long-term debentures	18	9,500,000,000	8,780,000,000	9,500,000,000	8,780,000,000	
Deferred income for reward points		2,481,225,762	2,345,752,136	2,481,225,762	2,345,752,136	
Total Current Liabilities		25,933,638,268	32,004,600,784	24,953,540,823	30,318,377,200	
NON-CURRENT LIABILITIES						
Lease liabilities	17	151,583,707	262,929,026	151,040,454	247,717,943	
Long-term borrowings	15.3 and 25	1,500,000,000	-	1,500,000,000	-	
Long-term debentures	18	34,273,049,113	34,700,000,000	34,273,049,113	34,700,000,000	
Provisions for employee benefits	19	528,418,067	514,623,601	512,147,600	488,779,800	
Total Non-current Liabilities		36,453,050,887	35,477,552,627	36,436,237,167	35,436,497,743	
<b>TOTAL LIABILITIES</b>		<b>62,386,689,155</b>	<b>67,482,153,411</b>	<b>61,389,777,990</b>	<b>65,754,874,943</b>	

**KRUNGTHAI CARD PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**  
**STATEMENT OF FINANCIAL POSITION (CONTINUED)**  
**AS AT DECEMBER 31, 2021**

**UNIT: BAHT**

<b>Notes</b>	<b>CONSOLIDATED</b>		<b>SEPARATE</b>		
	<b>FINANCIAL STATEMENTS</b>		<b>FINANCIAL STATEMENTS</b>		
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>	
<b>“Restated”</b>					
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>					
(CONTINUED)					
<b>SHAREHOLDERS' EQUITY</b>					
SHARE CAPITAL					
Authorized share capital					
2,578,334,070 ordinary shares of Baht 1.00 each		<u>2,578,334,070</u>	<u>2,578,334,070</u>	<u>2,578,334,070</u>	<u>2,578,334,070</u>
Issued and paid share capital					
2,578,334,070 ordinary shares of Baht 1.00 each, fully paid		2,578,334,070	2,578,334,070	2,578,334,070	2,578,334,070
SHARE PREMIUM					
Share premium on ordinary shares		1,891,808,721	1,891,808,721	1,891,808,721	1,891,808,721
SURPLUS ON BUSINESS COMBINATION UNDER					
COMMON CONTROL		9.1	423,694,187	-	-
RETAINED EARNINGS					
Appropriated					
Legal reserve		21	257,833,407	257,833,407	257,833,407
Unappropriated		<u>21,684,686,692</u>	<u>18,070,976,922</u>	<u>22,059,741,366</u>	<u>18,073,415,003</u>
EQUITY ATTRIBUTABLE TO OWNERS					
OF THE PARENT		26,836,357,077	22,798,953,120	26,787,717,564	22,801,391,201
NON-CONTROLLING INTERESTS		<u>248,043,420</u>	<u>1,313,389,538</u>	<u>-</u>	<u>-</u>
TOTAL SHAREHOLDERS' EQUITY		<u>27,084,400,497</u>	<u>24,112,342,658</u>	<u>26,787,717,564</u>	<u>22,801,391,201</u>
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>		<b><u>89,471,089,652</u></b>	<b><u>91,594,496,069</u></b>	<b><u>88,177,495,554</u></b>	<b><u>88,556,266,144</u></b>

Notes to the financial statements form an integral part of these statements

**KRUNGTHAI CARD PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**  
**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED DECEMBER 31, 2021**

UNIT: BAHT

Notes	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	2021	2020	2021	2020
		"Restated"		
Interest income	10,673,125,090	10,538,480,876	10,568,152,773	10,353,312,856
Fee and service income	7,234,170,658	8,379,759,304	7,170,937,587	8,289,668,094
Bad debt recovered	3,266,111,438	3,203,630,858	3,190,639,223	3,118,823,100
Gain on exchange rate - net	22,182,097	45,452,119	22,182,097	45,452,119
Other income	246,084,939	284,181,828	220,242,260	248,157,567
Total Revenues	<u>21,441,674,222</u>	<u>22,451,504,985</u>	<u>21,172,153,940</u>	<u>22,055,413,736</u>
Administrative expenses	7,064,049,614	7,283,030,417	6,850,785,415	7,046,117,549
Management remuneration	25.3	261,525,825	239,779,406	230,011,827
Expected credit loss		5,455,542,617	6,489,407,178	4,862,823,258
Total Expenses	<u>22</u>	<u>12,781,118,056</u>	<u>14,012,217,001</u>	<u>11,943,620,500</u>
PROFIT FROM OPERATING ACTIVITIES	8,660,556,166	8,439,287,984	9,228,533,440	8,194,973,355
FINANCE COSTS		1,415,848,055	1,560,066,824	1,406,706,085
Share of profit of an associate accounted				
for using equity method	10,669,002	795,564	-	-
PROFIT BEFORE INCOME TAX	<u>7,255,377,113</u>	<u>6,880,016,724</u>	<u>7,821,827,355</u>	<u>6,659,529,913</u>
INCOME TAX EXPENSE	24	<u>1,466,856,852</u>	<u>1,371,699,859</u>	<u>1,570,941,470</u>
NET PROFIT FOR THE YEARS		<u>5,788,520,261</u>	<u>5,508,316,865</u>	<u>5,334,980,593</u>
Other comprehensive income				
Components of other comprehensive income (loss)				
that will not be reclassified to profit or loss				
Gains on remeasurements of defined benefit plans	4,607,494	30,429,181	5,313,300	34,135,900
Income tax relating to components of other				
comprehensive income (loss) that will not be				
reclassified to profit or loss	(921,499)	(6,085,836)	(1,062,660)	(6,827,180)
OTHER COMPREHENSIVE INCOME				
FOR THE YEARS, NET OF TAX	3,685,995	24,343,345	4,250,640	27,308,720
<b>TOTAL COMPREHENSIVE INCOME</b>				
<b>FOR THE YEARS</b>	<u>5,792,206,256</u>	<u>5,532,660,210</u>	<u>6,255,136,525</u>	<u>5,362,289,313</u>
<b>PROFIT (LOSS) ATTRIBUTABLE TO</b>				
Owners of the parent	5,878,693,059	5,332,865,190	6,250,885,885	5,334,980,593
Non-controlling interests	(90,172,798)	175,451,675	-	-
	<u>5,788,520,261</u>	<u>5,508,316,865</u>	<u>6,250,885,885</u>	<u>5,334,980,593</u>
<b>TOTAL COMPREHENSIVE INCOME (LOSS)</b>				
<b>ATTRIBUTABLE TO</b>				
Owners of the parent	5,882,519,932	5,360,173,910	6,255,136,525	5,362,289,313
Non-controlling interests	(90,313,676)	172,486,300	-	-
	<u>5,792,206,256</u>	<u>5,532,660,210</u>	<u>6,255,136,525</u>	<u>5,362,289,313</u>
<b>BASIC EARNINGS PER SHARE</b>	BAHT	2.28	2.07	2.42
<b>WEIGHTED AVERAGE NUMBER OF</b>				
<b>ORDINARY SHARES</b>	SHARES	2,578,334,070	2,578,334,070	2,578,334,070

Notes to the financial statements form an integral part of these statements

**KRUNGTHAI CARD PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**  
**STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY**  
**FOR THE YEAR ENDED DECEMBER 31, 2021**

UNIT: BAHT

Notes	CONSOLIDATED FINANCIAL STATEMENTS						Non-controlling interests	Total shareholders' equity
	Issued and paid share capital	Shares premium on ordinary shares	Surplus on business combination under common control	Retained earnings	Appropriated Legal reserve	Unappropriated		
Beginning balance as at January 1, 2020 - as previously reported	2,578,334,070	1,891,808,721	-	257,833,407	14,979,730,217	19,707,706,415	27,337,828	19,735,044,243
Effect from business combination under common control	4	-	-	-	-	-	1,088,615,400	1,088,615,400
Beginning balance as at January 1, 2020 - as restated	2,578,334,070	1,891,808,721	-	257,833,407	14,979,730,217	19,707,706,415	1,115,953,228	20,823,659,643
Dividend paid	21	-	-	-	(2,268,927,205)	(2,268,927,205)	-	(2,268,927,205)
Increasing in non-controlling interests arising from new investment in a subsidiary	-	-	-	-	-	-	24,950,010	24,950,010
Total comprehensive income	<b>2,578,334,070</b>	<b>1,891,808,721</b>	<b>-</b>	<b>257,833,407</b>	<b>5,360,173,910</b>	<b>5,360,173,910</b>	<b>172,486,300</b>	<b>5,532,660,210</b>
<b>ENDING BALANCE AS AT DECEMBER 31, 2020</b>	<b>2,578,334,070</b>	<b>1,891,808,721</b>	<b>-</b>	<b>257,833,407</b>	<b>18,070,976,922</b>	<b>22,798,953,120</b>	<b>1,313,389,538</b>	<b>24,112,342,658</b>
Beginning balance as at January 1, 2021 - as previously reported	2,578,334,070	1,891,808,721	-	257,833,407	18,070,976,922	22,798,953,120	51,320,101	22,850,273,221
Effect from business combination under common control	4	-	-	-	-	-	1,262,069,437	1,262,069,437
Beginning balance as at January 1, 2021 - as restated	2,578,334,070	1,891,808,721	-	257,833,407	18,070,976,922	22,798,953,120	1,313,389,538	24,112,342,658
Business combination under common control	9.1	-	-	423,694,187	-	423,694,187	(975,032,442)	(551,338,255)
Dividend paid	21	-	-	-	(2,268,810,162)	(2,268,810,162)	-	(2,268,810,162)
Total comprehensive income	-	-	-	-	5,882,519,932	5,882,519,932	(90,313,676)	5,792,206,256
<b>ENDING BALANCE AS AT DECEMBER 31, 2021</b>	<b>2,578,334,070</b>	<b>1,891,808,721</b>	<b>-</b>	<b>423,694,187</b>	<b>257,833,407</b>	<b>21,684,686,692</b>	<b>26,836,357,077</b>	<b>248,043,420</b>
								<b>27,084,400,497</b>

Notes to the financial statements form an integral part of these statements

KRUNGTHAI CARD PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES  
 STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY (CONTINUED)  
 FOR THE YEAR ENDED DECEMBER 31, 2021

UNIT: BAHT

Note	Issued and paid share capital	Shares premium on ordinary shares	SEPARATE FINANCIAL STATEMENTS			Total shareholders' equity
			Retained earnings	Appropriated	Unappropriated	
			Legal reserve			
Beginning balance as at January 1, 2020	2,578,334,070	1,891,808,721	257,833,407	14,980,052,895	19,708,029,093	
Dividend paid	21	-	-	(2,268,927,205)	(2,268,927,205)	
Total comprehensive income				5,362,289,313	5,362,289,313	
<b>ENDING BALANCE AS AT DECEMBER 31, 2020</b>	<b>2,578,334,070</b>	<b>1,891,808,721</b>	<b>257,833,407</b>	<b>18,073,415,003</b>	<b>22,801,391,201</b>	
Beginning balance as at January 1, 2021	2,578,334,070	1,891,808,721	257,833,407	18,073,415,003	22,801,391,201	
Dividend paid	21	-	-	(2,268,810,162)	(2,268,810,162)	
Total comprehensive income				6,255,136,525	6,255,136,525	
<b>ENDING BALANCE AS AT DECEMBER 31, 2021</b>	<b>2,578,334,070</b>	<b>1,891,808,721</b>	<b>257,833,407</b>	<b>22,059,741,366</b>	<b>26,787,717,564</b>	

Notes to the financial statements form an integral part of these statements

**KRUNGTHAI CARD PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED DECEMBER 31, 2021**

UNIT: BAHT

Notes	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	2021	2020	2021	2020
"Restated"				
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Profit before income tax	7,255,377,113	6,880,016,724	7,821,827,355	6,659,529,913
Adjustments for:				
Amortization of premium (discount) on investments in debt securities	(2,432)	14,389	(2,432)	14,389
Share of profit of an associate accounted for using equity method	(10,669,002)	(795,564)	-	-
Employee benefits expense	19	69,264,979	51,205,370	42,220,451
Depreciation and amortization		594,213,237	529,550,976	574,072,381
Gain on disposal and write off of leasehold improvements and equipment - net		(632,880)	(295,206)	(588,160)
Loss on write off of computer software		1,069,572	-	1,069,572
Loss on impairment of properties for sale (Reversal)		18,077,331	(2,935,280)	-
Provision expenses (Reversal)		-	(10,790,412)	-
Expected credit loss		5,455,542,617	6,489,407,178	4,862,823,258
Interest expenses		1,396,876,357	1,540,494,207	1,387,734,387
	14,779,116,892	15,475,872,382	14,689,156,812	15,335,374,467
Operating assets (increase) decrease				
Loans to customers and accrued interest receivables, net	(3,452,486,781)	(6,591,559,945)	(4,158,724,035)	(8,640,576,515)
Other receivables	52,215,253	131,657,692	39,152,293	120,716,137
Properties for sale	28,352,294	(77,484,607)	-	-
Other non-current assets	(2,849,125)	2,815,442	(912,658)	2,625,512
Operating liabilities increase (decrease)				
Trade payables - related financial institution and related parties	(124,395,737)	(190,166,287)	(124,551,583)	(190,166,822)
Trade payables - other companies	(597,980,610)	(106,268,324)	(601,696,543)	(101,304,433)
Accrued interest expenses	-	3,923,098	-	3,923,098
Accrued expenses	37,571,287	(86,837,721)	54,640,682	(91,087,001)
Other payables	358,620,682	(235,350,789)	373,724,789	(178,871,113)
Deferred income for reward points	135,473,626	68,522,262	135,473,626	68,522,262
Cash received from operations	11,213,637,781	8,395,123,203	10,406,263,383	6,329,155,592
Interest paid	(1,387,785,029)	(1,554,828,757)	(1,379,760,987)	(1,530,383,713)
Employee benefits paid	19	(50,863,020)	(38,520,351)	(13,539,351)
Income tax paid		(1,440,734,696)	(1,332,486,430)	(1,433,495,328)
	8,334,255,036	5,469,287,665	7,579,467,717	3,485,454,821

**KRUNGTHAI CARD PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES**  
**STATEMENT OF CASH FLOWS (CONTINUED)**  
**FOR THE YEAR ENDED DECEMBER 31, 2021**

**UNIT: BAHT**

Notes	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	2021	2020	2021	2020
"Restated"				
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Cash received from redemption of other financial assets	-	4,000,000	-	4,000,000
Cash paid for investments in a subsidiary and an associate	(551,338,255)	(72,000,000)	(551,338,255)	(147,049,990)
Cash paid for purchase of leasehold improvements and equipment	5.1	(95,088,637)	(211,129,243)	(94,993,591)
Cash paid for purchase of computer software	5.1	(133,768,448)	(127,683,372)	(131,790,448)
Cash received from sale of leasehold improvements and equipment		1,504,197	5,331,107	601,637
Net cash used in investing activities		(778,691,143)	(401,481,508)	(777,520,657)
		(476,912,068)		
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Cash received (paid) for short-term borrowings from financial institutions and related parties - net	5.2	(6,619,558,336)	693,923,095	(5,941,350,963)
Cash paid for long-term borrowings from related party	5.2	-	(23,249,967)	-
Cash received from long-term borrowings	5.2	1,500,000,000	-	1,500,000,000
Cash received from issuance of long-term debentures	5.2	9,030,890,842	3,500,000,000	9,030,890,842
Cash paid for redemption of long-term debentures	5.2	(8,780,000,000)	(6,185,000,000)	(8,780,000,000)
Cash paid for lease liabilities	5.2	(252,589,940)	(183,812,237)	(237,450,521)
Dividend paid	21	(2,268,810,162)	(2,268,927,205)	(2,268,810,162)
Proceeds from ordinary shares issued of subsidiaries from non-controlling interest		-	24,950,010	-
Net cash used in financing activities		(7,390,067,596)	(4,442,116,304)	(6,696,720,804)
		(2,442,737,865)		
NET INCREASE IN CASH AND CASH EQUIVALENTS		165,496,297	625,689,853	105,226,256
CASH AND CASH EQUIVALENTS AS AT JANUARY 1,		2,197,388,261	1,571,698,408	1,913,623,051
<b>CASH AND CASH EQUIVALENTS AS AT DECEMBER 31,</b>		2,362,884,558	2,197,388,261	2,018,849,307
		1,913,623,051		

Notes to the financial statements form an integral part of these statements

**KRUNGTHAI CARD PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2021**

**1. GENERAL INFORMATION**

Krungthai Card Public Company Limited (the “Company”) is fully engaged in credit card, personal loan and other related businesses. The Company was registered as a listed company on The Stock Exchange of Thailand on October 28, 2002.

The Company is located at 14<sup>th</sup> Floor UBC II Building, 591 Sukhumvit Road, Klongton Nua, Wattana, Bangkok 10110.

The Company has subsidiaries which are under its control in finance and operations as mentioned in Note 2.2 and Note 9.

**2. BASIS FOR PREPARATION AND PRESENTATION OF THE FINANCIAL STATEMENTS**

2.1 The Group maintains its accounting records in Thai Baht and prepares its statutory financial statements in the Thai language in conformity with Thai Financial Reporting Standards and accounting practices generally accepted in Thailand.

The Group’s financial statements have been prepared in accordance with Thai Accounting Standard (TAS) No. 1 “Presentation of Financial Statements”, which was effective for financial periods beginning on or after January 1, 2021 onwards, and the Regulation of The Stock Exchange of Thailand (SET) dated October 2, 2017, regarding the preparation and submission of financial statements and reports for the financial position and results of operations of the listed companies B.E. 2560 and the Notification of the Department of Business Development regarding “The Brief Particulars in the Financial Statements (No. 3) B.E. 2562” dated December 26, 2019.

The financial statements have been prepared under the historical cost convention except as disclosed in the significant accounting policies. (see Note 3).

Currently, the Group’s operations relate to a single business segment which is the consumer finance business and are carried out in a single geographic area which is Thailand.

2.2 The consolidated financial statements are prepared by including the financial statements of Krungthai Card Public Company Limited and its subsidiaries, and including equity interest in an associate as follows:

	Business type	Country of registration	Percentage of direct and indirect holdings (%)	
			As at	As at
			December 31, 2021	December 31, 2020
<b>Direct subsidiaries</b>				
KTC Pico (Bangkok) Co., Ltd.	Pico Finance	Thailand	75.05	75.05
KTC Nano Co., Ltd.	Nano Finance	Thailand	75.05	75.05
KTC Prepaid Co., Ltd.	Electronics money services	Thailand	75.05	75.05
Krungthai Leasing Co., Ltd. <sup>(1)</sup>	Hire Purchase and Leasing	Thailand	75.05	-
<b>Indirect subsidiaries</b>				
KTC Pico (Chonburi) Co., Ltd. <sup>(2)</sup>	Pico Finance	Thailand	75.05	75.05
KTC Pico (Samut Sakhon) Co., Ltd. <sup>(2)</sup>	Pico Finance	Thailand	75.05	75.05
KTC Pico (Pathum Thani) Co., Ltd. <sup>(2)</sup>	Pico Finance	Thailand	75.05	75.05
KTC Pico (Samut Prakan) Co., Ltd. <sup>(2)</sup>	Pico Finance	Thailand	75.05	75.05
<b>Associate</b>				
Krungthai Advisory Co., Ltd.	Holding business	Thailand	24.00	24.00

<sup>(1)</sup> The Company acquired the ordinary shares of Krungthai Leasing Co., Ltd. on May 21, 2021.

<sup>(2)</sup> The Company holds shares indirectly through KTC Pico (Bangkok) Co., Ltd.

The Company included financial statements of its subsidiaries in preparing the consolidated financial statements since the date on which the Company obtains control until the date when such control ceases except a subsidiary arising from a business combination under common control.

Business combinations arising from purchase of interests in entities that are under common control are accounted for as if the acquisition had occurred at the beginning of the earliest comparative period presented or, if earlier, at the date of acquisition. The Company retrospectively adjusted the business combination under common control transactions as if the combination occurred from the beginning of period of which the financial statements in the previous period are comparatively presented. The assets and liabilities acquired are recognized at the carrying amounts recognized previously in the consolidated financial statements. Any difference between cash paid for the acquisition and assets and liabilities acquired are presented in shareholders' equity.

2.3 Material intercompany transactions between the Company and its subsidiaries have been eliminated from these consolidated financial statements. The consolidated financial statements for the year ended December 31, 2021 have included the subsidiaries' financial information for the year ended December 31, 2021 which were audited.

2.4 Thai Financial Reporting Standards affecting the presentation and disclosure in the current period financial statements

During the year, the Group has adopted the revised financial reporting standards and the Conceptual Framework for Financial Reporting issued by the Federation of Accounting Professions which are effective for fiscal years beginning on or after January 1, 2021. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards, with most of the changes directed towards revisions to references to the Conceptual Framework in TFRSs, the amendment for definition of business, the amendment for definition of materiality and accounting requirements for interest rate reform. The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

The Rent Concessions related to COVID-19

The Group elected to adopt the amendments to TFRS 16 "Leases" relating to COVID-19 related Rent Concessions. The amendment permits lessees, as a practical expedient, not to assess whether rent concessions that occur as a direct consequence of the COVID-19 pandemic and meet specified conditions are lease modifications and, instead, to account for those rent concessions as if they were not lease modifications. Any reduction in lease payments affects only payments originally due on or before June 30, 2022 and there is no substantive change to other terms and conditions of the lease.

The Group's management has adopted such aforementioned practical expedient in the preparation of the financial statements for the year ended December 31, 2021.

2.5 Thai Financial Reporting Standards announced in the Royal Gazette but not yet effective

The Amendment to Thai Financial Reporting Standards No. 16 "Leases" ("TFRS 16") added the requirements for the temporary exception arising from the Phase 2 of the interest rate benchmark reform amendments, which an entity shall apply these amendments for annual reporting periods beginning on or after January 1, 2022 with earlier application permitted. This revised TFRS 16 has been announced in the Royal Gazette on January 27, 2021.

The Federation of Accounting Professions has issued the Notification regarding the amendments to Thai Financial Reporting Standards No. 7 "Financial Instruments: Disclosures", and Thai Financial Reporting Standards No. 9 "Financial Instruments", which have been announced in the Royal Gazette on June 28, 2021 and will be effective for the financial statements for the period beginning on or after January 1, 2022 onwards with earlier application permitted. The amendment to such Thai Financial Reporting Standards are relevant to the Phase 2 of the interest rate benchmark reform amendments which provided practical expedients for the modification of the contractual cash flows of financial assets or financial liabilities resulted from the interest rate benchmark reform, including temporary exceptions from specific hedge accounting requirements, and additional disclosure requirements of TFRS 7.

In addition, the Federation of Accounting Professions has issued the Notification regarding the amendments to Thai Financial Reporting Standards which have been announced in the Royal Gazette on December 22, 2021 regarding Accounting Treatment Guidance on “Guidelines regarding the provision of financial assistance to the debtors who are impacted by the COVID-19”, which the objective is to grant the temporary relief measures for entities helping their debtors who are impacted by the COVID-19 with the supporting period during January 1, 2022 to December 31, 2023 or until any changes announced from the Bank of Thailand. The entities who elect to apply these temporary relief measures should disclose such fact in the financial statements.

The Group’s management will adopt such TFRSs in the preparation of the Group’s financial statements when they become effective. The Group’s management is in the process to assess the impact of these TFRSs on the financial statements of the Group in the period of initial application.

### **3. SIGNIFICANT ACCOUNTING POLICIES**

#### **3.1 Cash and cash equivalents**

Cash and cash equivalents consist of cash on hand, deposits at banks and financial institutions and current investments with original maturities of 3 months or less.

#### **3.2 Financial instruments**

The Group recognizes financial assets and financial liabilities in the statement of financial position when the Group becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition.

##### **Financial assets**

Purchases or sales of financial assets are recognized and derecognized on a trade date basis.

All recognized financial assets are measured subsequently in their entirely at either amortized cost or fair value, depending on the classification of the financial assets.

### ***Classification of financial assets***

Debt instruments that meet the following conditions are measured subsequently at amortized cost;

- The financial asset is held within a business model whose objective is to hold financial assets in order 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.

### ***Amortized cost and effective interest method***

The effective interest method is a method of calculating the amortized cost of financial assets and of allocating interest income over the relevant period.

The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate).

The amortized cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance.

Interest income is recognized using the effective interest method for financial assets measured subsequently at amortized cost.

### ***Impairment of financial assets***

The Group recognizes allowance for expected credit loss (ECL) on debt financial assets that are measured at amortized cost as well as loans to customers by applying expected credit loss model. The Group accounts for expected credit loss and changes in those expected credit loss at each reporting date to reflect changes in credit risk since initial recognition of the financial assets. The financial assets are classified into three stages based on the changes in credit risk since initial recognition.

#### **Stage 1: Financial assets where there has not been a significant increase in credit risk (Performing)**

For credit exposures where there has not been a significant increase in credit risk since initial recognition and that are not credit-impaired upon origination, the Group recognizes allowance for expected credit loss at the amount equal to 12-month ECL.

Stage 2: Financial assets where there has been a significant increase in credit risk (Under-Performing)

For credit exposures where there has been a significant increase in credit risk since initial recognition but that are not credit impaired, the Group recognizes allowance for expected credit losses at the amount equal to the lifetime expected credit losses of financial assets.

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

Financial assets are assessed as credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of that asset have occurred. For financial assets that have become credit-impaired, the Group recognizes allowance for expected credit losses at the amount equal to the lifetime expected credit losses of financial assets.

Lifetime ECL represents the expected credit loss that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

The Group recognizes the expected credit losses for lease receivables (including hire-purchase receivables and finance lease receivables) applying Simplified Approach. The subsidiary recognizes allowance for expected credit losses at an amount equal to lifetime expected credit losses.

In addition, the Group has adopted the Accounting Treatment Guidance on “The temporary relief measures for entities supporting their debtors who are affected from the situations that affected Thailand’s economy” regarding the classification. As for debt that has credit impairment but still has the potential on repayment, the Group would classify the debt as a class that does not have a significant increase in credit risk (Stage 1 Performing) if the debtor has made payment for 3 consecutive months or 3 payment periods, whichever is longer. Such accounting treatment guidance is applicable to assistance provided between January 1, 2020 and December 31, 2021, or until any changes announced from the Bank of Thailand.

Significant increase in credit risk

The Group compares the risk of a default occurring on the financial instrument at the reporting date based on the remaining maturity of the instrument with the risk of a default occurring that was anticipated for the remaining maturity at the current reporting date when the financial instrument was first recognized. In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition;

- An actual or expected significant deterioration in internal credit rating;
- An actual or expected significant deterioration in the ability on repayment of the debtor;
- An actual or expected significant adverse change in the business, financial, regulatory, economic, or technological environmental of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Apart from the above assessment, the Group considers contractual payments which are more than 30 days past due as significant increase in credit risk.

Despite the foregoing, the Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if;

- (1) The financial instrument has a low risk of default;
- (2) The debtor has a strong capacity to meet its contractual cash flow obligations in the near term; and
- (3) Adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

#### Definition of default

The Group considers constituting an event of default for internal credit risk management policies and historical experience indicates that financial assets are defaulted by considering information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, in full.

Irrespective of the above analysis, the Group considers that default has occurred when the past due is more than 90 days unless the Group has supportable information to demonstrate that a more lagging default criterion is reasonable.

### Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes the consideration of following events;

- Significant financial difficulty of the issuer or the borrower;
- A breach of contract, such as a default or past due event;
- The lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;
- It is becoming probable that the borrower will enter bankruptcy or other financial reorganization

### Write-off policy

The Group writes off loans to customers when there is information indicating that the debtor is in financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of loans to customers, when the days past due are over the period that the Management determined, whichever occurs sooner. Loans to customers written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognized in the statement of profit or loss and other comprehensive income.

The Management determined the period to write off when the days past due are over six months as the recovery after such period is not material.

### Measurement and recognition of expected credit loss

The measurement of expected credit loss is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information.

For financial assets, exposure at default is represented by the asset's gross carrying amount at the reporting date.

For loan commitments, the exposure includes the amount drawn down as at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Group's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

If the Group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

### **Financial liabilities**

All the Group's financial liabilities consisting of short-term borrowings, debentures and lease liabilities. Financial liabilities are measured subsequently at amortized cost using the effective interest method.

#### ***Financial liabilities measured at amortized cost and effective interest method***

The effective interest method is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period.

The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortized cost of a financial liability.

### **Derecognition of financial instruments**

The Group derecognizes a financial asset when the contractual cash flows from the asset expire or it transfers its rights to receive contractual cash flows on the financial asset in a transaction in which the risks and rewards of ownership are transferred.

A financial liability is derecognized from the statement of financial position when the Group has discharged its obligation or the contract is cancelled or expires.

#### **3.3 Investments in subsidiaries and an associate**

Investments in subsidiaries and an associate in the separate financial statements are accounted for using the cost method, less allowances for impairment (if any). Investments in associate in the consolidated financial statements are accounted for using the equity method, less allowances for impairment (if any).

An investment in an associate is accounted for using the equity method from the date on which the investee becomes an associate. On acquisition of the investment in an associate, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognized as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment is recognized immediately as profit or loss in the statement of profit or loss and other comprehensive income in the period in which the investment is acquired.

The Group discontinues the use of the equity method from the date when the investment ceases to be an associate, or when the investment is classified as held-for-sale.

In case impairment in value of investment has occurred, the loss is recognized in the statement of profit or loss and other comprehensive income.

#### 3.4 Business combination under common control

Business combination under common control is accounted for using the pooling of interest method, with the cost of the business combination under common control being the fair value, at the date of exchange, of the consideration transferred to obtain control. The assets and liabilities of the entities pooled are recognized based on their book values, in proportion to the interests previously under common control.

Differences between the cost of the business combination under common control and the acquirer's proportionate interests in the book value of the pooled entities are directly recognized in shareholders' equity (and if the pooled entities have profit or loss transactions directly recognized in the shareholders' equity, the financial statements after business combination present the transaction as if the business combination occurred at the earliest reporting date). The remaining difference between the cost of the business combination under common control and the acquirer's proportionate interest in the book value of the pooled entities is recognized directly in shareholders' equity and presented as "Surplus (deficit) on business combination under common control" in shareholders' equity.

Costs relating to business combinations under common control are accounted for as expenses in the period in which the business combination occurred.

### 3.5 Properties for sale

Properties for sale consist of the assets repossessed from hire-purchase receivables which are stated at the lower of cost or net realizable value. In the event where the Group considers that there is a decline in net realizable value, the impairment is recognized as expenses in the statements of profit or loss and other comprehensive income. Gains or losses on disposal of such properties for sale are recognized in the statements of profit or loss and other comprehensive income on the date of disposal.

### 3.6 Leasehold improvements and equipment

Leasehold improvements and equipment are stated at cost less accumulated depreciation, and allowance for impairment (if any).

Gain or loss on disposal or write-off leasehold improvements and equipment is recognized in the statement of profit or loss and other comprehensive income in the period of disposal or write-off.

Depreciation of leasehold improvements and equipment is calculated by the straight-line method, over the estimated useful lives of the assets, as follows:

Leasehold improvements	Lease period
Furniture, fixtures and office equipment	5 years
Vehicles	5 years
Computers and devices	3 years

### 3.7 Intangible assets

Intangible assets represent computer software which is stated at cost less accumulated amortization, and allowance for impairment (if any).

Amortization of intangible assets is calculated by the straight-line method based on the estimated useful life of intangible assets over 5 years.

### 3.8 Leases

The right-of-use assets were measured at amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognized in the statement of financial position immediately before the date of initial application. Right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses. These liabilities were measured at the present value of the remaining lease payments, discounted using the Group's incremental borrowing rates.

### 3.9 Provisions for employee benefits

Provisions for employee benefits represent the retirement benefits that the employees will get the payment at the amount determined by the Labor Protection Act when they retire. The Company does not have separate fund for such defined benefit plan but estimates the employment benefit obligations which are measured by an actuary using the projected unit credit method to determine the present value of cash flow of employee benefits to be paid in the future. Under this method, the calculation is based on the employee's expected salary, turnover rate, salary increase rate, mortality rate, discount rate, years of services and other factors.

The Company recognizes expenses for employee benefits as personnel expenses in the statement of profit or loss and other comprehensive income.

Gains (losses) on remeasurements of defined benefit plans are recognized as other comprehensive income (loss) in the statement of profit or loss and other comprehensive income.

### 3.10 Foreign currency transactions

Transactions denominated in foreign currencies during the year are translated into Baht at the rates of exchange ruling on the transaction dates. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated into Baht at the reference exchange rate announced by the Bank of Thailand at that date.

The Company recognizes gains or losses on exchange arising on settlements or translation as operating income or expenses in the statement of profit or loss and other comprehensive income.

### 3.11 Income and expense recognition

The Group recognizes interest income on credit card receivables for default payments of installments from the posting date. Interest on cash advances from credit cards is recognized from the date of cash withdrawals. Interest on personal loans and lease receivables are recognized when the payments fall due using effective interest method.

The Group recognizes management fees when services are rendered or upon satisfaction of performance obligations as stipulated in the credit card management service agreement.

Other income and expense are recognized on an accrual basis.

### 3.12 Bad debt recovery

Bad debt recovery is recognized as income in the statements of profit or loss and other comprehensive income in the period which it is collected.

### 3.13 Provident fund

The contributions for employee provident fund are recorded as expenses when incurred.

### 3.14 Income tax expense

Income tax expense which is a part in calculation of profit or loss for the year represent the sum of the tax currently payable and deferred tax.

#### 3.14.1 Current tax

The tax currently payable is tax amount to be paid calculated on taxable profit for the year. Taxable profit differs from profit as reported in the statement of profit or loss and other comprehensive income because taxable profit excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Company's liability for current tax is calculated using tax rates that have been enacted at the reporting date.

#### 3.14.2 Deferred tax

Deferred tax is recognized on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit (tax base). Deferred tax liabilities are generally recognized for all taxable temporary differences, and deferred tax assets are generally recognized for temporary differences to the extent that it is probable that taxable profits will be available against which those temporary differences can be utilized.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Any such reduction shall be reversed to the extent that it becomes probable that sufficient taxable profit will be available for utilizing all or part of the deferred tax assets.

Deferred tax assets and liabilities are measured at the tax rates those are expected to apply in the period in which the asset is realized or the liability settled, based on tax rates that have been enacted or substantively enacted by the reporting date.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Company intends to settle its current tax assets and liabilities on a net basis or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Income tax expense related to profit or loss from normal activities are presented in the statement of profit or loss and other comprehensive income, except for current and deferred taxes of related items that are recognized directly in the shareholders' equity in the same or different period.

### 3.15 Earnings per share

Basic earnings per share are calculated by dividing net profit for the year attributable to the Company by the weighted average number of ordinary shares issued and held by outside parties during the year.

### 3.16 Fair value measurements

In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if a producer or supplier of a marketable goods would take those characteristics into the consideration the price that would be received to sell an asset or paid to transfer a liability at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. Fair values for disclosure in the financial statements are categorized into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements as follows:

Level 1     Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2     Inputs are inputs, other than quoted prices included within Level 1, which are observable for the asset or liability, either directly or indirectly.

Level 3     Inputs are unobservable inputs for the asset or liability.

3.17 Critical accounting judgments of the management and key sources of estimation uncertainty

In the application of the Group's accounting policies described above, the Group's management is required to make judgments, estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expense during the reporting period. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Although these estimates are based on management's reasonable consideration of current events, actual results may differ from these estimates. The significant accounting estimates are as follows:

Allowance for expected credit loss

The management is required to use judgment in estimation in determining the allowance for expected credit loss of loans to customers and accrued interest receivables, together with loan commitments. The calculation of allowance for expected credit loss of the Group is based on the criteria of assessing if there has been a significant increase in credit risk, the development of complex expected credit loss model with a series of underlying assumptions, including the choice of inputs the forecasted macroeconomic variables in the model. This estimation has various relevant factors; therefore, the actual results may differ from estimates.

Deferred income for reward points

The deferred income arising from reward point program granted to the Company's customers. The deferred income is calculated based on the estimates of redemption rate of the reward points earned by the customers and fair value of reward prices and is presented in current liabilities in the statement of financial position.

Provisions for employee benefits

The present value of the provisions for employee benefits depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Any changes in these assumptions will have an impact on the carrying amount of such provision.

#### **4. BUSINESS COMBINATION UNDER COMMON CONTROL**

On May 21, 2021, the Company acquired the ordinary shares of Krungthai Leasing Co., Ltd. (“Krungthai Leasing”), which is a subsidiary under common control of Krung Thai Bank Public Co., Ltd. (“Krung Thai Bank”) or the ultimate shareholder, by payment in cash to the shareholder of the acquired entity under common control on acquired date in the amount of Baht 297.2 million. In November 2021, the Company has paid for the remaining in the amount of Baht 254.1 million, and total share price amounted to Baht 551.3 million. The book value of identifiable net assets of Krungthai Leasing at the date of acquisition amounted to Baht 1,299.2 million, and surplus on business combination under common control amounted to Baht 423.7 million. (see Note 9.1)

The aforementioned acquisition of the ordinary shares is considered as a business combination under common control. Accordingly, the acquisition has been accounted for in a manner similar to a pooling of interest method. Therefore, the Group prepared for the consolidated financial statements by combining Krungthai Leasing in accordance with the guidance of business combination under common control as if Krungthai Leasing is a subsidiary of the Company since it was established. Thus, the consolidated statements of profit or loss and other comprehensive income for the year ended December 31, 2021 included the financial performance of Krungthai Leasing since January 1, 2021 ignoring the actual date of the business combination under common control (the date of acquisition of control over the subsidiary). The financial performance of Krungthai Leasing during the period from January 1, 2021 to May 21, 2021, which was included in the consolidated statements of profit or loss and other comprehensive income for the year ended December 31, 2021, presented the net profit of Baht 37.1 million.

In addition, the Group retrospectively adjusted the business combination under common control transactions as if the combination occurred from the beginning of period of which the financial statements in the previous period are comparatively presented or January 1, 2020 for the benefit of comparison, although the legal relationships on business combination under common control within the Group became effective at later date.

The restatement affected to the consolidated statement of financial position as at December 31, 2020 is as follows:

**Statement of financial position as at December 31, 2020**

	<b>Unit: Thousand Baht</b>		
	<b>CONSOLIDATED</b>		
	<b>FINANCIAL STATEMENTS</b>		
	<b>As previously reported</b>	<b>Adjustments</b>	<b>As restated</b>
Cash and cash equivalents	1,913,996	283,392	2,197,388
Loans to customers and accrued interest receivables, net	82,794,070	1,042,282	83,836,352
Other receivables	458,519	27,753	486,272
Loans to customers and accrued interest receivables, net non-current portion	-	1,111,126	1,111,126
Other non-current financial assets	4,982	10	4,992
Properties for sale	-	90,217	90,217
Leasehold improvements and equipment	481,435	14,426	495,861
Right-of-use assets	456,637	29,706	486,343
Intangible assets	474,974	11,362	486,336
Deferred tax assets	1,667,029	580,439	2,247,468
Other non-current assets	78,874	471	79,345
Short-term borrowings from related financial institutions	7,660,000	1,780,000	9,440,000
Trade payables from related financial institutions and related parties	720,697	1,894	722,591
Accrued interest expenses	327,505	73	327,578
Current income tax payable	662,882	244	663,126
Accrued expenses	1,106,781	34,050	1,140,831
Other payables	1,253,883	56,868	1,310,751
Current portion of lease liabilities	212,569	14,930	227,499
Lease liabilities	247,718	15,211	262,929
Provisions for employee benefits	488,780	25,843	514,623
Non-controlling interests	51,320	1,262,070	1,313,390

The restatement affected to the consolidated statement of profit or loss and other comprehensive income for the year ended December 31, 2020 is as follows:

**Statement of profit or loss and other comprehensive income for the year ended December 31, 2020**

	<b>Unit: Thousand Baht</b>		
	<b>CONSOLIDATED</b>		
	<b>FINANCIAL STATEMENTS</b>		
	<b>As previously reported</b>	<b>Adjustments</b>	<b>As restated</b>
Interest income	10,354,864	183,617	10,538,481
Fee and service income	8,289,721	90,038	8,379,759
Bad debt recovered	3,118,831	84,800	3,203,631
Other income	246,418	37,764	284,182
Administrative expenses	7,049,908	233,122	7,283,030
Management remuneration	210,245	29,534	239,779
Expected credit loss	6,605,371	(115,964)	6,489,407
Finance costs	1,534,136	25,931	1,560,067
Income tax expense	1,324,523	47,177	1,371,700
 Gains (losses) on remeasurements of defined benefit plans	34,136	(3,707)	30,429
Income tax relating to components of other comprehensive income (loss) that will not be reclassified to profit or loss	(6,827)	741	(6,086)
Profit (loss) attributable to non-controlling interests	(968)	176,420	175,452

The restatement affected to the consolidated financial statements as at January 1, 2020, the beginning of period of which the financial statements in the previous period are comparatively presented and the Group had to retrospectively adjusted the financial statements as if the business combination occurred since January 1, 2020, which financial information was considered as immaterial to the financial statements as a whole are as follows:

**Statement of financial position as at January 1, 2020**

	<b>Unit: Thousand Baht</b>		
	<b>CONSOLIDATED</b>		
	<b>FINANCIAL STATEMENTS</b>		
	<b>As previously reported</b>	<b>Adjustments</b>	<b>As restated</b>
Current assets	82,688,331	2,540,289	85,228,620
Non-current assets	2,720,931	2,445,621	5,166,552
Current liabilities	25,181,443	3,866,911	29,048,354
Non-current liabilities	40,492,775	30,384	40,523,159
Non-controlling interests	27,338	1,088,615	1,115,953
Total shareholders' equity	19,735,044	1,088,615	20,823,659

## 5. SUPPLEMENTARY DISCLOSURES OF CASH FLOWS INFORMATION

5.1 Non-cash items for the years ended December 31, 2021 and 2020 are as follows:

	<b>Unit: Thousand Baht</b> <b>CONSOLIDATED</b> <b>FINANCIAL STATEMENTS</b>		
	<b>2021</b>	<b>2020</b>	<b>“Restated”</b>
Payables for the purchase of leasehold improvements and equipment brought forward	3,463	38,195	
<u>Add</u> Purchase of leasehold improvements and equipment	111,026	176,397	
<u>Less</u> Cash paid for the purchase of leasehold improvements and equipment	<u>(95,089)</u>	<u>(211,129)</u>	
Payables for the purchase of leasehold improvements and equipment carried forward (presented as a part of trade payable - other companies)	<u>19,400</u>	<u>3,463</u>	
Payables for the purchase of computer software brought forward	47,208	19,045	
<u>Add</u> Purchase of computer software	119,078	155,846	
<u>Less</u> Cash paid for the purchase of computer software	<u>(133,768)</u>	<u>(127,683)</u>	
Payables for the purchase of computer software carried forward (presented as a part of trade payable - other companies)	<u>32,518</u>	<u>47,208</u>	
	<b>Unit: Thousand Baht</b> <b>SEPARATE</b> <b>FINANCIAL STATEMENTS</b>		
	<b>2021</b>	<b>2020</b>	
Payables for the purchase of leasehold improvements and equipment brought forward	3,463	38,195	
<u>Add</u> Purchase of leasehold improvements and equipment	110,849	175,373	
<u>Less</u> Cash paid for the purchase of leasehold improvements and equipment	<u>(94,994)</u>	<u>(210,105)</u>	
Payables for the purchase of leasehold improvements and equipment carried forward (presented as a part of trade payable - other companies)	<u>19,318</u>	<u>3,463</u>	
Payables for the purchase of computer software brought forward	47,208	19,045	
<u>Add</u> Purchase of computer software	117,100	155,038	
<u>Less</u> Cash paid for the purchase of computer software	<u>(131,790)</u>	<u>(126,875)</u>	
Payables for the purchase of computer software carried forward (presented as a part of trade payable - other companies)	<u>32,518</u>	<u>47,208</u>	

5.2 Changes in liabilities from financing activities for the years ended December 31, 2021 and 2020 are as follows:

CONSOLIDATED FINANCIAL STATEMENTS						Unit: Thousand Baht
	Beginning balance as at January 1, 2021 “Restated”	Financing cash flows Cash received	Cash paid	Non-cash changes	Ending balance as at December 31, 2021	
Short-term borrowings from financial institutions and related parties	15,739,409	172,644,441	(179,264,000)	10,121	9,129,971	
Long-term borrowings	-	1,500,000	-	-	1,500,000	
Current portion of long-term debentures	8,780,000	-	(8,780,000)	9,500,000	9,500,000	
Long-term debentures	34,700,000	9,030,891	-	(9,457,842)	34,273,049	
Lease Liabilities	490,428	-	(252,590)	128,355	366,193	
Total	<u>59,709,837</u>	<u>183,175,332</u>	<u>(188,296,590)</u>	<u>180,634</u>	<u>54,769,213</u>	

CONSOLIDATED FINANCIAL STATEMENTS						Unit: Thousand Baht
	Beginning balance as at January 1, 2020 “Restated”	Financing cash flows Cash received	Cash paid	Non-cash changes	Ending balance as at December 31, 2020	
Short-term borrowings from financial institutions and related parties	15,045,486	228,424,923	(227,731,000)	-	15,739,409	
Current portion of long-term borrowings from related party	23,250	-	(23,250)	-	-	
Current portion of long-term debentures	6,185,000	-	(6,185,000)	8,780,000	8,780,000	
Long-term debentures	39,980,000	3,500,000	-	(8,780,000)	34,700,000	
Lease Liabilities	247,238	-	(183,812)	427,002	490,428	
Total	<u>61,480,974</u>	<u>231,924,923</u>	<u>(234,123,062)</u>	<u>427,002</u>	<u>59,709,837</u>	

SEPARATE FINANCIAL STATEMENTS						Unit: Thousand Baht
	Beginning balance as at January 1, 2021	Financing cash flows Cash received	Cash paid	Non-cash changes	Ending balance as at December 31, 2021	
Short-term borrowings from financial institutions and related parties	14,161,722	141,668,467	(147,609,818)	10,121	8,230,492	
Long-term borrowings	-	1,500,000	-	-	1,500,000	
Current portion of long-term debentures	8,780,000	-	(8,780,000)	9,500,000	9,500,000	
Long-term debentures	34,700,000	9,030,891	-	(9,457,842)	34,273,049	
Lease Liabilities	460,287	-	(237,451)	128,712	351,548	
Total	<u>58,102,009</u>	<u>152,199,358</u>	<u>(156,627,269)</u>	<u>180,991</u>	<u>53,855,089</u>	

SEPARATE FINANCIAL STATEMENTS						Unit: Thousand Baht
	Beginning balance as at January 1, 2020	Financing cash flows Cash received	Cash paid	Non-cash changes	Ending balance as at December 31, 2020	
Short-term borrowings from financial institutions and related parties	11,482,975	147,794,764	(145,116,017)	-	14,161,722	
Current portion of long-term debentures	6,185,000	-	(6,185,000)	8,780,000	8,780,000	
Long-term debentures	39,980,000	3,500,000	-	(8,780,000)	34,700,000	
Lease Liabilities	198,548	-	(167,558)	429,297	460,287	
Total	<u>57,846,523</u>	<u>151,294,764</u>	<u>(151,468,575)</u>	<u>429,297</u>	<u>58,102,009</u>	

## 6. LOANS TO CUSTOMERS AND ACCRUED INTEREST RECEIVABLES, NET

6.1 Outstanding balances of loans to customers and accrued interest receivables classified by type of business and stage are as follows:

CONSOLIDATED FINANCIAL STATEMENTS December 31, 2021				
	Credit card	Personal loan	Lease Receivables	Total
Stage 1	53,716,195	23,213,071	-	76,929,266
Stage 2	5,498,942	4,839,497	-	10,338,439
Stage 3	738,178	842,867	-	1,581,045
Financial assets applied simplified approach to calculate lifetime expected credit losses	-	-	3,199,191	3,199,191
Total loans to customers	<u>59,953,315</u>	<u>28,895,435</u>	<u>3,199,191</u>	<u>92,047,941</u>
<u>Add</u> Accrued interest receivables and undue interest receivables	<u>248,033</u>	<u>339,734</u>	<u>-</u>	<u>587,767</u>
Total loan to customers and accrued interest receivables	<u>60,201,348</u>	<u>29,235,169</u>	<u>3,199,191</u>	<u>92,635,708</u>
<u>Less</u> Allowance for expected credit loss	<u>(4,126,637)</u>	<u>(3,222,090)</u>	<u>(2,342,559)</u>	<u>(9,691,286)</u>
Total loans to customers and accrued interest receivables, net	<u>56,074,711</u>	<u>26,013,079</u>	<u>856,632</u>	<u>82,944,422</u>

CONSOLIDATED FINANCIAL STATEMENTS December 31, 2020 “Restated”				
	Credit card	Personal loan	Lease Receivables	Total
Stage 1	53,402,207	23,618,113	-	77,020,320
Stage 2	5,796,805	5,192,105	-	10,988,910
Stage 3	790,636	806,938	-	1,597,574
Financial assets applied simplified approach to calculate lifetime expected credit losses	-	-	4,758,018	4,758,018
Total loans to customers	<u>59,989,648</u>	<u>29,617,156</u>	<u>4,758,018</u>	<u>94,364,822</u>
<u>Add</u> Accrued interest receivables and undue interest receivables	<u>244,926</u>	<u>297,628</u>	<u>-</u>	<u>542,554</u>
Total loan to customers and accrued interest receivables	<u>60,234,574</u>	<u>29,914,784</u>	<u>4,758,018</u>	<u>94,907,376</u>
<u>Less</u> Allowance for expected credit loss	<u>(4,217,539)</u>	<u>(3,137,749)</u>	<u>(2,604,610)</u>	<u>(9,959,898)</u>
Total loans to customers and accrued interest receivables, net	<u>56,017,035</u>	<u>26,777,035</u>	<u>2,153,408</u>	<u>84,947,478</u>

Unit: Thousand Baht			
SEPARATE FINANCIAL STATEMENTS			
December 31, 2021			
	Credit card	Personal loan	
	Total	Total	
Stage 1	53,716,195	23,211,643	
Stage 2	5,498,942	4,839,444	
Stage 3	738,178	842,867	
	<u>59,953,315</u>	<u>28,893,954</u>	
Total loans to customers			
<u>Add</u> Accrued interest receivables and undue interest receivables	<u>248,033</u>	<u>339,697</u>	
Total loan to customers and accrued interest receivables			
	<u>60,201,348</u>	<u>29,233,651</u>	
<u>Less</u> Allowance for expected credit loss	<u>(4,126,637)</u>	<u>(3,222,010)</u>	
Total loans to customers and accrued interest receivables, net			
	<u>56,074,711</u>	<u>26,011,641</u>	
	Unit: Thousand Baht		
SEPARATE FINANCIAL STATEMENTS			
December 31, 2020			
	Credit card	Personal loan	
	Total	Total	
Stage 1	53,402,207	23,614,623	
Stage 2	5,796,805	5,191,866	
Stage 3	790,636	806,928	
	<u>59,989,648</u>	<u>29,613,417</u>	
Total loans to customers			
<u>Add</u> Accrued interest receivables and undue interest receivables	<u>244,926</u>	<u>297,544</u>	
Total loan to customers and accrued interest receivables			
	<u>60,234,574</u>	<u>29,910,961</u>	
<u>Less</u> Allowance for expected credit loss	<u>(4,217,539)</u>	<u>(3,137,545)</u>	
Total loans to customers and accrued interest receivables, net			
	<u>56,017,035</u>	<u>26,773,416</u>	

6.2 Outstanding balances of lease receivables (including Hire-purchase receivables and Finance lease receivables) classified by aging are as follows:

Unit: Thousand Baht		
CONSOLIDATED		
FINANCIAL STATEMENTS		
	December 31, 2021	December 31, 2020
	"Restated"	
Not over 30 days	1,327,966	2,411,580
31 - 90 days	135,264	59,435
91 days and over	1,735,961	2,287,003
Total	<u>3,199,191</u>	<u>4,758,018</u>
<u>Less</u> Allowance for expected credit loss	<u>(2,342,559)</u>	<u>(2,604,610)</u>
Net book value	<u>856,632</u>	<u>2,153,408</u>

6.3 Outstanding balances of lease receivables (including Hire-purchase receivables and Finance lease receivables) classified by remaining term are as follows:

<b>Unit: Thousand Baht</b>				
<b>CONSOLIDATED FINANCIAL STATEMENTS</b>				
<b>December 31, 2021</b>				
	<b>Not over 1 year</b>	<b>1 - 5 years</b>	<b>Over 5 years</b>	<b>Total</b>
Lease receivables	2,432,210	959,567	55,949	3,447,726
<u>Less</u> Unearned income	<u>(110,619)</u>	<u>(136,040)</u>	<u>(1,876)</u>	<u>(248,535)</u>
Total	2,321,591	823,527	54,073	3,199,191
<u>Less</u> Allowance for expected credit loss	<u>(1,965,948)</u>	<u>(347,302)</u>	<u>(29,309)</u>	<u>(2,342,559)</u>
Total lease receivables, net	<u>355,643</u>	<u>476,225</u>	<u>24,764</u>	<u>856,632</u>

<b>Unit: Thousand Baht</b>				
<b>CONSOLIDATED FINANCIAL STATEMENTS</b>				
<b>December 31, 2020</b>				
	<b>Not over 1 year</b>	<b>1 - 5 years</b>	<b>Over 5 years</b>	<b>Total</b>
Lease receivables	3,615,763	1,289,853	184,571	5,090,187
<u>Less</u> Unearned income	<u>(132,701)</u>	<u>(190,110)</u>	<u>(9,358)</u>	<u>(332,169)</u>
Total	3,483,062	1,099,743	175,213	4,758,018
<u>Less</u> Allowance for expected credit loss	<u>(2,440,780)</u>	<u>(141,397)</u>	<u>(22,433)</u>	<u>(2,604,610)</u>
Total lease receivables, net	<u>1,042,282</u>	<u>958,346</u>	<u>152,780</u>	<u>2,153,408</u>

#### 6.4 Allowance for expected credit loss

Allowance for expected credit loss for the years ended December 31, 2021 and 2020 are as follows:

Unit: Thousand Baht

#### CONSOLIDATED FINANCIAL STATEMENTS

12-month ECL (Stage 1)	Allowance for expected credit loss			Total
	Lifetime ECL-not credit impaired	Lifetime ECL- credit impaired	Financial assets applied simplified approach to calculate lifetime expected credit losses	
	(Stage 2)	(Stage 3)		
3,864,666	2,444,544	1,046,078	2,604,610	9,959,898
335,182	(414,545)	79,363	-	-
(387,182)	1,189,841	5,664,022	593,513	7,060,194
517,563	-	-	266	517,829
(412,606)	(854,789)	(853,476)	-	(2,120,871)
	-	(4,869,934)	(855,830)	(5,725,764)
<b>3,917,623</b>	<b>2,365,051</b>	<b>1,066,053</b>	<b>2,342,559</b>	<b>9,691,286</b>

Unit: Thousand Baht

**CONSOLIDATED FINANCIAL STATEMENTS**

**“Restated”**

Allowance for expected credit loss				Total
12-month ECL (Stage 1)	Lifetime ECL-not impaired (Stage 2)	Lifetime ECL-credit impaired (Stage 3)	Financial assets applied simplified approach to calculate lifetime expected credit losses	
2,419,432	1,998,407	1,252,112	2,919,001	8,588,952
831,465	(582,073)	(249,392)	-	-
148,248	1,527,955	5,695,718	(286,077)	7,085,844
630,603	-	-	-	630,603
(165,082)	(499,745)	(732,326)	-	(1,397,153)
-	-	(4,920,034)	(28,314)	(4,948,348)
<b>3,864,666</b>	<b>2,444,544</b>	<b>1,046,078</b>	<b>2,604,610</b>	<b>9,959,898</b>
Balance as at January 1, 2020				
Changes in staging				
Changes in risk parameters				
New financial assets originated or purchased				
Financial assets derecognized				
Written-off				
Balance as at December 31, 2020				

Unit: Thousand Baht

SEPARATE FINANCIAL STATEMENTS

Allowance for expected credit loss

	12-month ECL (Stage 1)	Lifetime ECL-not credit impaired	Lifetime ECL- credit impaired	Total
	(Stage 2)			(Stage 3)
Balance as at January 1, 2021	3,864,575	2,444,443	1,046,066	7,355,084
Changes in staging	335,763	(414,464)	78,701	-
Changes in risk parameters	(387,181)	1,189,840	5,664,022	6,466,681
New financial assets originated or purchased	517,013	-	-	517,013
Financial assets derecognized	(412,606)	(854,789)	(853,476)	(2,120,871)
Written-off	-	-	(4,869,260)	(4,869,260)
Balance as at December 31, 2021	<u>3,917,564</u>	<u>2,365,030</u>	<u>1,066,053</u>	<u>7,348,647</u>

Unit: Thousand Baht

SEPARATE FINANCIAL STATEMENTS

	Allowance for expected credit loss			Total
	12-month ECL (Stage 1)	Lifetime ECL-not credit impaired (Stage 2)	Lifetime ECL- credit impaired (Stage 3)	
Balance as at January 1, 2020	2,419,407	1,998,407	1,252,112	5,669,926
Changes in staging	832,692	(582,174)	(250,518)	-
Changes in risk parameters	148,248	1,527,955	5,695,718	7,371,921
New financial assets originated or purchased	629,310	-	-	629,310
Financial assets derecognized	(165,082)	(499,745)	(732,326)	(1,397,153)
Written-off	-	-	(4,918,920)	(4,918,920)
Balance as at December 31, 2020	<u>3,864,575</u>	<u>2,444,443</u>	<u>1,046,066</u>	<u>7,355,084</u>

## 7. OTHER RECEIVABLES

Other receivables as at December 31, 2021 and 2020 are as follows:

	Unit: Thousand Baht		
	CONSOLIDATED		
	FINANCIAL STATEMENTS		
	2021	2020	"Restated"
Accrued fees income	79,196	104,208	
Prepaid expenses	260,976	235,090	
Suspense accounts	8,963	7,197	
Others	84,922	139,777	
Total other receivables	<u>434,057</u>	<u>486,272</u>	

	Unit: Thousand Baht		
	SEPARATE		
	FINANCIAL STATEMENTS		
	2021	2020	
Accrued fees income	80,279	105,591	
Prepaid expenses	259,501	233,615	
Suspense accounts	8,963	7,197	
Others	72,142	113,634	
Total other receivables	<u>420,885</u>	<u>460,037</u>	

## 8. OTHER NON-CURRENT FINANCIAL ASSETS

Other non-current financial assets as at December 31, 2021 and 2020 are as follows:

	Unit: Thousand Baht			
	CONSOLIDATED			
	FINANCIAL STATEMENTS			
	December 31, 2021	December 31, 2020	"Restated"	
	Amortized cost	Fair value	Amortized cost	Fair value
<b>Other financial assets</b>				
Investments in debt securities				
- Government securities	4,985	5,101	4,982	5,231
Others	10	13	10	12
<u>Less</u> Other current financial assets				
(portion of the maturity within one year)	<u>(3,001)</u>	<u>(3,020)</u>	<u>-</u>	<u>-</u>
Total other non-current financial assets	<u>1,994</u>	<u>2,094</u>	<u>4,992</u>	<u>5,243</u>

				Unit: Thousand Baht
				SEPARATE FINANCIAL STATEMENTS
		December 31, 2021	December 31, 2020	
		Amortized cost	Fair value	Amortized cost
		Fair value		Fair value
<b>Other financial assets</b>				
Investments in debt securities				
- Government securities		4,985	5,101	4,982
<u>Less Other current financial assets</u>				
(portion of the maturity within one year)		<u>(3,001)</u>	<u>(3,020)</u>	-
Total other non-current financial assets		<u>1,984</u>	<u>2,081</u>	<u>4,982</u>
				<u>5,231</u>

As at December 31, 2021 and 2020, the Company pledged government bonds totaling Baht 0.6 million with Krung Thai Bank Public Company Limited for issue letter of guarantees to other companies for the Company's business.

## 9. INVESTMENTS IN SUBSIDIARIES AND AN ASSOCIATE

### 9.1 Investments in subsidiaries and an associate

As at December 31, 2021 and 2020, the Company had investments in an associate which is accounted for using equity method in consolidated financial statements as follows:

	CONSOLIDATED FINANCIAL STATEMENTS							
	Paid-up share capital		Percentage of shareholding		Cost method		Equity method	
	December 31, 2021	December 31, 2020	December 31, 2021	December 31, 2020	December 31, 2021	December 31, 2020	December 31, 2021	December 31, 2020
	2021 Thousand Baht	2020 Thousand Baht	%	%	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
<b>Investments in an associate</b>								
Krungthai Advisory Co., Ltd.	300,000	300,000	24.00	24.00	72,000	72,000	83,465	72,796
Total investments in an associate					<u>72,000</u>	<u>72,000</u>	<u>83,465</u>	<u>72,796</u>

As at December 31, 2021 and 2020, the Company had investments in subsidiaries and an associate which are accounted for using cost method in separate financial statements as follows:

	SEPARATE FINANCIAL STATEMENTS					
	Paid-up share capital		Percentage of shareholding		Cost method	
	December 31, 2021	December 31, 2020	December 31, 2021	December 31, 2020	December 31, 2021	December 31, 2020
	2021 Thousand Baht	2020 Thousand Baht	%	%	2021 Thousand Baht	2020 Thousand Baht
<b>Investments in subsidiaries</b>						
KTC Pico (Bangkok) Co., Ltd.	60,000	60,000	75.05	75.05	45,030	45,030
KTC Nano Co., Ltd.	50,000	50,000	75.05	75.05	37,525	37,525
KTC Prepaid Co., Ltd.	100,000	100,000	75.05	75.05	75,050	75,050
Krungthai Leasing Co., Ltd.	1,000,000	-	75.05	-	<u>551,338</u>	-
Total					<u>708,943</u>	157,605
<b>Investments in an associate</b>						
Krungthai Advisory Co., Ltd.	300,000	300,000	24.00	24.00	72,000	72,000
Total					<u>72,000</u>	72,000
Total investments in subsidiaries and an associate					<u>780,943</u>	<u>229,605</u>

On October 28, 2020, the Company and Krung Thai Bank Public Company Limited established a new subsidiary which is KTC Prepaid Co., Ltd. for conducting an electronics money services, with registered capital of Baht 100.0 million (10,000,000 ordinary shares with par value of Baht 10 per each), and the Company had the proportion of shareholding in such subsidiary of 75.05 percent.

On November 6, 2020, the Company purchased the additional ordinary shares of Krungthai Advisory Co., Ltd. (“KTBA”), which is a subsidiary of Krung Thai Bank Public Company Limited and has intention of business conducting as Holding Business, in the amount of Baht 72.0 million (7,200,000 ordinary shares with par value of Baht 10 per each), and the Company had the proportion of shareholding in the such company of 24.00 percent, resulting to KTBA become an associate of the Company.

On May 21, 2021, the Company acquired the ordinary shares of Krungthai Leasing Co., Ltd. (“Krungthai Leasing”) from Krungthai Bank Public Company Limited in the total amount of 75,050,000 shares (75.05 percent of the total shares with the par value of Baht 10 per share). On November 29, 2021, the Company has completely paid for the remaining as per agreed in the share purchase agreement and the price of Baht 7.35 per share, totaling Baht 551.3 million.

The assets and liabilities are recognized as of the acquisition date in the consolidated financial statement of Krungthai Leasing as follows:

<b>Unit: Thousand Baht</b>		
<b>Book value</b>		
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	299,021	
Loans to customers and accrued interest receivables, net	699,042	
Other receivables	13,228	
<b>NON-CURRENT ASSETS</b>		
Loans to customers and accrued interest receivables, net - non-current portion	1,054,657	
Other non-current financial assets	10	
Properties for sale	42,264	
Leasehold improvements and equipment	13,465	
Right-of-use assets	22,963	
Intangible assets	10,183	
Deferred tax assets	590,329	
Other non-current assets	416	
<b>TOTAL ASSETS</b>	<b><u>2,745,578</u></b>	
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Short-term borrowings from related financial institutions	1,310,000	
Trade payables from related financial institutions and related parties	1,842	
Accrued interest expenses	27	
Current income tax payable	16,747	
Accrued expenses	22,101	
Other current payables	45,464	
Current portion of lease liabilities	14,519	
<b>NON-CURRENT LIABILITIES</b>		
Lease liabilities	8,590	
Provisions for employee benefits	27,111	
<b>TOTAL LIABILITIES</b>	<b><u>1,446,401</u></b>	
Net assets acquired	1,299,177	
<u>Less</u> Non-controlling interests	(324,145)	
<u>Less</u> Surplus on business combination under common control	(423,694)	
Purchase price under share purchase agreement	<u>551,338</u>	

9.2 Summarized material financial information about an associate

9.2.1 Summarized information about financial position as at December 31, 2021 and 2020.

	<b>Unit: Thousand Baht</b>	
	<b>2021</b>	<b>2020</b>
Total assets	1,183,130	303,799
Total liabilities	<u>(701,601)</u>	<u>(484)</u>
Net assets	481,529	303,315
Net assets attributable to an associate	347,769	303,315
Shareholding percentage (%)	24	24
Carrying amount of an associate based on equity method	<u>83,465</u>	<u>72,796</u>

9.2.2 Summarized information about comprehensive income for the years ended December 31, 2021 and 2020.

	<b>Unit: Thousand Baht</b>	
	<b>2021</b>	<b>2020</b>
Net profit attributable to an associate	44,454	234
Total comprehensive income attributable to an associate	44,454	234

## 10. PROPERTIES FOR SALE

Properties for sale as at December 31, 2021 and 2020 are as follows:

	<b>Unit: Thousand Baht</b>	
	<b>CONSOLIDATED</b>	
	<b>FINANCIAL STATEMENTS</b>	
	<b>2021</b>	<b>2020</b>
	<b>“Restated”</b>	
Cost	133,584	161,936
<u>Less</u> Allowance for impairment	<u>(89,796)</u>	<u>(71,719)</u>
Total properties for sale	<u>43,788</u>	<u>90,217</u>

## 11. LEASEHOLD IMPROVEMENTS AND EQUIPMENT

Leasehold improvements and equipment as at December 31, 2021 and 2020 are as follows:

CONSOLIDATED FINANCIAL STATEMENTS					Unit: Thousand Baht
	Beginning balance as at	Additions	Disposals/ Write-off	Transfer in (Transfer out)	Ending balance as at
	January 1, 2021				December 31, 2021
	"Restated"				
<b>Cost:</b>					
Leasehold improvements	378,954	1,370	(45,786)	4,858	339,396
Furniture, fixtures and office equipment	1,379,121	56,279	(59,896)	19,591	1,395,095
Vehicles	34,083	-	(2,839)	-	31,244
<b>Total</b>	<b>1,792,158</b>	<b>57,649</b>	<b>(108,521)</b>	<b>24,449</b>	<b>1,765,735</b>
<b>Accumulated depreciation:</b>					
Leasehold improvements	(298,345)	(25,354)	45,786	-	(277,913)
Furniture, fixtures and office equipment	(977,282)	(164,997)	59,882	-	(1,082,397)
Vehicles	(21,111)	(1,024)	1,981	-	(20,154)
<b>Total</b>	<b>(1,296,738)</b>	<b>(191,375)</b>	<b>107,649</b>	<b>-</b>	<b>(1,380,464)</b>
Assets under installation	441	53,377	-	(24,449)	29,369
<b>Leasehold improvements and equipment</b>	<b>495,861</b>				<b>414,640</b>
CONSOLIDATED FINANCIAL STATEMENTS					
	Beginning balance as at	Additions	Disposals/ Write-off	Transfer in (Transfer out)	Ending balance as at
	January 1, 2020				December 31, 2020
	"Restated"				
<b>Cost:</b>					
Leasehold improvements	365,876	25,925	(31,677)	18,830	378,954
Furniture, fixtures and office equipment	1,446,466	97,584	(220,914)	55,985	1,379,121
Vehicles	49,373	844	(16,134)	-	34,083
<b>Total</b>	<b>1,861,715</b>	<b>124,353</b>	<b>(268,725)</b>	<b>74,815</b>	<b>1,792,158</b>
<b>Accumulated depreciation:</b>					
Leasehold improvements	(305,634)	(22,094)	29,383	-	(298,345)
Furniture, fixtures and office equipment	(1,032,929)	(165,064)	220,711	-	(977,282)
Vehicles	(29,395)	(1,521)	9,805	-	(21,111)
<b>Total</b>	<b>(1,367,958)</b>	<b>(188,679)</b>	<b>259,899</b>	<b>-</b>	<b>(1,296,738)</b>
Assets under installation	22,548	52,888	(180)	(74,815)	441
<b>Leasehold improvements and equipment</b>	<b>516,305</b>				<b>495,861</b>
<b>Depreciation for the years ended December 31,</b>					
2021				Thousand Baht	191,375
2020				Thousand Baht	188,679

Unit: Thousand Baht

SEPARATE FINANCIAL STATEMENTS					
Beginning balance as at	Additions	Disposals/ Write-off	Transfer in (Transfer out)	Ending balance as at	
January 1, 2021					December 31, 2021
<b>Cost:</b>					
Leasehold improvements	369,453	180	(45,786)	4,858	328,705
Furniture, fixtures and office equipment	1,324,798	57,301	(46,729)	19,591	1,354,961
Total	1,694,251	57,481	(92,515)	24,449	1,683,666
<b>Accumulated depreciation:</b>					
Leasehold improvements	(289,497)	(24,121)	45,786	-	(267,832)
Furniture, fixtures and office equipment	(923,760)	(165,686)	46,715	-	(1,042,731)
Total	(1,213,257)	(189,807)	92,501	-	(1,310,563)
Assets under installation	441	53,368	-	(24,449)	29,360
<b>Leasehold improvements and equipment</b>	<b>481,435</b>				<b>402,463</b>

Unit: Thousand Baht

SEPARATE FINANCIAL STATEMENTS					
Beginning balance as at	Additions	Disposals/ Write-off	Transfer in (Transfer out)	Ending balance as at	
January 1, 2020					December 31, 2020
<b>Cost:</b>					
Leasehold improvements	353,167	25,222	(27,766)	18,830	369,453
Furniture, fixtures and office equipment	1,374,398	97,263	(202,848)	55,985	1,324,798
Total	1,727,565	122,485	(230,614)	74,815	1,694,251
<b>Accumulated depreciation:</b>					
Leasehold improvements	(292,933)	(22,036)	25,472	-	(289,497)
Furniture, fixtures and office equipment	(962,090)	(164,316)	202,646	-	(923,760)
Total	(1,255,023)	(186,352)	228,118	-	(1,213,257)
Assets under installation	22,548	52,888	(180)	(74,815)	441
<b>Leasehold improvements and equipment</b>	<b>495,090</b>				<b>481,435</b>

**Depreciation for the years ended December 31,**

2021	Thousand Baht	189,807
2020	Thousand Baht	186,352

As at December 31, 2021 and 2020, the costs of fully depreciated leasehold improvements and equipment but still in use for the consolidated financial statements are Baht 841.2 million and Baht 718.3 million, respectively, and for the separate financial statements are Baht 761.2 million and Baht 656.7 million, respectively.

## 12. RIGHT-OF-USE ASSETS

Right-of-use assets as at December 31, 2021 and 2020 are as follows:

CONSOLIDATED FINANCIAL STATEMENTS				Unit: Thousand Baht
	Beginning balance as at January 1, 2021 “Restated”	Additions	Disposals/ Write-off	Ending balance as at December 31, 2021
<b>Cost</b>				
Office building	594,267	131,187	(89,684)	635,770
Vehicles	70,110	16,291	(7,284)	79,117
Total cost	<u>664,377</u>	<u>147,478</u>	<u>(96,968)</u>	<u>714,887</u>
<b>Accumulated depreciation</b>				
Office building	(163,714)	(226,939)	62,907	(327,746)
Vehicles	(14,320)	(20,323)	7,284	(27,359)
Total accumulated depreciation	<u>(178,034)</u>	<u>(247,262)</u>	<u>70,191</u>	<u>(355,105)</u>
<b>Right-of-use assets</b>	<u>486,343</u>			<u>359,782</u>
CONSOLIDATED FINANCIAL STATEMENTS				Unit: Thousand Baht
	Beginning balance as at January 1, 2020 “Restated”	Additions	Disposals/ Write-off	Ending balance as at December 31, 2020
<b>Cost</b>				
Office building	210,654	386,486	(2,873)	594,267
Vehicles	36,585	40,018	(6,493)	70,110
Total cost	<u>247,239</u>	<u>426,504</u>	<u>(9,366)</u>	<u>664,377</u>
<b>Accumulated depreciation</b>				
Office building	-	(163,714)	-	(163,714)
Vehicles	-	(15,666)	1,346	(14,320)
Total accumulated depreciation	<u>-</u>	<u>(179,380)</u>	<u>1,346</u>	<u>(178,034)</u>
<b>Right-of-use assets</b>	<u>247,239</u>			<u>486,343</u>
<b>Depreciation for the years ended December 31,</b>				
2021			Thousand Baht	247,262
2020			Thousand Baht	<u>176,944*</u>

**Unit: Thousand Baht**

**SEPARATE FINANCIAL STATEMENTS**

	<b>Beginning balance as at January 1, 2021</b>	<b>Additions</b>	<b>Disposals/ Write-off</b>	<b>Ending balance as at December 31, 2021</b>
<b>Cost</b>				
Office building	548,449	104,527	(46,088)	606,888
Vehicles	70,110	16,291	(7,284)	79,117
<b>Total cost</b>	<b>618,559</b>	<b>120,818</b>	<b>(53,372)</b>	<b>686,005</b>
<b>Accumulated depreciation</b>				
Office building	(147,602)	(211,873)	46,088	(313,387)
Vehicles	(14,320)	(20,323)	7,284	(27,359)
<b>Total accumulated depreciation</b>	<b>(161,922)</b>	<b>(232,196)</b>	<b>53,372</b>	<b>(340,746)</b>
<b>Right-of-use assets</b>	<b>456,637</b>			<b>345,259</b>

**Unit: Thousand Baht**

**SEPARATE FINANCIAL STATEMENTS**

	<b>Beginning balance as at January 1, 2020</b>	<b>Additions</b>	<b>Disposals/ Write-off</b>	<b>Ending balance as at December 31, 2020</b>
<b>Cost</b>				
Office building	161,963	386,486	-	548,449
Vehicles	36,585	40,018	(6,493)	70,110
<b>Total cost</b>	<b>198,548</b>	<b>426,504</b>	<b>(6,493)</b>	<b>618,559</b>
<b>Accumulated depreciation</b>				
Office building	-	(147,602)	-	(147,602)
Vehicles	-	(15,666)	1,346	(14,320)
<b>Total accumulated depreciation</b>	<b>(163,268)</b>		<b>1,346</b>	<b>(161,922)</b>
<b>Right-of-use assets</b>	<b>198,548</b>			<b>456,637</b>

**Depreciation for the year ended December 31,**

2021	<b>Thousand Baht</b>	<b>232,196</b>
2020	<b>Thousand Baht</b>	<b>160,833 *</b>

\* During the year, the Group has elected to apply Accounting Treatment Guidance on “The temporary relief measures for additional accounting alternatives to alleviate the impacts from COVID-19 outbreak” which the Group has received reduction in lease payments by lessors in the amount of Baht 2.5 million.

### 13. INTANGIBLE ASSETS

Intangible assets as at December 31, 2021 and 2020 are as follows:

CONSOLIDATED FINANCIAL STATEMENTS					Unit: Thousand Baht
Beginning balance as at	Additions	Disposals/ Write-off	Transfer in (Transfer out)	Ending balance as at	
January 1, 2021					December 31, 2021
<b>“Restated”</b>					
Computer software	1,907,561	72,873	(6)	40,900	2,021,328
<u>Less</u> Accumulated amortization	(1,518,412)	(155,576)	6	-	(1,673,982)
	389,149				347,346
<u>Add</u> Software under installation	97,187	46,204	(1,069)	(40,900)	101,422
<b>Intangible assets</b>	<b>486,336</b>				<b>448,768</b>

CONSOLIDATED FINANCIAL STATEMENTS					Unit: Thousand Baht
Beginning balance as at	Additions	Disposals/ Write-off	Transfer in (Transfer out)	Ending balance as at	
January 1, 2020					December 31, 2020
Computer software	1,775,154	80,662	(117)	51,862	1,907,561
<u>Less</u> Accumulated amortization	(1,354,601)	(163,928)	117	-	(1,518,412)
	420,553				389,149
<u>Add</u> Software under installation	73,870	75,184	(5)	(51,862)	97,187
<b>Intangible assets</b>	<b>494,423</b>				<b>486,336</b>

#### Amortization for the years ended December 31,

2021	Thousand Baht	<u>155,576</u>
2020	Thousand Baht	<u>163,928</u>

SEPARATE FINANCIAL STATEMENTS					Unit: Thousand Baht
Beginning balance as at	Additions	Disposals/ Write-off	Transfer in (Transfer out)	Ending balance as at	
January 1, 2021					December 31, 2021
Computer software	1,862,587	72,795	-	39,000	1,974,382
<u>Less</u> Accumulated amortization	(1,486,031)	(152,069)	-	-	(1,638,100)
	376,556				336,282
<u>Add</u> Software under installation	97,187	44,304	(1,069)	(39,000)	101,422
<b>Intangible assets</b>	<b>473,743</b>				<b>437,704</b>

Unit: Thousand Baht				
SEPARATE FINANCIAL STATEMENTS				
Beginning balance as at January 1, 2020	Additions	Disposals/ Write-off	Transfer in (Transfer out)	Ending balance as at December 31, 2020
Computer software	1,730,988	79,854	(117)	51,862
Less Accumulated amortization	(1,325,674)	(160,474)	117	-
	<u>405,314</u>	<u>75,184</u>	<u>(5)</u>	<u>376,556</u>
<u>Add</u> Software under installation	<u>73,870</u>	<u>(51,862)</u>		<u>97,187</u>
<b>Intangible assets</b>	<b>479,184</b>			<b>473,743</b>
<b>Amortization for the years ended December 31,</b>				
2021				152,069
2020				160,474

As at December 31, 2021 and 2020, the costs of fully amortized intangible assets but still in use for the consolidated financial statements are Baht 1,270.7 million and Baht 1,063.8 million, respectively, and for the separate financial statements are Baht 1,255.5 million and Baht 1,050.8 million, respectively.

#### 14. DEFERRED TAX ASSETS

Deferred tax assets as at December 31, 2021 and 2020 are as follows:

Unit: Thousand Baht				
CONSOLIDATED FINANCIAL STATEMENTS				
	2021	2020	“Restated”	
Deferred tax assets			<u>2,292,095</u>	<u>2,247,468</u>
Unit: Thousand Baht				
SEPARATE FINANCIAL STATEMENTS				
	2021	2020		
Deferred tax assets			<u>1,600,388</u>	<u>1,666,998</u>

Deferred tax assets for the years ended December 31, 2021 and 2020 consist of tax effects from the following items:

Unit: Thousand Baht				
CONSOLIDATED FINANCIAL STATEMENTS				
Beginning balance as at January 1, 2021	Item as recognized into profit or loss	Item as recognized in other comprehensive income	Ending balance as at December 31, 2021	
				“Restated”
Allowance for expected credit loss	1,861,412	(32,870)	-	1,828,542
Deferred income for reward points	469,150	27,095	-	496,245
Difference from depreciation rate	(55,954)	10,103	-	(45,851)
Provision for employee benefits	102,925	3,680	(921)	105,684
Others	(130,065)	37,540	-	(92,525)
Deferred tax assets	<u>2,247,468</u>	<u>45,548</u>	<u>(921)</u>	<u>2,292,095</u>

**Unit: Thousand Baht**  
**CONSOLIDATED FINANCIAL STATEMENTS**  
**“Restated”**

	<b>Beginning balance as at January 1, 2020</b>	<b>Item as recognized into profit or loss</b>	<b>Item as recognized in other comprehensive income</b>	<b>Ending balance as at December 31, 2020</b>
Allowance for expected credit loss	1,909,749	(48,337)	-	1,861,412
Deferred income for reward points	455,446	13,704	-	469,150
Difference from depreciation rate	(59,946)	3,992	-	(55,954)
Provision for employee benefits	106,474	2,537	(6,086)	102,925
Others	(160,065)	30,000	-	(130,065)
Deferred tax assets	<u>2,251,658</u>	<u>1,896</u>	<u>(6,086)</u>	<u>2,247,468</u>

**Unit: Thousand Baht**  
**SEPARATE FINANCIAL STATEMENTS**

	<b>Beginning balance as at January 1, 2021</b>	<b>Item as recognized into profit or loss</b>	<b>Item as recognized in other comprehensive income</b>	<b>Ending balance as at December 31, 2021</b>
Allowance for expected credit loss	1,131,405	(111,680)	-	1,019,725
Deferred income for reward points	469,150	27,095	-	496,245
Difference from depreciation rate	(56,519)	10,051	-	(46,468)
Provision for employee benefits	97,756	5,736	(1,063)	102,429
Others	25,206	3,251	-	28,457
Deferred tax assets	<u>1,666,998</u>	<u>(65,547)</u>	<u>(1,063)</u>	<u>1,600,388</u>

**Unit: Thousand Baht**  
**SEPARATE FINANCIAL STATEMENTS**

	<b>Beginning balance as at January 1, 2020</b>	<b>Item as recognized into profit or loss</b>	<b>Item as recognized in other comprehensive income</b>	<b>Ending balance as at December 31, 2020</b>
Allowance for expected credit loss	1,149,625	(18,220)	-	1,131,405
Deferred income for reward points	455,446	13,704	-	469,150
Difference from depreciation rate	(60,508)	3,989	-	(56,519)
Provision for employee benefits	102,555	2,028	(6,827)	97,756
Others	11,383	13,823	-	25,206
Deferred tax assets	<u>1,658,501</u>	<u>15,324</u>	<u>(6,827)</u>	<u>1,666,998</u>

## 15. BORROWINGS FROM FINANCIAL INSTITUTIONS AND RELATED PARTIES

### 15.1 Short-term borrowings from financial institutions

As at December 31, 2021, bill of exchange and promissory notes have interest rates at Money Market Rate (MMR), which is 0.59 - 0.90% per annum with maturity on demand to one year and are unsecured (As at December 31, 2020 : 0.75 - 0.95% per annum).

### 15.2 Short-term borrowings from related parties

As at December 31, 2021, borrowings have interest rates at Money Market Rate (MMR), which is 0.70% per annum with maturity on demand to one year and are unsecured (As at December 31, 2020 : 0.95% per annum).

### 15.3 Long-term borrowings from financial institution

As at December 31, 2021, borrowings have interest rates at Capital Market Rate, which is 1.23% per annum with maturity in 2024 and are unsecured (As at December 31, 2020 : Nil).

## 16. OTHER PAYABLES

Other payables as at December 31, 2021 and 2020 are as follows:

<b>Unit: Thousand Baht</b>		
<b>CONSOLIDATED</b>		
<b>FINANCIAL STATEMENTS</b>		
	<b>2021</b>	<b>2020</b>
Exceed payment from customers	489,042	465,001
Other payables	931,486	540,666
Suspense accounts	33,852	79,582
Others	214,991	225,502
<b>Total other payables</b>	<b>1,669,371</b>	<b>1,310,751</b>

<b>Unit: Thousand Baht</b>		
<b>SEPARATE</b>		
<b>FINANCIAL STATEMENTS</b>		
	<b>2021</b>	<b>2020</b>
Exceed payment from customers	489,005	465,000
Other payables	891,949	536,507
Suspense accounts	34,792	39,356
Others	211,874	213,032
<b>Total other payables</b>	<b>1,627,620</b>	<b>1,253,895</b>

## 17. LEASE LIABILITIES

Lease liabilities as at December 31, 2021 and 2020 are as follows:

CONSOLIDATED FINANCIAL STATEMENTS				Unit: Thousand Baht
2021		2020		"Restated"
	Minimum lease payments in the future	Present value of minimum lease payments in the future	Minimum lease payments in the future	Present value of minimum lease payments in the future
Within 1 year	222,073	214,610	238,404	227,499
Over 1 year to 5 years	154,474	151,583	269,143	262,929
<u>Less</u> Deferred interest expenses	<u>(10,354)</u>	<u>-</u>	<u>(17,119)</u>	<u>-</u>
<b>Total</b>	<b>366,193</b>	<b>366,193</b>	<b>490,428</b>	<b>490,428</b>

SEPARATE FINANCIAL STATEMENTS				Unit: Thousand Baht
2021		2020		"Restated"
	Minimum lease payments in the future	Present value of minimum lease payments in the future	Minimum lease payments in the future	Present value of minimum lease payments in the future
Within 1 year	207,834	200,507	223,124	212,569
Over 1 year to 5 years	153,925	151,041	253,808	247,718
<u>Less</u> Deferred interest expenses	<u>(10,211)</u>	<u>-</u>	<u>(16,645)</u>	<u>-</u>
<b>Total</b>	<b>351,548</b>	<b>351,548</b>	<b>460,287</b>	<b>460,287</b>

Expenses for the years ended December 31, 2021 and 2020 regarding leases recognized in the statements of profit or loss and other comprehensive income consist of the following:

CONSOLIDATED FINANCIAL STATEMENTS				Unit: Thousand Baht
2021		2020		"Restated"
	Depreciation expenses for right-of-use assets	Interest expenses for lease liabilities	Expenses of short-term lease	Expenses relating to leases of low - value assets
Depreciation expenses for right-of-use assets	247,262	12,371	6,699	10,779
Interest expenses for lease liabilities	12,371	11,974	6,383	10,779
Expenses of short-term lease	6,699	6,383	82,998	3,456
Expenses relating to leases of low - value assets	10,779	10,779	277,111	274,329
<b>Total</b>	<b>277,111</b>	<b>261,332</b>	<b>232,196</b>	<b>160,833</b>

SEPARATE FINANCIAL STATEMENTS				Unit: Thousand Baht
2021		2020		"Restated"
	Depreciation expenses for right-of-use assets	Interest expenses for lease liabilities	Expenses of short-term lease	Expenses relating to leases of low - value assets
Depreciation expenses for right-of-use assets	232,196	11,974	6,383	10,779
Interest expenses for lease liabilities	11,974	6,383	82,107	3,456
Expenses of short-term lease	6,383	10,779	261,332	256,749
<b>Total</b>	<b>261,332</b>	<b>256,749</b>	<b>232,196</b>	<b>160,833</b>

## 18. LONG-TERM DEBENTURES

Long-term debentures as at December 31, 2021 and 2020 are as follows:

					<b>Unit: Thousand Baht</b>	
					<b>CONSOLIDATED AND SEPARATE</b>	
					<b>FINANCIAL STATEMENTS</b>	
					<b>2021</b>	<b>2020</b>
Debentures					43,900,000	43,480,000
<u>Less</u> Discount on debentures					(126,951)	-
Current portion of long-term debentures					(9,500,000)	(8,780,000)
Total long-term debentures					<u>34,273,049</u>	<u>34,700,000</u>

Details of debentures can be summarized as follows:

Type	Date of issuance	Amount (Million Baht)	Maturity date	Interest rate (% p.a.)	Interest payable period	Balance as at December 31, 2021 (Million Baht)	Balance as at December 31, 2020 (Million Baht)
Senior unsecured debentures	16 Sep 2015	1,000	16 Sep 2025	4.00	Semi-annually	1,000	1,000
Senior unsecured debentures	11 Nov 2015	700	11 Nov 2022	3.68	Semi-annually	700	700
Senior unsecured debentures	20 Nov 2015	1,000	20 Nov 2025	3.90	Semi-annually	1,000	1,000
Senior unsecured debentures	17 Feb 2016	200	17 Feb 2026	3.85	Semi-annually	200	200
Senior unsecured debentures	17 Feb 2016	300	17 Feb 2026	3.85	Semi-annually	300	300
Senior unsecured debentures	26 Feb 2016	800	26 Feb 2021	2.64	Semi-annually	-	800
Senior unsecured debentures	9 May 2016	1,500	11 May 2021	2.12	Semi-annually	-	1,500
Senior unsecured debentures	6 Jul 2016	100	5 Jul 2024	3.00	Semi-annually	100	100
Senior unsecured debentures	22 Jul 2016	3,000	22 Jul 2021	2.54	Semi-annually	-	3,000
Senior unsecured debentures	22 Sep 2016	200	22 Sep 2026	3.50	Semi-annually	200	200
Senior unsecured debentures	30 Nov 2016	630	30 Nov 2021	2.86	Semi-annually	-	630
Senior unsecured debentures	30 Nov 2016	1,140	30 Nov 2023	3.50	Semi-annually	1,140	1,140
Senior unsecured debentures	30 Nov 2016	3,030	27 Nov 2026	4.00	Semi-annually	3,030	3,030
Senior unsecured debentures	29 Dec 2016	600	29 Dec 2023	3.50	Semi-annually	600	600
Senior unsecured debentures	29 Dec 2016	2,500	29 Dec 2026	4.00	Semi-annually	2,500	2,500
Senior unsecured debentures	5 Apr 2017	1,500	5 Apr 2022	3.03	Semi-annually	1,500	1,500
Senior unsecured debentures	1 Jun 2017	2,500	1 Jun 2022	3.00 - 3.50	Quarterly	2,500	2,500
Senior unsecured debentures	3 Aug 2017	1,500	3 Aug 2027	3.80	Semi-annually	1,500	1,500
Senior unsecured debentures	25 Aug 2017	1,000	25 Aug 2027	3.65	Semi-annually	1,000	1,000
Senior unsecured debentures	19 Oct 2017	2,000	19 Oct 2022	2.46	Semi-annually	2,000	2,000
Senior unsecured debentures	19 Oct 2017	1,000	19 Oct 2027	3.50	Semi-annually	1,000	1,000
Senior unsecured debentures	16 Nov 2017	2,000	16 Nov 2027	3.50	Quarterly	2,000	2,000
Senior unsecured debentures	16 Feb 2018	1,000	16 Feb 2023	2.35	Semi-annually	1,000	1,000
Senior unsecured debentures	16 Feb 2018	1,250	16 Feb 2028	3.43	Semi-annually	1,250	1,250
Senior unsecured debentures	16 Aug 2018	1,350	11 Aug 2021	2.48	Semi-annually	-	1,350
Senior unsecured debentures	16 Aug 2018	2,065	16 Aug 2028	3.83	Semi-annually	2,065	2,065
Senior unsecured debentures	11 Mar 2019	1,500	11 Mar 2021	2.40	Semi-annually	-	1,500
Senior unsecured debentures	11 Mar 2019	1,000	11 Mar 2022	2.65	Semi-annually	1,000	1,000
Senior unsecured debentures	25 Jul 2019	1,500	25 Jul 2029	3.20	Semi-annually	1,500	1,500
Senior unsecured debentures	31 Oct 2019	1,700	31 Oct 2029	2.80	Semi-annually	1,700	1,700
Senior unsecured debentures	8 Nov 2019	415	8 Nov 2024	2.60	Quarterly	415	415
Senior unsecured debentures	4 Feb 2020	1,000	31 Jan 2030	2.65	Semi-annually	1,000	1,000
Senior unsecured debentures	15 Sep 2020	1,800	15 Sep 2022	1.93	Semi-annually	1,800	1,800
Senior unsecured debentures	15 Sep 2020	700	15 Sep 2023	2.23	Semi-annually	700	700
Senior unsecured debentures	21 Jan 2021	3,000	19 Jan 2024	- * -		3,000	-
Senior unsecured debentures	19 Mar 2021	200	22 Mar 2023	- * -		200	-
Senior unsecured debentures	29 Mar 2021	1,000	29 Mar 2023	1.17	Semi-annually	1,000	-
Senior unsecured debentures	29 Mar 2021	1,000	29 Mar 2024	1.53	Semi-annually	1,000	-
Senior unsecured debentures	2 Aug 2021	1,000	2 Aug 2024	1.22	Semi-annually	1,000	-
Senior unsecured debentures	2 Aug 2021	500	1 Aug 2031	2.90	Semi-annually	500	-
Senior unsecured debentures	19 Nov 2021	1,000	20 Nov 2024	- * -		1,000	-
Senior unsecured debentures	19 Nov 2021	1,500	19 Nov 2025	1.83	Semi-annually	1,500	-
Total debentures						<u>43,900</u>	<u>43,480</u>

\* Zero-coupon debentures

## 19. PROVISIONS FOR EMPLOYEE BENEFITS

The Company has retirement benefits plan in accordance with Labour Protection Act, which is the unfunded defined benefit plan.

Amounts recognized in the statement of profit or loss and other comprehensive income for the years ended December 31, 2021 and 2020 are as follows:

	<b>Unit: Thousand Baht</b>		
	<b>CONSOLIDATED</b>		
	<b>FINANCIAL STATEMENTS</b>		
	<b>2021</b>	<b>2020</b>	
			<b>“Restated”</b>
Current service cost	61,752	42,410	
Interest on obligation	<u>7,512</u>	<u>8,795</u>	
	<u><u>69,264</u></u>	<u><u>51,205</u></u>	
 <b>Unit: Thousand Baht</b>			
<b>SEPARATE</b>			
<b>FINANCIAL STATEMENTS</b>			
<b>2021</b>		<b>2020</b>	
Current service cost	35,130	40,227	
Interest on obligation	<u>7,090</u>	<u>8,434</u>	
	<u><u>42,220</u></u>	<u><u>48,661</u></u>	

Movements in the present value of the defined benefit obligation for the years ended December 31, 2021 and 2020 are as follows:

	<b>Unit: Thousand Baht</b>		
	<b>CONSOLIDATED</b>		
	<b>FINANCIAL STATEMENTS</b>		
	<b>2021</b>	<b>2020</b>	
			<b>“Restated”</b>
Defined benefit obligations brought forward	514,624	532,368	
Current service cost	61,752	42,410	
Interest on obligations	7,512	8,795	
(Gains) losses on remeasurements of defined benefit plans recognized in other comprehensive (income) loss			
- from changes in financial assumptions	(27,090)	(38,935)	
- from changes in demographic assumptions	1,335	1,698	
- from experience adjustments	21,148	6,808	
Benefits paid to employee	<u>(50,863)</u>	<u>(38,520)</u>	
Defined benefit obligations carried forward	<u><u>528,418</u></u>	<u><u>514,624</u></u>	

<b>Unit: Thousand Baht</b>		
<b>SEPARATE</b>		
<b>FINANCIAL STATEMENTS</b>		
	<b>2021</b>	<b>2020</b>
Defined benefit obligations brought forward	488,780	512,775
Current service cost	35,130	40,227
Interest on obligations	7,090	8,434
(Gains) losses on remeasurements of defined benefit plans recognized		
in other comprehensive (income) loss		
- from changes in financial assumptions	(26,019)	(39,330)
- from experience adjustments	20,706	5,194
Benefits paid to employee	<u>(13,539)</u>	<u>(38,520)</u>
Defined benefit obligations carried forward	<u>512,148</u>	<u>488,780</u>

The principal assumptions used for the purpose of the actuarial valuations for calculation of defined benefit obligations as at December 31, 2021 and 2020 are as follows:

<b>CONSOLIDATED FINANCIAL STATEMENTS</b>		
	<b>2021</b>	<b>2020</b>
Retirement age	60 years	60 years
Personnel turnover rate	3% - 23% p.a.	3% - 34% p.a.
Discount rate	2.20% - 2.32% p.a.	1.60% - 1.66% p.a.
Expected salary incremental rate	4% - 5% p.a.	4% - 5% p.a.
Weighted average duration	8.13 - 14 years	8.89 - 13 years

<b>SEPARATE FINANCIAL STATEMENTS</b>		
	<b>2021</b>	<b>2020</b>
Retirement age	60 years	60 years
Personnel turnover rate	3% - 11% p.a.	3% - 11% p.a.
Discount rate	2.20% p.a.	1.60% p.a.
Expected salary incremental rate	5% p.a.	5% p.a.
Weighted average duration	8.13 years	8.89 years

Significant actuarial assumptions for the determination of the defined benefit obligation are expected salary incremental rate, personnel turnover rate and discount rate. The sensitivity analysis below has been determined based on reasonably possible changes of the respective assumption occurring, while holding all other assumptions constant which reflects increasing (decreasing) in the obligations if the assumptions change by 1% as at December 31, 2021 and 2020 are as follows:

	Unit: Thousand Baht		
	CONSOLIDATED		
	FINANCIAL STATEMENTS		
	2021	2020	"Restated"
Salary incremental rate - 1% increase	47,010	49,156	
Salary incremental rate - 1% decrease	(41,636)	(43,355)	
Personnel turnover rate - 1% increase	(2,908)	(3,640)	
Personnel turnover rate - 1% decrease	3,136	4,081	
Discount rate - 1% increase	(40,535)	(42,792)	
Discount rate - 1% decrease	46,575	49,394	

	Unit: Thousand Baht		
	SEPARATE		
	FINANCIAL STATEMENTS		
	2021	2020	
Salary incremental rate - 1% increase	45,219	46,672	
Salary incremental rate - 1% decrease	(40,077)	(41,174)	
Personnel turnover rate - 1% increase	(1,431)	(1,238)	
Personnel turnover rate - 1% decrease	1,457	1,244	
Discount rate - 1% increase	(38,875)	(40,431)	
Discount rate - 1% decrease	44,625	46,644	

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligations as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligations has been calculated using the Projected Unit Credit Method at the end of the report period, which is the same as that applied in calculating the post-employment benefit obligations liability recognized in the statement of financial position.

## 20. CAPITAL MANAGEMENT

The Group manages its capital to ensure that it will be able to continue as a going concern while maximizing the return to stakeholders through the optimization of the debt and shareholders' equity balance. The Group's overall strategy of the year 2021 remains unchanged from 2020.

The capital structure of the Group consists of debt, which includes the loans and debentures disclosed in Notes 15 and 18 and shareholders' equity, comprising issued and paid-up capital, legal reserve and retained earnings.

The Group does not apply any specific financial ratios to monitor its capital whilst manages its capital to be sufficient for its working capital.

## 21. DIVIDEND AND APPROPRIATION FOR LEGAL RESERVE

Pursuant to the Public Companies Act. B.E. 2535 (1992), the Company must allocate to a reserve fund from the annual net profit, not less than five percent of the annual net profit deducted by the total accumulated loss brought forward (if any) until the reserve fund reaches an amount of not less than ten percent of the registered capital. The legal reserve is not available for dividend distribution.

As at December 31, 2021 and 2020, the Company's legal reserve reaches 10% of the registered share capital.

On April 8, 2021, the Annual General Meeting of Shareholders passed a resolution to pay dividend for the year 2020 at Baht 0.88 per share, totaling Baht 2,268.8 million. The Company has already paid dividend to shareholders on May 7, 2021.

On March 30, 2020, the Board of Directors' meeting No. 4/2020 passed a resolution to pay interim dividend payment for the year 2019 at Baht 0.88 per share, totaling Baht 2,268.9 million. The Company has already paid interim dividend to shareholders on April 30, 2020. On July 3, 2020, the Annual General Meeting of Shareholders acknowledged the aforementioned interim dividend payment.

## 22. EXPENSES BY NATURE

Net profit for the years ended December 31, 2021 and 2020 have been arrived at after charging the following items:

	Unit: Thousand Baht		
	CONSOLIDATED FINANCIAL STATEMENTS		
	2021	2020	“Restated”
Management remuneration	261,526	239,779	
Staff costs	2,160,959	2,171,562	
Depreciation and amortization	594,213	529,551	
Fees and service expenses	2,236,507	2,349,132	
Marketing expense	651,942	828,157	
Rental fees for premises and equipment	56,929	124,146	
Premises and equipment expenses	499,422	421,009	
Allowance for impairment of properties for sale (Reversal)	18,077	(2,935)	
Communication expenses	215,361	227,555	
Special business tax and duty stamp	508,707	491,701	
Expected credit loss	5,455,543	6,489,407	
Others	121,932	143,153	
Total Expenses	12,781,118	14,012,217	

<b>Unit: Thousand Baht</b>		
<b>SEPARATE</b>		
<b>FINANCIAL STATEMENTS</b>		
	<b>2021</b>	<b>2020</b>
Management remuneration	230,012	210,245
Staff costs	2,063,541	2,066,399
Depreciation and amortization	574,072	507,659
Fees and service expenses	2,176,778	2,265,528
Marketing expense	648,261	816,593
Rental fees for premises and equipment	55,936	122,738
Premises and equipment expenses	492,987	415,929
Communication expenses	212,791	222,483
Special business tax and duty stamp	508,496	491,565
Expected credit loss	4,862,823	6,604,078
Others	117,924	137,223
<b>Total Expenses</b>	<b>11,943,621</b>	<b>13,860,440</b>

## 23. PROVIDENT FUND

The Group set up a registered provident fund in accordance with the Provident Fund Act B.E. 2530. All employees are members of the Provident Fund, which is managed by Krungthai Asset Management Public Company Limited. Under the Fund's regulations, employees can elect to contribute to the fund at the rate of 3% to 15% of their basic salary and the Group contributes to the fund at the rate of 5% to 6% of their basic salary.

For the years ended December 31, 2021 and 2020, the Group's contributions which were charged to the statement of profit or loss and other comprehensive income for the consolidated financial statements amounting to Baht 63.7 million and Baht 62.8 million, respectively. and for the separate financial statements amounting to Baht 60.1 million and Baht 58.8 million, respectively.

## 24. INCOME TAX EXPENSE

Income tax expense for the years ended December 31, 2021 and 2020 are as follows:

<b>Unit: Thousand Baht</b>		
<b>CONSOLIDATED</b>		
<b>FINANCIAL STATEMENTS</b>		
	<b>2021</b>	<b>2020</b>
Current income tax expense	(1,512,405)	(1,373,596)
Deferred tax	45,548	1,896
<b>Total income tax expense</b>	<b>(1,466,857)</b>	<b>(1,371,700)</b>

<b>Unit: Thousand Baht</b>		
<b>SEPARATE</b>		
<b>FINANCIAL STATEMENTS</b>		
<b>2021</b>	<b>2020</b>	
Current income tax expense	(1,505,394)	(1,339,873)
Deferred tax	(65,547)	15,324
Total income tax expense	<u>(1,570,941)</u>	<u>(1,324,549)</u>

The reconciliations between income tax expense and accounting profit for the years ended December 31, 2021 and 2020 are follows:

<b>Unit: Thousand Baht</b>		
<b>CONSOLIDATED</b>		
<b>FINANCIAL STATEMENTS</b>		
<b>2021</b>	<b>2020</b>	
		<b>“Restated”</b>
Accounting profit before tax	<u>7,255,377</u>	<u>6,880,017</u>
Income tax expense at domestic tax rates		
- Tax rate at 20%	(1,451,075)	(1,376,003)
Tax effect of non-taxable revenues and expenses	<u>(15,782)</u>	<u>4,303</u>
Income tax expense per the statements of profit or loss and other comprehensive income	<u>(1,466,857)</u>	<u>(1,371,700)</u>
Effective tax rate (%)	20.2	19.9
<b>Unit: Thousand Baht</b>		
<b>SEPARATE</b>		
<b>FINANCIAL STATEMENTS</b>		
<b>2021</b>	<b>2020</b>	
Accounting profit before tax	<u>7,821,827</u>	<u>6,659,530</u>
Income tax expense at domestic tax rates		
- Tax rate at 20%	(1,564,365)	(1,331,906)
Tax effect of non-taxable revenues and expenses	<u>(6,576)</u>	<u>7,357</u>
Income tax expense per the statements of profit or loss and other comprehensive income	<u>(1,570,941)</u>	<u>(1,324,549)</u>
Effective tax rate (%)	20.1	19.9

The Group used tax rates of 20% for the corporate income tax calculation for the years ended December 31, 2021 and 2020.

## 25. TRANSACTIONS WITH RELATED PARTIES

The Group and the Company have transactions with related parties. Certain portions of the Group's and the Company's assets, liabilities, revenues and administrative expenses represent transactions occurred with such related parties. These parties are related through common shareholders and/or directorships. Those significant transactions with related parties as included in the consolidated and separate financial statements are determined at the prices in line with those occur in the normal course of business based on the market price in general or the price as stipulated in the agreements.

### 25.1 The significant balances with related parties

The significant balances with related parties as at December 31, 2021 and 2020 are as follows:

Related parties	Relationship	Unit: Thousand Baht	
		CONSOLIDATED FINANCIAL STATEMENTS	
		2021	2020 “Restated”
Krung Thai Bank PCL.	Major Shareholder		
- Deposits at a financial institution (a part of cash and cash equivalents)		1,958,685	1,726,604
- Other receivables		635	1,792
- Short-term borrowings		4,730,000	9,440,000
- Trade payables		592,100	713,776
- Accrued interest expenses		864	472
- Other current liabilities		1,467	1,693
- Long-term borrowings		1,500,000	-
KTB Computer Services Co., Ltd.	Same Ultimate Holding Company		
- Trade payables		56	29
KTB General Services and Security Co., Ltd.	Same Ultimate Holding Company		
- Trade payables		5,963	8,507
Krungthai Assets Management PCL.	Same Ultimate Holding Company		
- Other receivables		3,315	3,622
- Trade payables		76	79
Krungthai Panich Insurance PCL.	Same Ultimate Holding Company		
- Other receivables		1,157	1,100
Krungthai AXA-Life Insurance PCL.	Same Ultimate Holding Company		
- Other receivables		600	730
KTB Law Co., Ltd.	Same Ultimate Holding Company		
- Trade payables		-	200

Related parties	Relationship	Unit: Thousand Baht	
		SEPARATE FINANCIAL STATEMENTS	
		2021	2020
Krung Thai Bank PCL.	Major Shareholder		
- Deposits at a financial institution (a part of cash and cash equivalents)		1,615,782	1,468,536
- Other receivables		635	1,791
- Short-term borrowings		3,630,000	7,660,000
- Trade payables		591,281	712,484
- Accrued interest expenses		240	399
- Other current liabilities		1,467	1,693
- Long-term borrowings		1,500,000	-
KTB General Services and Security Co., Ltd.	Same Ultimate Holding Company		
- Trade payables		4,773	7,934
Krungthai Assets Management PCL.	Same Ultimate Holding Company		
- Other receivables		3,315	3,622
- Trade payables		76	78
Krungthai Panich Insurance PCL.	Same Ultimate Holding Company		
- Other receivables		1,157	1,100
Krungthai AXA-Life Insurance PCL.	Same Ultimate Holding Company		
- Other receivables		600	730
KTB Law Co., Ltd.	Same Ultimate Holding Company		
- Trade payables		-	200
KTC Pico (Bangkok) Co., Ltd.	Subsidiary		
- Other receivables		174	334
- Short-term borrowings		50,798	52,143
- Accrued interest expenses		2	3
- Other current liabilities		73	22
KTC Nano Co., Ltd.	Subsidiary		
- Other receivables		32	389
- Short-term borrowings		49,648	50,270
- Accrued interest expenses		1	1
- Other current liabilities		73	-
KTC Pico (Chonburi) Co., Ltd.	Subsidiary		
- Other receivables		27	278
- Other current liabilities		3	-
KTC Pico (Samut Sakhon) Co., Ltd.	Subsidiary		
- Other receivables		27	27
KTC Pico (Pathum Thani) Co., Ltd.	Subsidiary		
- Other receivables		27	246
- Other current liabilities		13	-
KTC Pico (Samut Prakan) Co., Ltd.	Subsidiary		
- Other receivables		27	282
- Other current liabilities		5	-
KTC Prepaid Co., Ltd.	Subsidiary		
- Other receivables		27	63
- Short-term borrowings		100,075	99,900
- Accrued interest expenses		2	171
- Other current liabilities		73	-
Krungthai Leasing Co., Ltd.	Subsidiary		
- Other receivables		1,514	-
- Trade payables		15	-

25.1.1 Movements of short-term borrowings from related financial institutions and related parties

Movements of short-term borrowings from related financial institutions for the years ended December 31, 2021 and 2020 are as follows:

Related parties	Relationship	Unit: Thousand Baht		
		CONSOLIDATED		
		2021	2020	“Restated”
Krung Thai Bank PCL.	Major Shareholder			
Beginning balance		9,440,000	7,160,000	
<u>Add</u> Borrowings during the years		101,260,000	141,790,000	
<u>Less</u> Repayments during the years		(105,970,000)	(139,510,000)	
Ending balance		<u>4,730,000</u>	<u>9,440,000</u>	
KT Zmico Securities Co., Ltd.	Same Ultimate Holding Company			
Beginning balance		-	349,625	
<u>Add</u> Borrowings during the years		-	2,720,375	
<u>Less</u> Repayments during the years		-	(3,070,000)	
Ending balance		<u>-</u>	<u>-</u>	
Related parties	Relationship	Unit: Thousand Baht		
		SEPARATE		
		2021	2020	
Krung Thai Bank PCL.	Major Shareholder			
Beginning balance		7,660,000	3,490,000	
<u>Add</u> Borrowings during the years		70,080,000	60,650,000	
<u>Less</u> Repayments during the years		(74,110,000)	(56,480,000)	
Ending balance		<u>3,630,000</u>	<u>7,660,000</u>	
KT Zmico Securities Co., Ltd.	Same Ultimate Holding Company			
Beginning balance		-	349,625	
<u>Add</u> Borrowings during the years		-	2,720,375	
<u>Less</u> Repayments during the years		-	(3,070,000)	
Ending balance		<u>-</u>	<u>-</u>	

As at December 31, 2021, short-term borrowings from related financial institutions are promissory notes have carrying interest rate at Money Market Rate (MMR), which is 0.60 - 0.70% per annum. (As at December 31, 2020 : 0.75 - 0.95% per annum)

Movements of short-term borrowings from related parties for the years ended December 31, 2021 and 2020 are as follows:

Related parties	Relationship	Unit: Thousand Baht	
		SEPARATE	
		2021	2020
KTC Pico (Bangkok) Co., Ltd.	Subsidiary		
Beginning balance		52,143	17,929
<u>Add</u> Borrowing during the years		54,126	81,621
<u>Less</u> Repayment during the years		(55,471)	(47,407)
Ending balance		<u>50,798</u>	<u>52,143</u>
KTC Nano Co., Ltd.	Subsidiary		
Beginning balance		50,270	50,110
<u>Add</u> Borrowing during the years		49,800	220,320
<u>Less</u> Repayment during the years		(50,422)	(220,160)
Ending balance		<u>49,648</u>	<u>50,270</u>
KTC Pico (Chonburi) Co., Ltd.	Subsidiary		
Beginning balance		-	9,900
<u>Add</u> Borrowing during the years		-	27,000
<u>Less</u> Repayment during the years		-	(36,900)
Ending balance		<u>-</u>	<u>-</u>
KTC Pico (Samut Sakhon) Co., Ltd.	Subsidiary		
Beginning balance		-	9,800
<u>Add</u> Borrowing during the years		-	27,000
<u>Less</u> Repayment during the years		-	(36,800)
Ending balance		<u>-</u>	<u>-</u>
KTC Pico (Pathum Thani) Co., Ltd.	Subsidiary		
Beginning balance		-	9,900
<u>Add</u> Borrowing during the years		-	27,000
<u>Less</u> Repayment during the years		-	(36,900)
Ending balance		<u>-</u>	<u>-</u>
KTC Pico (Samut Prakan) Co., Ltd.	Subsidiary		
Beginning balance		-	9,850
<u>Add</u> Borrowing during the years		-	27,000
<u>Less</u> Repayment during the years		-	(36,850)
Ending balance		<u>-</u>	<u>-</u>
KTC Prepaid Co., Ltd.	Subsidiary		
Beginning balance		99,900	-
<u>Add</u> Borrowing during the years		100,100	99,900
<u>Less</u> Repayment during the years		(99,925)	-
Ending balance		<u>100,075</u>	<u>99,900</u>

As at December 31, 2021, short-term borrowings from related parties are borrowings have carrying interest rate at Money Market Rate (MMR), which is 0.70% per annum. (As at December 31, 2020 : 0.95% per annum)

## 25.2 The significant transactions with related parties

The significant transactions with related parties for the years ended December 31, 2021 and 2020 are as follows:

Related parties	Relationship	Unit: Thousand Baht		
		CONSOLIDATED		
		2021	2020	“Restated”
Krung Thai Bank PCL.	Major Shareholder			
- Fee and service income		2,133	1,925	
- Other income		7,776	8,061	
- Administrative expenses		142,124	227,384	
- Finance costs		48,591	60,841	
KTB Computer Services Co., Ltd.	Same Ultimate Holding Company			
- Administrative expenses		334	817	
KTB General Services and Security Co., Ltd.	Same Ultimate Holding Company			
- Administrative expenses		48,319	52,831	
Krungthai Assets Management PCL.	Same Ultimate Holding Company			
- Fee and service income		4,368	5,633	
- Administrative expenses		73	76	
Krungthai Panich Insurance PCL.	Same Ultimate Holding Company			
- Fee and service income		14,865	15,671	
KT Zmico Securities Co., Ltd.	Same Ultimate Holding Company			
- Finance costs		-	1,839	
Krungthai AXA-Life Insurance PCL.	Same Ultimate Holding Company			
- Fee and service income		56,869	106,149	
- Other income		1,587	-	
Krungthai IBJ Leasing Co., Ltd.	Same Ultimate Holding Company			
- Administrative expenses		10,188	5,427	
KTB Law Co., Ltd.	Same Ultimate Holding Company			
- Interest income		-	28	
- Administrative expenses		-	545	

Related parties	Relationship	Unit: Thousand Baht	
		SEPARATE	
		FINANCIAL STATEMENTS	
2021	2020		
Krung Thai Bank PCL.	Major Shareholder		
- Fee and service income		2,133	1,925
- Other income		7,430	7,518
- Administrative expenses		128,190	219,706
- Finance costs		38,374	35,487
KTB General Services and Security Co., Ltd.	Same Ultimate Holding Company	42,228	45,016
- Administrative expenses			
Krungthai Assets Management PCL.	Same Ultimate Holding Company		
- Fee and service income		4,368	5,633
- Administrative expenses		73	75
Krungthai Panich Insurance PCL.	Same Ultimate Holding Company		
- Fee and service income		14,549	14,549
KT Zmico Securities Co., Ltd.	Same Ultimate Holding Company		
- Finance costs		-	1,839
Krungthai AXA-Life Insurance PCL.	Same Ultimate Holding Company		
- Fee and service income		56,869	106,149
- Other income		1,587	-
Krungthai IBJ Leasing Co., Ltd.	Same Ultimate Holding Company		
- Administrative expenses		10,188	5,427
KTB Law Co., Ltd.	Same Ultimate Holding Company		
- Administrative expenses		-	545
KTC Pico (Bangkok) Co., Ltd.	Subsidiary		
- Other income		498	569
- Finance cost		374	439
KTC Nano Co., Ltd.	Subsidiary		
- Other income		344	319
- Finance cost		366	554
KTC Pico (Chonburi) Co., Ltd.	Subsidiary		
- Other income		274	278
- Finance cost		-	36
KTC Pico (Samut Sakhon) Co., Ltd.	Subsidiary		
- Other income		27	27
- Finance cost		-	35
KTC Pico (Pathum Thani) Co., Ltd.	Subsidiary		
- Other income		310	203
- Finance cost		-	36
KTC Pico (Samut Prakan) Co., Ltd.	Subsidiary		
- Other income		346	282
- Finance cost		-	36
KTC Prepaid Co., Ltd.	Subsidiary		
- Other income		339	63
- Finance cost		732	171
Krungthai Leasing Co., Ltd.	Subsidiary		
- Other income		1,658	-
- Administrative expenses		32	-

The above revenues and expenses are determined according to the following agreements:

- Business cooperation agreement

Business cooperation agreement is service agreement between the Company and Krung Thai Bank Public Company Limited (“KTB”) was expired on March 31, 2018. The Company and KTB (“Counterparties”) entered into a business cooperation agreement dated March 30, 2018 to provide cooperation and support each other. The term of the agreement is 5 years commencing on April 1, 2018. The expiration of this agreement will not impact the existence of agreement, memorandum of agreement or other service request under this agreement which are normal business activities of the counterparties.

### 25.3 Management remuneration

Management remuneration for the years ended December 31, 2021 and 2020 consist of the following:

<b>Unit: Thousand Baht</b>		
<b>CONSOLIDATED</b>		
<b>FINANCIAL STATEMENTS</b>		
<b>2021</b>	<b>2020</b>	<b>“Restated”</b>
Short-term management remuneration	258,279	234,865
Long-term management remuneration	3,247	4,914
<b>Total</b>	<b><u>261,526</u></b>	<b><u>239,779</u></b>

<b>Unit: Thousand Baht</b>		
<b>SEPARATE</b>		
<b>FINANCIAL STATEMENTS</b>		
<b>2021</b>	<b>2020</b>	<b></b>
Short-term management remuneration	227,067	206,100
Long-term management remuneration	2,945	4,145
<b>Total</b>	<b><u>230,012</u></b>	<b><u>210,245</u></b>

## 26. FINANCIAL INSTRUMENTS INFORMATION DISCLOSURES

During the years 2021 and 2020, the Group did not speculate in or engage in the trading of any derivatives.

### 26.1 Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Group. The Group has adopted the policy of only dealing with creditworthy counterparts as a means of mitigating the risk of financial losses from defaults.

The carrying amount of the assets recorded in the statement of financial position, net of allowance expected credit loss, represents the Group's maximum exposure to credit risk.

The Group's major business is the issuing of credit cards and provision of loan financing. The Group has established processes for approving credit lines, as well as consistently applied billing and collection processes.

#### **The maximum exposure to credit risk**

The table below shows the maximum exposure to credit risk for recognized and unrecognized financial instruments. The maximum exposure is shown gross carrying amounts before both the effect of mitigation through use of master netting and collateral arrangements. For financial assets recognized on the statement of financial position, the maximum exposure to credit risk equals their gross carrying amounts before deducting allowance for expected credit loss.

As at December 31, 2021 and 2020, the maximum exposures to credit risk are as follows:

	<b>Unit: Thousand Baht</b>	
	<b>CONSOLIDATED FINANCIAL STATEMENTS</b>	
	<b>2021</b>	<b>2020</b>
Loans to customers and accrued interest receivables	92,635,708	94,907,376
Other financial assets measured at amortized cost	4,995	4,992
Total financial assets	92,640,703	94,912,368
Loan commitments	161,357,855	174,242,677
<b>Total maximum exposure to credit risk</b>	<b>253,998,558</b>	<b>269,155,045</b>

	<b>Unit: Thousand Baht</b>	
	<b>SEPARATE FINANCIAL STATEMENTS</b>	
	<b>2021</b>	<b>2020</b>
Loans to customers and accrued interest receivables	89,434,999	90,145,535
Other financial assets measured at amortized cost	4,985	4,982
Total financial assets	89,439,984	90,150,517
Loan commitments	161,357,855	174,242,677
<b>Total maximum exposure to credit risk</b>	<b>250,797,839</b>	<b>264,393,194</b>

## Credit quality analysis

Credit risk refers to the risk that a customer or a counterparty will default on its contractual obligations resulting in a financial loss to the Company. The Company has adopted the policy to prevent this risk by performing credit analysis from customers' information and follow-up on customer status consistently.

The table below shows the credit quality of financial assets exposed to credit risk. The amounts presented for financial assets are gross carrying amount (before deducting allowance for expected credit loss) and loan commitments.

Explanation of 12-months expected credit loss, lifetime expected credit loss - not credit impaired, and lifetime expected credit loss-credit impaired are included in Note 3.2 to the financial statements.

CONSOLIDATED FINANCIAL STATEMENTS					Unit: Thousand Baht
December 31, 2021					
	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	Total
<b>Loans to customers and accrued interest receivables - net</b>					
Not yet due	75,751,233	7,284,790	-	878,438	83,914,461
Overdue 1 - 90 days	861,578	2,093,673	-	584,792	3,540,043
More than 90 days	799,806	1,043,052	1,602,385	1,735,961	5,181,204
Total	77,412,617	10,421,515	1,602,385	3,199,191	92,635,708
<u>Less</u> Allowance for expected credit loss	<u>(3,917,623)</u>	<u>(2,365,051)</u>	<u>(1,066,053)</u>	<u>(2,342,559)</u>	<u>(9,691,286)</u>
Net book value	<u>73,494,994</u>	<u>8,056,464</u>	<u>536,332</u>	<u>856,632</u>	<u>82,944,422</u>
<b>Other financial assets measured at amortized cost</b>					
Investment grade	4,995	-	-	-	4,995
<u>Less</u> Allowance for expected credit loss	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net book value	<u>4,995</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,995</u>

CONSOLIDATED FINANCIAL STATEMENTS					Unit: Thousand Baht
"Restated"					
December 31, 2020					
	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	Total
<b>Loans to customers and accrued interest receivables - net</b>					
Not yet due	75,807,724	7,674,742	-	2,026,688	85,509,154
Overdue 1 - 90 days	1,112,625	2,539,957	-	444,327	4,096,909
More than 90 days	556,206	855,296	1,602,808	2,287,003	5,301,313
Total	77,476,555	11,069,995	1,602,808	4,758,018	94,907,376
<u>Less</u> Allowance for expected credit loss	<u>(3,864,666)</u>	<u>(2,444,544)</u>	<u>(1,046,078)</u>	<u>(2,604,610)</u>	<u>(9,959,898)</u>
Net book value	<u>73,611,889</u>	<u>8,625,451</u>	<u>556,730</u>	<u>2,153,408</u>	<u>84,947,478</u>
<b>Other financial assets measured at amortized cost</b>					
Investment grade	4,992	-	-	-	4,992
<u>Less</u> Allowance for expected credit loss	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net book value	<u>4,992</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,992</u>

Unit: Thousand Baht

SEPARATE FINANCIAL STATEMENTS

December 31, 2021

	12-month ECL (Stage 1)	Lifetime ECL-not credit impaired (Stage 2)	Lifetime ECL- credit impaired (Stage 3)	Total
<b>Loans to customers and accrued interest receivables - net</b>				
Not yet due	75,750,048	7,284,790	-	83,034,838
Overdue 1 - 90 days	861,302	2,093,616	-	2,954,918
More than 90 days	799,806	1,043,052	1,602,385	3,445,243
Total	77,411,156	10,421,458	1,602,385	89,434,999
<u>Less</u> Allowance for expected credit loss	(3,917,564)	(2,365,030)	(1,066,053)	(7,348,647)
Net book value	<u>73,493,592</u>	<u>8,056,428</u>	<u>536,332</u>	<u>82,086,352</u>
<b>Other financial assets measured at amortized cost</b>				
Investment grade	4,985	-	-	4,985
<u>Less</u> Allowance for expected credit loss	-	-	-	-
Net book value	<u>4,985</u>	<u>-</u>	<u>-</u>	<u>4,985</u>

Unit: Thousand Baht

SEPARATE FINANCIAL STATEMENTS

December 31, 2020

	12-month ECL (Stage 1)	Lifetime ECL-not credit impaired (Stage 2)	Lifetime ECL- credit impaired (Stage 3)	Total
<b>Loans to customers and accrued interest receivables - net</b>				
Not yet due	75,804,451	7,674,742	-	83,479,193
Overdue 1 - 90 days	1,112,346	2,539,702	-	3,652,048
More than 90 days	556,206	855,296	1,602,792	3,014,294
Total	77,473,003	11,069,740	1,602,792	90,145,535
<u>Less</u> Allowance for expected credit loss	(3,864,575)	(2,444,443)	(1,046,066)	(7,355,084)
Net book value	<u>73,608,428</u>	<u>8,625,297</u>	<u>556,726</u>	<u>82,790,451</u>
<b>Other financial assets measured at amortized cost</b>				
Investment grade	4,982	-	-	4,982
<u>Less</u> Allowance for expected credit loss	-	-	-	-
Net book value	<u>4,982</u>	<u>-</u>	<u>-</u>	<u>4,982</u>

## 26.2 Liquidity risk

Liquidity risk arises in the general funding of the Group's activities. It includes both the risk of being unable to obtain source of fund at appropriate maturities and rates and the risk of being unable to liquidate an asset at a reasonable price and in an appropriate timeframe.

The Group has access to a diverse funding base. Funds are raised using a broad range of instruments including liabilities evidenced by paper, subordinated liabilities and share capital. This enhances funding flexibility, limits dependence on any one source of funds and generally lowers the cost of funds. The Group strives to maintain a balance between continuity of funding and flexibility through the use of liabilities with a range of maturities. The Group continually assesses liquidity risk by identifying and monitoring changes in funding required to meet business goals and targets set in terms of the overall strategy. As at December 31, 2021 and 2020, the Group and the Company have a credit line with a related financial institution for the consolidated financial statements are Baht 25,161 million and Baht 32,461 million, respectively, and for the separate financial statements are Baht 24,030 million and Baht 18,030 million, respectively.

As at December 31, 2021 and 2020, the Group's and the Company's financial assets and liabilities are classified by remaining maturity as follows:

CONSOLIDATED FINANCIAL STATEMENTS						Unit: Thousand Baht
	At call	Up to 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Cash and cash equivalents	2,362,885	-	-	-	-	2,362,885
Loans to customers	-	59,833,599	32,160,269	54,073	-	92,047,941
Other financial assets	-	3,001	1,984	-	10	4,995
<b>Total financial assets</b>	<b>2,362,885</b>	<b>59,836,600</b>	<b>32,162,253</b>	<b>54,073</b>	<b>10</b>	<b>94,415,821</b>
<b>Financial liabilities</b>						
Short-term borrowings from financial institutions and related parties	6,830,000	2,299,971	-	-	-	9,129,971
Long-term borrowings	-	-	1,500,000	-	-	1,500,000
Long-term debentures	-	9,500,000	20,758,049	13,515,000	-	43,773,049
<b>Total financial liabilities</b>	<b>6,830,000</b>	<b>11,799,971</b>	<b>22,258,049</b>	<b>13,515,000</b>	<b>-</b>	<b>54,403,020</b>
CONSOLIDATED FINANCIAL STATEMENTS						
	At call	Up to 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Cash and cash equivalents	2,197,388	-	-	-	-	2,197,388
Loans to customers	-	63,429,590	30,760,019	175,213	-	94,364,822
Other financial assets	-	-	3,001	1,981	10	4,992
<b>Total financial assets</b>	<b>2,197,388</b>	<b>63,429,590</b>	<b>30,763,020</b>	<b>177,194</b>	<b>10</b>	<b>96,567,202</b>
<b>Financial liabilities</b>						
Short-term borrowings from financial institutions and related parties	10,960,000	4,779,409	-	-	-	15,739,409
Long-term debentures	-	8,780,000	15,455,000	19,245,000	-	43,480,000
<b>Total financial liabilities</b>	<b>10,960,000</b>	<b>13,559,409</b>	<b>15,455,000</b>	<b>19,245,000</b>	<b>-</b>	<b>59,219,409</b>

Unit: Thousand Baht

SEPARATE FINANCIAL STATEMENTS

2021

	At call	Up to 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Cash and cash equivalents	2,018,849	-	-	-	-	2,018,849
Loans to customers	-	59,513,370	29,333,899	-	-	88,847,269
Other financial assets	-	3,001	1,984	-	-	4,985
Total financial assets	2,018,849	59,516,371	29,335,883	-	-	90,871,103
<b>Financial liabilities</b>						
Short-term borrowings from financial institutions and related parties	7,030,521	1,199,971	-	-	-	8,230,492
Long-term borrowings	-	-	1,500,000	-	-	1,500,000
Long-term debentures	-	9,500,000	20,758,049	13,515,000	-	43,773,049
Total financial liabilities	7,030,521	10,699,971	22,258,049	13,515,000	-	53,503,541

Unit: Thousand Baht

SEPARATE FINANCIAL STATEMENTS

2020

	At call	Up to 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Cash and cash equivalents	1,913,623	-	-	-	-	1,913,623
Loans to customers	-	62,746,609	26,856,456	-	-	89,603,065
Other financial assets	-	-	3,001	1,981	-	4,982
Total financial assets	1,913,623	62,746,609	26,859,457	1,981	-	91,521,670
<b>Financial liabilities</b>						
Short-term borrowings from financial institutions and related parties	11,162,313	2,999,409	-	-	-	14,161,722
Long-term debentures	-	8,780,000	15,455,000	19,245,000	-	43,480,000
Total financial liabilities	11,162,313	11,779,409	15,455,000	19,245,000	-	57,641,722

## 26.3 Market Risk

Market risk is the risk that the Group may be affected by changes in value of position on the statements of financial position and off-the statements of financial position which is caused by fluctuation of interest rate resulting in negative impact on income. The Group monitors and controls the market risk in the trading book and book portfolios by comparing the existing risks with the approved risk limits/ indicators, conducting the approval processes for the breach of the limits/ indicators and reporting to the executives and the Risk Management Committee regularly.

### Interest rate risk

Interest rate risk is the effect of changes in interest rate on the assets and liabilities to the company's profit. The risk arises from timing difference in the residual term (for the case of fixed rate) and the next repricing (for the case of floating rate) of assets and liabilities or the changes of market interest rate which cause the interest rate of assets and liabilities to change disproportionately though the residual term of assets and liabilities is equal to the next repricing term. The risk management is aimed at optimizing the net income under given market interest rate levels consistent with business strategy of the Group.

As at December 31, 2021 and 2020 the Group's and the Company's financial assets and liabilities exposed to interest rate risk are as follows:

CONSOLIDATED FINANCIAL STATEMENTS									
2021									
	Depend on market rate		The earlier of remaining period of contract maturity or repricing date			Non-rate sensitive	Total	Average interest rate	
	Within 1 month	Within 1 year	1-5 years	More than 5 years				Floating rate	Fixed rate
	Million Baht	Million Baht	Million Baht	Million Baht		Million Baht	Million Baht	% p.a.	% p.a.
	Baht	Baht	Baht	Baht		Baht	Baht		
<b>Financial assets</b>									
Cash and cash equivalents	1,947	-	-	-		416	2,363	0.13	-
Loans to customers	647	67,442	6,287	54		17,618	92,048	16.64	7.53
Other financial assets	-	3	2	-		-	5	-	1.98
<b>Financial liabilities</b>									
Short-term borrowings from financial institutions and related parties	9,130	-	-	-		-	9,130	0.73	0.68
Long-term borrowings	-	-	1,500	-		-	1,500	-	1.23
Long-term debentures	-	9,500	20,885	13,515		(127)	43,773	-	2.94
Lease liabilities	-	-	-	-		366	366	-	2.84
CONSOLIDATED FINANCIAL STATEMENTS									
“Restated”									
	Depend on market rate		The earlier of remaining period of contract maturity or repricing date			Non-rate sensitive	Total	Average interest rate	
	Within 1 month	Within 1 year	1-5 years	More than 5 years				Floating rate	Fixed rate
	Million Baht	Million Baht	Million Baht	Million Baht		Million Baht	Million Baht	% p.a.	% p.a.
	Baht	Baht	Baht	Baht		Baht	Baht		
<b>Financial assets</b>									
Cash and cash equivalents	1,742	-	-	-		455	2,197	0.13	-
Loans to customers	691	69,166	6,364	180		17,964	94,365	16.82	6.33
Other financial assets	-	-	3	2		-	5	-	1.98
<b>Financial liabilities</b>									
Short-term borrowings from financial institutions and related parties	15,740	-	-	-		(1)	15,739	0.93	0.89
Long-term debentures	-	11,280	12,955	19,245		-	43,480	-	3.13
Lease liabilities	-	-	-	-		490	490	-	2.79

SEPARATE FINANCIAL STATEMENTS											
2021											
	Depend on market rate		The earlier of remaining period of contract maturity or repricing date			Non-rate sensitive		Total		Average interest rate	
	Within 1 month	Within 1 year	1-5 years	More than 5 years				Floating rate	Fixed rate		
	Million Baht	Million Baht	Million Baht	Million Baht		Million Baht	Million Baht	% p.a.	% p.a.		
	Baht	Baht	Baht	Baht		Baht	Baht				
<b>Financial assets</b>											
Cash and cash equivalents	1,604	-	-	-		415	2,019	0.13	-		
Loans to customers	571	67,197	3,705	-		17,374	88,847	16.64	7.62		
Other financial assets	-	3	2	-		-	5	-	1.98		
<b>Financial liabilities</b>											
Short-term borrowings from financial institutions and related parties	8,231	-	-	-		-	8,231	0.70	0.68		
Long-term borrowings	-	-	1,500	-		-	1,500	-	1.23		
Long-term debentures	-	9,500	20,885	13,515		(127)	43,773	-	2.94		
Lease liabilities	-	-	-	-		352	352	-	2.93		

SEPARATE FINANCIAL STATEMENTS											
2020											
	Depend on market rate		The earlier of remaining period of contract maturity or repricing date			Non-rate sensitive		Total		Average interest rate	
	Within 1 month	Within 1 year	1-5 years	More than 5 years				Floating rate	Fixed rate		
	Million Baht	Million Baht	Million Baht	Million Baht		Million Baht	Million Baht	% p.a.	% p.a.		
	Baht	Baht	Baht	Baht		Baht	Baht				
<b>Financial assets</b>											
Cash and cash equivalents	1,463	-	-	-		451	1,914	0.13	-		
Loans to customers	-	69,174	2,721	-		17,708	89,603	16.82	6.27		
Other financial assets	-	-	3	2		-	5	-	1.98		
<b>Financial liabilities</b>											
Short-term borrowings from financial institutions and related parties	14,162	-	-	-		-	14,162	0.95	0.90		
Long-term debentures	-	11,280	12,955	19,245		-	43,480	-	3.13		
Lease liabilities	-	-	-	-		460	460	-	2.97		

#### 26.4 Interest rate sensitivity analysis

Analysis of sensitivity to changes in interest rates shows the potential change in interest rates on the statement of profit or loss and other comprehensive income of the Company by setting constant to other variables.

For financial assets and financial liabilities at the end of the reporting period, the Company estimates sensitivity analysis from profit or loss change for 12 months in advance under the assumption of changing interest rates of 1.00 percent of all types of financial assets and financial liabilities according to the period of interest rate adjustment in each.

The effect of changes in interest rates on profit or loss as at December 31, 2021 and 2020 can be summarized as follows:

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS		Unit: Million Baht
	2021	2020	2021	2020	
	"Restated"				
Interest rate increase 1%	448	386	451	394	
Interest rate decrease 1%	(475)	(451)	(477)	(451)	

## 26.5 Fair value

The fair value disclosures of financial instruments, considerable judgment is necessarily required in estimation of fair value. Accordingly, the estimated fair value presented herein is not necessarily indicative of the amount that could be realized in a current market exchange. The use of different market assumptions and/or estimation methodologies may have a material effect on the estimated fair value. The following methods and assumptions were used by the Group in estimating fair values of financial instruments.

Fair value of financial assets and liabilities and their fair value hierarchy level classification are summarized as follows:

	CONSOLIDATED FINANCIAL STATEMENTS				Unit: Thousand Baht	
	As at December 31, 2021	Fair value	Valuation techniques	and key inputs used in fair value measurements		
		Carrying amount	hierarchy			
<u>Assets</u>						
Other financial assets	4,995	5,114	2	Yield rates of the last working day of the reporting period as quoted by the Thai Bond Market Association		

	CONSOLIDATED FINANCIAL STATEMENTS				Unit: Thousand Baht	
	As at December 31, 2020	Fair value	Valuation techniques	and key inputs used in fair value measurements		
		Carrying amount	hierarchy			
<u>Assets</u>						
Other financial assets	4,992	5,243	2	Yield rates of the last working day of the reporting period as quoted by the Thai Bond Market Association		

	CONSOLIDATED FINANCIAL STATEMENTS				Unit: Thousand Baht	
	As at December 31, 2020	Fair value	Valuation techniques	and key inputs used in fair value measurements		
		Carrying amount	hierarchy			
<u>Assets</u>						
Other financial assets	4,992	5,243	2	Yield rates of the last working day of the reporting period as quoted by the Thai Bond Market Association		
<u>Liabilities</u>						
Long-term debentures	43,480,000	44,663,869	2	Yield rates of the last working day of the reporting period as quoted by the Thai Bond Market Association		

SEPARATE FINANCIAL STATEMENTS				Unit: Thousand Baht
	As at December 31, 2021	Fair value hierarchy	Valuation techniques and key inputs used in fair value measurements	
	Carrying amount	Fair value		

<b><u>Assets</u></b>				
Other financial assets	4,985	5,101	2	Yield rates of the last working day of the reporting period as quoted by the Thai Bond Market Association
<b><u>Liabilities</u></b>				
Long-term debentures	43,773,049	44,874,570	2	Yield rates of the last working day of the reporting period as quoted by the Thai Bond Market Association

SEPARATE FINANCIAL STATEMENTS				Unit: Thousand Baht
	As at December 31, 2020	Fair value hierarchy	Valuation techniques and key inputs used in fair value measurements	
	Carrying amount	Fair value		

<b><u>Assets</u></b>				
Other financial assets	4,982	5,231	2	Yield rates of the last working day of the reporting period as quoted by the Thai Bond Market Association
<b><u>Liabilities</u></b>				
Long-term debentures	43,480,000	44,663,869	2	Yield rates of the last working day of the reporting period as quoted by the Thai Bond Market Association

Cash and cash equivalents, short-term borrowings from financial institutions and related parties, deferred income for reward points and long-term borrowings, presented the fair value approximating the carrying amount in the statement of financial position.

Loans to customers and interest receivables, net presented the fair value approximating the carrying amount in the statement of financial position less allowance for expected credit loss.

## **27. CORONAVIRUS DISEASE 2019 PANDEMIC (COVID-19)**

The COVID-19 pandemic is highly uncertain and continuing to evolve, resulting in the economic impact and affect to economic recovery, public income, and the ability to pay debt of debtors. The Ministry of Finance and the Bank of Thailand announced the relief measures to assist credit customers affected by the COVID-19 pandemic. The Group has considered to provide supports to customers following the relief measures for loans to customers affected from the impact of COVID-19 since March 26, 2020. In the current period, the Bank of Thailand has extended the measures to provide assistance and issue additional measures. The Group continues to provide customer assistance in accordance with the Bank of Thailand's relief measures.

The Group closely monitors the pandemic situation and reasonably estimate the potential impact to the Group. The Group's management believes that the Group will be able to continue as a going concern and meet their obligations as these fall due.

## **28. APPROVAL OF FINANCIAL STATEMENTS**

These financial statements have been approved for issuing by the authorized directors of the Company on February 10, 2022.

# General Information and Other Material Facts

## Reference

<b>Auditor</b>	Deloitte Touche Tohmatsu Jaiyos Audit Company Limited AIA Sathorn Tower, 23 <sup>rd</sup> – 27 <sup>th</sup> Floor, 11/1 South Sathorn Road, Yan Nawa, Sathorn, Bangkok 10120
<b>Legal Consultant</b>	Siam Premier International Law Office Limited The Offices at Central World, 26 <sup>th</sup> Floor, 999/9 Rama I Road, Pathumwan, Bangkok 10330
<b>Securities Registrar</b>	Thailand Securities Depository Company Limited The Stock Exchange of Thailand Building 93 Ratchadapisek Road, Din Daeng, Din Daeng, Bangkok 10400
<b>Debenture Registrar and Debenture Holder Representative</b>	Bank of Ayudhya Public Company Limited AA Floor, 1222 Rama III Road, Bang Phongphang, Yan Nawa, Bangkok 10120

## Other Material Facts

### Other information that may significantly impacted the decision of investors.

The company disclosed information in accordance with the practice in a timely manner as specified by the regulatory bodies. Information can be study from the company's website [www.ktc.co.th](http://www.ktc.co.th) or the Securities and Exchange Commission website [www.sec.or.th](http://www.sec.or.th) or the Stock Exchange of Thailand website [www.set.or.th](http://www.set.or.th)

### Restrictions on foreign shareholders

The company has no foreign shareholder restrictions.

### Legal dispute

None

### Secondary Market

#### Secondary market for Equity

The Stock Exchange of Thailand

#### Secondary market for Bonds

There are no secondary market for bonds, however investors can purchase bonds issued by private corporations that are sold via commercial banks, security companies, or other legal entities that bear the license to trade Bonds or other secondary markets that facilitates corporate bond trades.

## **Financial institution with regular contact**

### **Krungthai Bank Public Company Limited**

Location : 35 Sukhumvit Road, Klong Toey Nua Subdistrict, Wattana District Bangkok 10110  
Telephone : 0-2255-2222

### **KASIKORN BANK Public Company Limited**

Location : 400/22 Phahon Yothin Road, Sam Sen Nai Sub-district, Phaya Thai District, Bangkok 10400  
Telephone : 0-2222-0000

### **United Overseas Bank (Thai) Public Company Limited**

Location : 191 South Sathon Road, Yannawa, Sathorn, Bangkok 10120  
Telephone : 0-2343-3000

### **Bank of Ayudhya Public Company Limited**

Location : 550 Krungsri Phloenchit Tower, Ploen Chit Road, Lumpini, Pathumwan, Bangkok 10120  
Telephone : 0-2646-3000

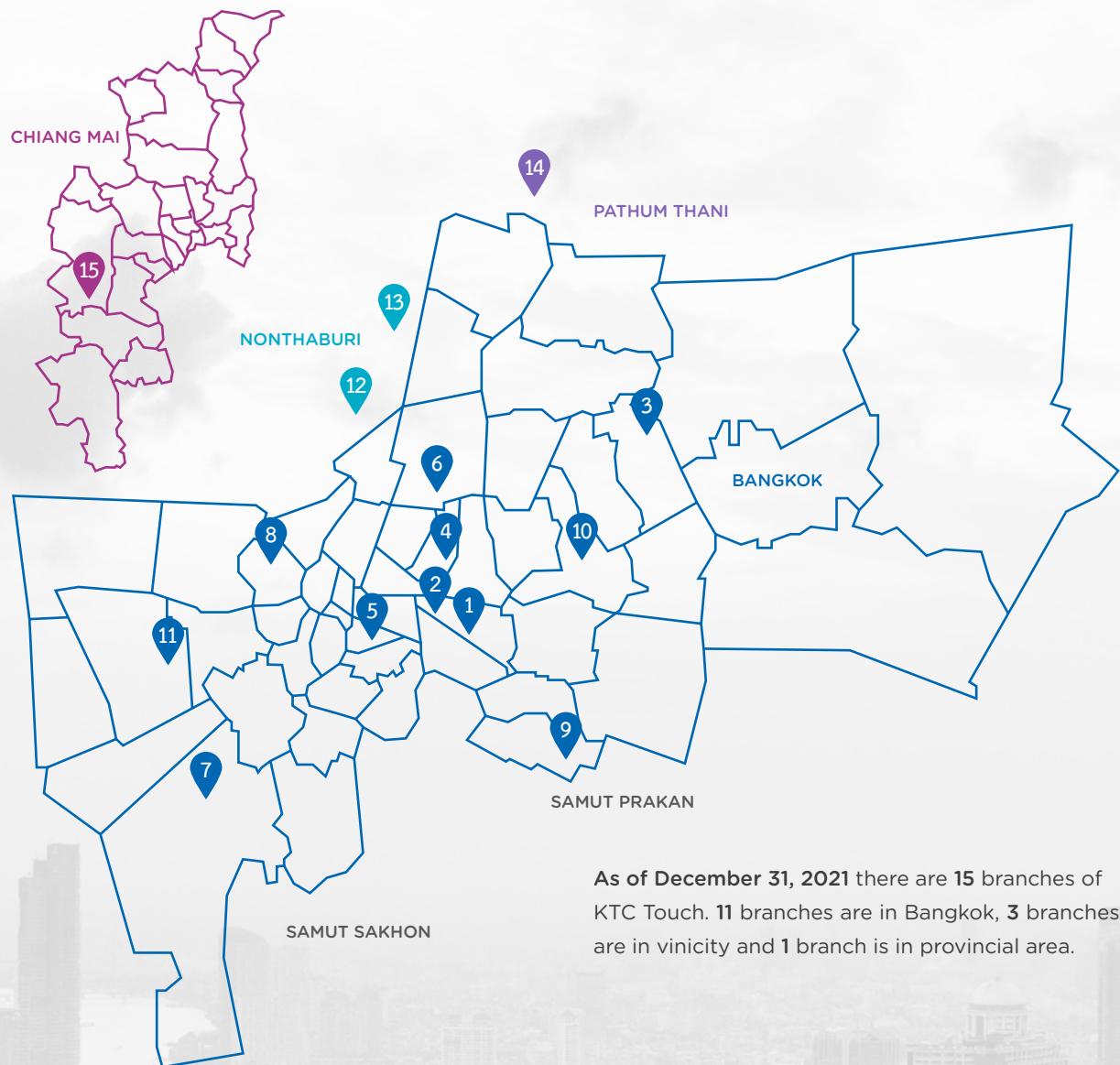
### **TMBThanachart Bank Public Company Limited**

Location : 3000 Phahonyothin Rd. Khwang Chomphon, Khet Chatuchak, Bangkok 10900  
Telephone : 0-2299-1111

### **Kiatnakin Bank Public Company Limited**

Location : 209 KKP Tower, Sukhumvit 21 (Asoke), Khlong Toey Nua, Wattana, Bangkok 10110  
Telephone : 0-2165-5555

## KTC TOUCH



As of December 31, 2021 there are 15 branches of KTC Touch. 11 branches are in Bangkok, 3 branches are in vicinity and 1 branch is in provincial area.

1	United Business Centre II (UBC II)	G Floor	9	Central Bangna	4 <sup>th</sup> Floor
2	KTB Headquarter (North Nana Rd.)	2 <sup>nd</sup> Floor	10	The Mall Bangkapi	G Floor
3	Fashion Island	1 <sup>st</sup> Floor	11	The Mall Bangkae	3 <sup>rd</sup> Floor
4	Fortune Town	2 <sup>nd</sup> Floor	12	The Mall Ngamwongwan	5 <sup>th</sup> Floor
5	Silom Complex	5 <sup>th</sup> Floor	13	Muang Thong Thani	Zone Popular Walk
6	CentralPlaza Ladprao	2 <sup>nd</sup> Floor	14	Future Park Rangsit	2 <sup>nd</sup> Floor
7	CentralPlaza Rama 2	G Floor	15	Meechok Plaza Chiangmai	Zone B Lock B-1
8	CentralPlaza Pinklao	4 <sup>th</sup> Floor			

# Corporate Governance Policy

## Overview

The Company's Board of Directors recognizes the importance of good corporate governance and thus the Corporate Governance Policies and the business code of conduct have been written and reviewed at least once every year. In 2021, the Board of Directors has reviewed Corporate Governance Policy, which includes Anti-Corruption Policy and the business code of conduct to comply with Thai and international criteria regarding to good Corporate Governance and Sustainability, as well as the Principles of Good Corporate Governance for listed Companies (CG Code) by Securities and Exchange Commission (SEC), including various changes within the Company to set up a framework for employees to follow. Accordingly, in the implementation of the CG Code, the Board of Directors uses the Apply or Explain method, which apply the appropriate

CG Code to be suitable for the business environment. For the matters that the Board of Directors had considered to be inconsistent with the nature of the company's business, the Board of Directors had resolved to disclose the reasons in the Form 56-1 One Report. The Board of Directors has formed sub-committees consisted of the Audit Environmental Social and Governance and the Nomination and Remuneration Committee to maintain the effectiveness of internal control, internal audit, and risk management. Every sub-committee possesses qualifications and responsibilities in accordance with roles and responsibilities as written in charter of the Audit Environmental Social and Corporate Governance Committee, and charter of the Nomination and Remuneration Committee, which the information can be found on the website [www.ktc.co.th](http://www.ktc.co.th).

## Corporate Policies and Operational Guidelines for the Board of Directors

Details pertaining to the Board of Directors shall be stated separately in Section Board of Directors' Information and Section Corporate Operational Performance and Governance Report of the Form 56-1 One Report.

## Corporate Policies and Operational Guidelines for the Shareholders and Stakeholders

The Company's Guidelines for Good Corporate Governance Practice are based on the Corporate Governance Code published by the Stock Exchange of Thailand (SET). These, including CG Code, have recently been revised and they are comprised of five sections as follows:

### Section 1: Rights of Shareholders

#### Shareholders' Rights Policy and Protection

The Company is committed to fulfilling its responsibilities to respect and protect the right of shareholders equally, by not violating the rights of shareholders regardless of the nationalities whether they are Thai or foreigner and encourages them to exercise their rights properly, which include the Basic rights of shareholders composed of buying, selling, and transferring outstanding shares and to receive dividend payment; making decisions on important matters of the company, such as the approval of important transactions that affects the direction of the business operation, the amendments to the Memorandum of Association including the Company's Articles of Association, the right to vote, appoint and determine auditor's remuneration, the right to

propose AGM agenda, the right to elect directors, and the right to attend annual general meetings.

In addition to the basic rights specified by law, the Company follows best practices that go beyond shareholders' expectations in order to encourage and facilitate their activities. The shareholders shall be entitled to obtain relevant and adequate information i.e., quarterly result, and Management Discussion and Analysis of the Company, and charity social activities in a timely manner and on a regular basis, which are made available conveniently via the Company's websites, the Securities and Exchange Commission (SEC), or the Stock Exchange of Thailand (SET).

## Annual General Meeting of Shareholders

- The Company recognizes the significance of the shareholders general meeting. Hence, the Annual General Meeting of Shareholders is held annually within four months after the Company's fiscal year end and is appropriately performed following principles of good corporate governance as well as strictly defined by laws. The shareholders are also allowed to propose agenda items for the Annual General Meeting before its commencement. The Company is obliged to collect, along with organize all information regarding meeting agendas and distributes them through its online website at [www.ktc.co.th](http://www.ktc.co.th) around 30 days in advance ahead of the meeting, as well as publishes them in daily newspapers for at least 3 consecutive days to ensure that shareholders are thoroughly summoned. In addition, the Company has appointed Thailand Securities Depository Co., Ltd. as a common stock registrar to distribution invitations to shareholders. The invitation attached with all meeting agendas, together with explanations and rationales of supporting documents for each agenda and other related details will be provided to shareholders at least 28 days ahead of the meeting so that shareholders would have enough time to learn all information essential to their decision making and voting. Should they have any concerns, they can send their questions to the Board of Directors prior to the meeting date through the Company's website or directly post mail to the Board of Directors, or they can share their comments, feedbacks and questions of the agendas on the date of the meeting. The Company determines to hold the meeting at an easy to access venue and encourages all groups of shareholders especially institutional ones to attend the meeting.
- On the meeting date, the Company shall facilitate shareholders participation and voting with Barcode system in recording registration and processing voting results. Tax stamps will also be available for the convenience of any proxy holders attending the meeting.
- The Company shall commence the registration at least two hours prior to the meeting. Any shareholders with late attendance shall be

allowed to cast votes on the next agenda items not yet considered and shall be treated as the quorum votes.

- Invitations to the Annual General Meeting of Shareholders, meeting documents, as well as various proxy forms shall be made available through the Company's website, [www.ktc.co.th](http://www.ktc.co.th), to enable shareholders to select any forms suitable to their purpose. The Company shall also appoint at least one independent director as a proxy holder in case that some shareholders cannot attend the meeting in person. In addition, the Company will provide explanations and rationales concerning each agenda item or resolution as specified in the invitation of the Annual General Meeting, together with present facts and comments of the committee in each agenda item that differ from those of the Board of Directors so that shareholders are sufficiently and equally informed for further consideration. All of such information will be available to shareholders in both Thai and English.
- In participation of the Company's Annual General Meeting of Shareholders, it requires the presence of the Chairman of the Board of Directors, Directors, Chief Executive Officer and all other Company executives to address the company's performance and policies as well as to timely respond to any queries and promptly provide any supporting information to shareholders.
- To enable accuracy and transparency of vote counting in each agenda item, other than its internal auditor, the Company shall include either independent auditors or representatives from audit firms to jointly verify the vote counting process.
- Before the meeting begins, the chairperson shall explain the meeting's rules and regulations, voting procedures, including voting rights for each type of shares and vote counting methods for each agenda item according to the Company's article of association. During the meeting, all shareholders will have equal rights to question and comment as well as voice any unlimited feedbacks in

which the Board of Directors will pertinently answer all questions on each agenda item. With accuracy and completeness, the minutes of the meeting will be recorded with a description of the voting and vote tabulation procedures used, declaring both before the meeting proceeds. The minutes will also include records of questions and answers when shareholders are given the opportunity to raise issues and concerns, along with voting results of each agenda item with details of how shareholders have voted for, against and abstained, and a list of the board members attending and absenting from the meeting. At the end of the meeting, all resolutions and votes will be made available on the same date through SETLink system of the Stock Exchange of Thailand (SET) for investors and shareholders in both Thai and English. Copies of the full meeting report will be submitted to SET and the Securities and Exchange Commission within 14 days after the meeting finishes and will also be available on the Company's website in both Thai and English.

- The Company will not add additional agenda items without prior notice to shareholders, especially ones that are essential and require ample time to study ahead of any decision-making. The Company will conduct the meeting in a correct sequence of agendas as mentioned in the meeting invitation.
- During the shareholders meeting, for speed and accuracy, the Board of Directors shall encourage using advanced technology to count votes and display voting results.
- For the sake of transparency and future reference in case of later dispute, the Board will encourage the use of voting cards for significant agenda items such as related party transactions, acquisitions or disposal of assets.
- The chairman of the meeting shall allocate adequate time for discussion and encourage shareholders to express their opinions and ask any questions related to the Company.

### **The Annual General Shareholders' Meeting**

The 2021 Annual General Shareholders' Meeting held on April 8, 2021, the Company concerned about shareholders' health and safety during the COVID-19 outbreak of new variants by implementing various measures such as appointing another person or independent directors to attend the meeting as their proxy, arranging a screening point in front of the meeting room, as well as asking shareholders to write questions by specifying their first and last names instead of using a microphone, etc. In addition, the General Shareholders' Meeting was conducted in compliance with specified laws, regulations, or good corporate governance guidelines as follows:

**Prior to the meeting:** The Company distributed the invitation of the meeting both in Thai and English, stating date, time, venue and meeting agendas, together with comprehensive descriptions and rationales for each agenda item sufficient enough for shareholders decision-making and published them in advance ahead of the meeting through various channels such as

- **SET News:** Published on February 10, 2021, the resolution of the Board of Directors meeting on the subject of the invitation to the 2021 Annual General Meeting.
- **The Company's Website:** to post a notice of the Annual General Shareholders' Meeting and ancillary documents together with notify via the SETLink. The same information posted to shareholders by mail also available on the website as follows; 1) date, time and venue of the meeting 2) meeting agendas with explanations or rationales for each agenda or requested resolution as specified in the invitation letter 3) guidelines for appointment of proxy registration, list of documents required for meeting attendance, and meeting rules 4) casting vote procedure and proxy form.
- **Post Delivery:** Distributed all to the post office 28 days in advance of the meeting on March 11, 2021, the meeting invitation including supplementary documents, and the Annual Report in the form of QR Code.

**Newspaper Advertisement:** to advertise a notice of the Annual General Shareholders' Meeting in daily newspapers in both Thai and English for 3 consecutive days and at least 9 days prior to the meeting date from March 29 – 31, 2021.

The Company also enables its shareholders to propose matters via the Company's website or the SETLink such as additional matters that should be included as an agenda, and to propose other related matters regarding the Company's operations, including nominate qualified persons for directorship in both Thai and English. Rules, procedures, proposing channels, and meeting notice were prepared and processed 3 months prior to the meeting date from October 1, 2020 to January 31, 2021.

Attached with the meeting invitation and also available on its website, the Company published the proxy letter form Khor as specified by the Public Company Limited registrar and identified a barcode to facilitate meeting registration so that any shareholders who cannot attend the meeting could appoint their proxy holders. The proxy letter form Kor was also posted on the Company's website to enable general shareholders as well as shareholders who are securities administrators to grant proxy according to the amount notified by the shareholders.

The Company nominated two independent board members with their backgrounds and interests attached in the meeting invitation as an option for shareholders' proxy.

**The day of the Annual General Meeting (April 8, 2021):** The Company held the meeting at The Athenee Hotel Bangkok, A Luxury Collection Hotel, located on Wireless Rd, Lumphini, Pathum Wan District, which can be conveniently accessed both by cars and by BTS as well as strict preventive measures to best contain the COVID-19 spread. Various facilities including the venue and receptionists were provided. Information technology system and barcode system were also utilized for registration and voting to ensure speed and accuracy. Ballots for each agenda were printed for shareholders to ease the registration process which was opened 2 hours prior to the meeting. In addition, the Company invited volunteers from minority shareholders to witness the vote counting.

Before the meeting proceeds, the chairperson of the meeting assigned the Company's secretary to clearly inform shareholders regarding the meeting's rules and regulations, casting vote procedures, voting rights, and vote counting process. During the meeting, the presentation was done in the video format for shareholders to easily and clearly access information. The Company also granted the opportunity for shareholders to ask questions on each agenda.

**After the Meeting:** The Company disclosed voting results of each agenda through its website and SET News right after the meeting on the same day (April 8, 2021). The Company also recorded the minutes of meeting containing a list of the board members attending, a description of the voting process, voting rights and vote tabulation procedures used, as well as records of questions and answers and voting results of each agenda item detailing the number of approving, dissenting, absenting votes and voided ballots. Copies of the entire meeting report for 2021 were submitted to SET and published through the Company's website within 14 days after the meeting (April 21, 2021) as mandated by the law.

## Section 2: Equitable Treatment of Shareholders

### Equitable treatment of minority shareholders

The Company's policy is to treat all shareholders equally and fairly, whether they are institutional investors, foreign investors or minor shareholders, regardless of sex, gender, color, race, nationality, or religion. All shareholders will be equally treated when exercising their rights as described in the Shareholder Rights section. In casting votes, one ordinary share shall have one vote, and all resolutions of shareholders shall be adopted by the affirmative vote of the majority of the shareholders, unless otherwise provided for in the Company's Articles of Association or by law. Besides, the Company allows the minority shareholders to nominate any person they think suitable for directorship in advance. And the Company does not have any contracts or agreements with major shareholders and no cross holding.

### Procedures for proxy authorization

In case that a shareholder is unable to attend any meeting in person, the Company allows the shareholder to authorize a proxy to cast the votes instead. With the meeting invitation sent to shareholders, the Company will attach a proxy form and detailed procedures, together with the nomination of at least one independent director serving as an option for shareholders proxy. The Company also encourages shareholders or their proxy to use ballot cards in every agenda.

### Measures preventing and abuse of inside information

To prevent any possible conflicts of interest and prevent misuses of insider information for self-benefit and or related party, the Company has established measures in written form and included in Corporate Governance Guidelines as follows:

### Definition

**Management** is the President and CEO and the top four individuals ranking next to the CEO, including all other persons whose rank is equivalent to the last rank in the top four<sup>(1)</sup>. Head of Finance and Accounting is also included in management.

**Employee** is the Permanent employee, Temporary employee, and contractual employee.

**Confidential or Internal Information** are significant material facts that have been received or acknowledged in writings or any other forms by the Board members, management, or employees such as financial statements, the Company's performance, joint ventures, changes in dividend policies, acquisition of significant business partners, and etc. Such information is not ready for disclosure, has not yet been announced to the public, and can influence the Company's Securities price.

<sup>(1)</sup> All executive officers report directly to the president in accordance to the Company's structure.

## Requirements for approval of the mutual transactions

1. Directors and executives must disclose transactions that may cause conflicts of interest, related transactions or mutual transactions in accordance with the requirements of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.
2. Director having conflict of interest is prohibited from approving a particular transaction. In conducting any related-party transactions, the Audit Environmental Social and Governance Committee shall participate and give opinions under the Principle of Good Governance for Listed Companies as well as rules and regulations prescribed by the Stock Exchange of Thailand.
3. Lending or investing in any business in which the Director might have a potential conflict of interest must be unanimously approved by the Board of Directors, without the affected Director being present in such meeting. To further prevent a potential conflict of interest, pricing and terms and conditions must be determined in accordance with the Company's normal course of business and equal treatment given to regular clients. Moreover, the Company has taken measures to oversee the use of inside information, which is clearly specified

## Section 3: Roles of Stakeholders

### Fair treatment to stakeholders

The Company recognizes the rights and roles of all stakeholders, internally and externally, and has included it as part of the Corporate Governance Guideline and the Business Code of Conduct, which are published across a variety of media such as the Company's website. This is to keep all stakeholders informed and encourage them to strictly follow the Guidelines for sustainable business operations of the Company. The Guidelines are as follows:

#### Shareholders

The Company is committed to achieving the best possible business performance and enabling the continuous and sustainable growth of profits. This can be realized through prudence and transparency, enhancing competitive potential to create added value to the shareholders in the long run.

#### Customers

The Company aspires to serve its customers attentively and with the best possible effort. Every customer shall be equitably and fairly treated, and courteously advised and supported with respect and good manner. The Company is willing to listen to their problems and concerns, identify causes and find the most appropriate solutions without disclosing their personal data or confidential information – unless it is required by laws or with written consent by the affected customers. Besides, advertisements and announcement must be implemented responsibly and accurately; without taking advantage of customer's misinformation.

#### Creditors

It is the Company's policy to treat its creditors, including suppliers, debenture holders and other creditors, equitably and fairly based on the mutual benefits, and strictly honor agreements and conditions agreed by both sides. In case of failure to do so, in any circumstances, the affected creditors shall be notified in advance so that both parties could be able to find the most possible solutions and start further business negotiations. The Company shall refrain from requesting, accepting or commissioning dishonestly in any case to gain business benefits, and be responsible for reporting correct and complete financial data to the creditors on regular and timely basis.

#### Business partners

The Company requires its employees, who are involved in buying/ selling assets as well as any products and services of the Company, to act in the best interests of the Company instead of one's personal interest or interest of their peers. In this regard, the employees shall be responsible to provide accurate information based on truthful facts, and shall not mislead or provide incomplete information to buyers or sellers of assets / products and services. Importantly, the employees should avoid accepting gifts or rewards, or attending private functions or receptions hosted by buyers or sellers of assets/ products and services, or by a group of particular interest, so as to avoid any possible accusations and prevent an inclination to show favor in return for such special treatment on later occasions. Procurement

process, condition, and agreement are made fairly. Business partners are also provided knowledge, and skills to improve their potential, service, and production to the industries standards. Business partners are also convinced to respect human rights and treat their labor fairly, as well as taking responsibility in monitoring, assess the social and environmental aspects of business to develop a sustainable business relationship.

#### **Business alliances**

The Company is firmly determined to comply with agreements made with its business alliances and provide assistance in a manner, which allows mutual business benefits.

#### **Competitors**

The Company has no policy to falsify or distort competitors' facts or cause damage to reputation of its competitors. At the same time, it avoids making deals or discussions with employees of other agencies or financial institutions on issues concerning geographical locations, marketing, customer segmentation, interest rates, fees, products, services or business plans, which might affect the Company's business competition.

#### **Corporate social and environmental responsibility**

The Company strives to be a good corporate citizen by conducting its business with best interests to the society and the country. The Company also contributes to various social service activities and participates in social, community and environmental development projects as well as aims to create and preserve natural resources.

In order for their social and environmental responsibility projects and initiatives to achieve tangible results and truly benefits the society and environment, the Company's Board of Directors and executives with their recognition of such importance not just raise awareness of the social and environmental responsibility but also include it as one of the Company's missions in which additional details can be found in the 'Sustainability Report 2021' or through [www.ktc.co.th](http://www.ktc.co.th).

#### **Board of Directors and Management**

The Company's Board of Directors and management are well aware of their rights, and strive to be a role model in exercising the rights and performing their

duties as specified by the Company. At the same time, they recognize equitable and fair treatment of the rights of all Company's stakeholders.

#### **Employees**

The Company realizes the value of its human resources as a significant driving force for its organization, hence its effort of recruiting and hiring people with qualified skills and experiences regardless of their sex, gender, color, race, national origin, religion, or other status irrelevant to their performance. The Company offers employees salary rates and remuneration packages at the level comparable to other leading companies and takes also into its consideration of employees annual KPI (Key Performance Indicator) and economic trends. At the same time, the Company recognizes the significance of its personnel potential development by organizing various trainings on a regular basis to keep up with rising competition in financial industry. Training programs include management skills, sales and marketing, customer service, commercial lending, corporate governance, and information technology risk management.

In addition, other than those required by law, the Company provides employees with additional benefits in order to improve their quality of life and well-beings. The Company also aims to ensure safety to life and property as well as a healthy working environment. A clear policy of not violating human rights is as well enforced.

In doing its business, the Company has a clear policy on not infringing any intellectual properties or copyrights and has set a guideline regarding to the infringement. Moreover, the Company's directors emphasize on customers' safety and privacy, so the Company outlines information technology policy, information technology security policy, and personal information protection policy for executives and employees as a guideline to protect information system security. In addition, the Company has allocated budgets and resources for information technology security and cyber security work to be appropriate and sufficient to accommodate changes that may incurred in the future.

Please refer to the details in the Sustainability Report 2021 under section "Human Resource Management and Development"

#### **Government sector**

The Company supports operations of the public sector and acts in compliance with rules and regulations established by regulatory organizations, working in conjunction with them to promote and

support collaboration in activities run by related governmental agencies in order to preserve national stability and growth.

#### **Anti-Corruption Policy**

The Company's ideal is to conduct business with professional ethics and commitment to social responsibility and to every group of stakeholders on the principle of good governance and in accordance with the Company's policy on stakeholder treatment. In 2013, the Company participated in the "Thai Private Sector Collective Action against Corruption (CAC)" to express its intention and determination to fight corruption in every way possible. To ensure that the Company's anti-corruption policy defines responsibilities, guidelines and requirements suitable and sufficient for preventing and fighting corruption in all business activities of the Company and in order for the Company to be able to make prudent decisions on any business dealings that risk involving corruption, the Company has prepared a written "Anti-Corruption Policy" under the Corporate Governance Policy to serve as guidelines for conducting business and achieving its goal of becoming a sustainable organization. On 18 May 2019, the Company was certified and extended its membership of "Thai Private Sector's Anti-Corruption Front" according to the Thai Private Sector's Anti-Corruption committee's resolution of Quarter 1/2562 and its membership duration is 3 years. The Company is currently in a process of renewing its membership with the Thai Private Sector Collective Action against Corruption (CAC).

#### **Definition**

**Corruption** (herein) means all forms of bribery including an offer of, request for, promise of, commitment to do or authorization or receipt of "anything of value" (money, assets or other improper benefits) to/ from any government official or any other person or entity including persons or entities in the private or commercial sector, directly or indirectly, where it is intended to induce the recipient to misuse his or her position or to obtain an improper "business advantage" or to refer business to the Company in particular or to acquire/ maintain any other improper business advantage unless otherwise specified by law, rules and regulations, announcement, local tradition or customary business practice.

#### **Anti-Corruption Policy**

No Company's Director, management or employee shall commit or accept corruption in any form, directly or indirectly.

#### **Roles and Responsibilities**

1. The Company's Board of Directors share a responsibility of putting an emphasis on developing a policy and ensuring that anti-corruption system is efficiently supported and implemented. This is to guarantee the Company's management is aware of the anti-corruption's importance, and eventually makes it a corporate culture.
2. The Audit Environmental Social and Governance Committee is responsible for reviewing the financial reporting and accounting system, the internal audit system and the risk management system to ensure that these are concise and are carried out in compliance with international standards in an efficient way.
3. The Company's chief executive officer and management team are responsible for establishing systems as well as encouraging and promoting the anti-corruption policy in order to communicate with the Company's staff and stakeholders. They also share a responsibility to review the appropriateness of standard and procedure to ensure conformity with changes in the business environment, rules and regulations, and applicable law.

4. The internal audit function of the Company has a responsibility to monitor and review operations, and reassure a compliance with the established policy, guidelines, authorizations, rules and regulations, applicable law and requirements of regulatory bodies, which is sufficient for dealing with possible risks associated with corruption, along with an ability to report effectively to the Audit Committee.
5. The Enterprise Risk Management department is responsible for the development of tools that evaluates corruption risk, as well as perform the evaluation of corruption risk, and summarize the evaluation results and report to the risk committee. The department must re-evaluate the corruption risk annually.

#### **Operational Guidelines**

1. The Company's Board of Directors, management and staff at all levels shall comply with the Anti-Corruption Policy without getting involved in scandals, directly or indirectly.
2. The Company's staffs shall not ignore any corrupt practices in association with the Company. They shall cooperate closely on the investigation of facts. In the event of a concern or enquiry, they shall consult with their superiors or designated persons responsible for monitoring the compliance with rules and regulations, or through various channels as specified by the Company.
3. The Company treats its employees equitably and extends protection to those opposing or reporting corruption cases in association with the Company. The Company has developed measures to safeguard whistleblowers or those who cooperate in the investigation, fact finding or the reporting of corruption cases, as specified by the Company.
4. Any action that is carried out as per Anti-Corruption policy, should follow the related practices described in Corporate Governance Policies, Business Ethic Guideline and Standard Operating Procedure (SOP), including other practices that the Company see fit to keep this policy. Therefore, all executives, managements and employees in all level should take extra care in the following actions;
  - 4.1) Giving or receiving gifts, presents, feasts or other kind of benefits. Any expenses related to giving or receiving of gifts, presents or other kind of benefits should

be in accordance with the Business Ethic Guideline or the Company's regulation.

4.2) All form of money or assets donated for the charity or public benefit purpose, including the sponsorship of any kind, should be backed with intention statement, or donation request documents, or with receipt of payment or official thank you letter.

4.3) There must be no kind of bribery in business relations and procurement contract procedure. The procurement contract procedure should be carried out as per procurement and outsourced guideline. Moreover, the operation and business contact of the Company should be conducted with honesty and with transparency, and in accordance with related laws and business regulations.

4.4) The Company has no policy to support financially, or donate any kind of asset for the political purposes to any political party, political group, or politician, anyone or any party that has been found guilty of corruption charge, such action will be considered guilty in violation of company's operation regulation, and could be faced with criminal justice if such action violates the law.

5. Corruption is deemed to be a violation of operational rules and regulations established by the Company. Committing corruption should be subject to legal punishment if that practice is considered illegal.
6. The Company attaches importance of publicizing, educating and promoting a better understanding among any other persons concerned or engaged in or associated with the Company, or work on issues that might have impact on the Company with regard to operating in compliance with this anti-corruption policy.
7. The Company is committed to building and preserving a corporate culture that considers corruption an unacceptable practice, regardless of any corrupt or wrongful practices for one's own benefit or the benefit of others.
8. The Company established human resource management process starting from the recruitment, training, evaluation, remuneration, and promotion with emphasis on anti-corruption.

## Whistleblowing and Filing a Complaint

It is the Company's policy to encourage customers and the general public to lodge their complaints or comments through the following channels:

Call Center 02 123 5000 (24 hours)

Complaint Center 02 123 5000

Website: <http://www.ktc.co.th>

E-Mail: [CService@ktc.co.th](mailto:CService@ktc.co.th)

Facsimile: 02 123 5190

Mailing Address: Krungthai Card Public Company Limited 591 United Business Centre II, 14<sup>th</sup> FL., Sukhumvit 33 Rd, North Klongton, Wattana, Bangkok 10110

Staff members are able to submit complaints or send feedback and comments to the Company's Board of Directors and management directly via E-mails.

Please refer to the details of the Anti-Corruption process in the Sustainability Report 2021: Social dimension, sub-topic "The Anti-Corruption and the Bribery".

## Section 4: Disclosure of Information and Transparency

### Disclosure of Information as prescribed in the Disclosure Guidelines for Listed Company

#### Mandatory Disclosure

The Company ensures that the disclosure of material information regarding to its business, including financial and other information, is complete, transparent and timely, in accordance with the requirements of the Securities and Exchange Commission Office (SEC Office) and the Stock Exchange of Thailand (SET). In addition to being disclosed through the Form 56-1 One Report or the Sustainability Report, such information is mainly available on the Company's website in both Thai and English and, therefore, the shareholders, the customers and those interested can access the information easily, fairly and reliably.

The material information that is disclosed, for instance, the work done by the Board of Directors in the past year, the training courses taken by the directors, the roles and duties of the Board of Directors and the Sub-Committees, the number of meetings held in the past year and the number of times each director attended those meetings, the directors' opinions on performance of duties and policies, the remuneration of the directors and the executives commensurate with their obligations and responsibilities, the shareholding structure, the business conduct, the results of operation, the Corporate Governance Policy, the Code of Conduct, the business goals, and the policy or conduct on economic, social and environmental dimension.

#### Disclosure of Company and Customer Information to Requesting Agencies and Third Parties

Government agencies or private enterprises, with or without legal authority, are able to request or verify company's information under the following terms and conditions:

1. Agencies with legal authority to request information, documentary evidences for verification or request the Company's employees to testify or appear as witness in court of law, Legal Execution Department (LED), Revenue Department, Department of Special Investigation (DSI), Royal Thai Police, Office of the National Counter Corruption Commission (NCCC), Anti-Money Laundering Office (AMLO), Office of the Narcotic Control Board (ONCB), Office of the Securities and Exchange Commission of Thailand (SEC), Social Security Office (SSO), Office of the Consumer Protection Board (OCPB), Office of the Auditor General, Ministry of Finance Inspector General, Office of the Ombudsman and Bank of Thailand, for instance. Such agencies are able to request information and documentary evidences concerning application for credit card/ personal loan account, spending and payment information, and available credit balance for instance, for further verification.

2. The Company shall not disclose information to agencies and persons without legal authority to request for verification of information, which includes government agencies and private enterprises as well as the general public, who generally request for verification of personal data.

#### **Investor Relations**

The Company has established Investor Relations Department to be responsible for providing and disseminating the Company's information and updates on its activities. This is to ensure a better understanding as well as foster and maintain a good relationship between the Company and all groups of stakeholders, including all types of

investors (retail, institutional and general investors), stock analysts, local and foreign fund managers, customers, regulatory government agencies, others concerned, and the general public. All stakeholders shall be provided with the Company's information on equal and fair basis.

The Company distributes such information through diverse channels and in various formats, including one-on-one meetings, Opportunity Day, SET Digital Roadshow, analyst briefings, local and international roadshows, disclosure in Form 56-1 One Report or other reports, website ([www.ktc.co.th](http://www.ktc.co.th)) or other forms of electronic communications (such as E-mail or SETLink), for example.

#### **Contact Information:**

Contact Person: Ms. Apisama Na Songkhla

Phone: 02 828 5067, 02 828 5059

Facsimile: 02 828 5064

Address: Krungthai Card Public Company Limited 591 United Business Centre II, 14<sup>th</sup> FL., Sukhumvit 33 Rd, North Klongton, Wattana, Bangkok 10110

E-Mail: [irktc@ktc.co.th](mailto:irktc@ktc.co.th)

Website: <http://www.ktc.co.th/> and click on "Investor Relations"

Moreover, the Company has assigned its Corporate Communications Department to distribute all the latest news and information through a variety of mass media on many occasions.

In 2021, the Company has presented performance to analysts, investors, employees, and related parties on a regular basis as shown in the table below:

Activities	Activities in 2021 (Times)
Domestic Roadshow	13
Press Meeting	15
Credit Rating Review	1
Conference Call	19
Company Visit	1
Participation in the SET Opportunity Day	4
Analyst Briefing	4
SET Digital Roadshow	3
Activities for Bondholder relations	4

## Section 5: Responsibilities of the Board of Directors

### Independence from the Management of the Company

The Board of Directors assumes responsibility for the stewardship of the Company and is truly independent from the management team, and as part of this stewardship, has an obligation to act in the best interest of the Company and its shareholders. By clearly separating the duty and responsibility between the Board of Directors and management, the Board of Directors shall develop policies and supervise the Company's work process to ensure full compliance with the respective policies, lawfully and ethically. Moreover, for proper check-and-balance, the Chairman of the Board of Directors and the Chairman Executive Officer are all different persons.

### Appropriateness of the Board of Directors

The number of Directors is in accordance with the Company's Articles of Association, Article 11, which requires that "The Board of Directors has at least 5 and at most 15 members as determined by law. No less than half of the total number of elected directors must reside in the Kingdom of Thailand". Moreover, every director must possess qualifications as required by laws and regulations.

The Board at present consist of 8 Directors; 4 are Independent Directors, 3 Non-executive Directors, and 1 Executive Director who also holds a position of Chief Executive Officer.

### Terms of Office of Directors

Terms of office of Directors will be in accordance with the respective charters governing each committee and the Company's Articles of Association, Article 13, which requires that one-third of the directors shall retire at the next Annual General Meeting of Shareholders. In the event that the whole number of directors cannot be exactly divided into three groups, the number of retiring directors must be closest to one-third. Unless otherwise agreed among themselves, the directors to retire for the first and second time shall be drawn by lots and for going forward, the directors with longest serving shall retire next. Nonetheless, retiring directors who complete their terms of office are eligible for reappointment.

In addition, following good corporate governance, terms of office of independent directors are limited to no more than 9 years. In 2021, the average term of office of directors was 3.48 years.

### Transparency in Nomination and Appointment of Board Members and Chief Executive Officer

#### The Board of Directors Appointment Process

The Company appoints the Nominating and Remuneration Committee to review and select candidates for the board of directors' appointment. Candidates shall be qualified individuals without prohibited characteristics according to the rules and regulations defined by the Stock Exchange of Thailand, the Securities and Exchange Commission or other related authorities. Each candidate must own qualified characters of transparency and integrity, along with possess suitable knowledge, skills and experience as required by the Company regardless of right, sex, gender, race, or religion, by taking proportion, number, and diversity of the board of directors into account as seem appropriated in each division. Moreover, the Company considers existing directors' knowledge and specialize expertise in order to look for directors who possess additional skills and knowledge that considered necessary to nominate that candidate for the board of directors appointment to the Company's shareholders, together with register and report the change to any related parties within specified period. The board of directors also set up the Board Skill Matrix in various fields such as finance, marketing, risk management, information technology, and law, etc. as a tool to consider existing directors' qualification and as a tool to search for new directors in the future. The existing Board of Directors possesses knowledge, skills and experiences that are beneficial to the Company's management, its direction and business operations plan setting. In addition, the Board of directors must consist of independent directors who possess qualifications of independent directors as specified in the Notification of the Capital Market Supervisory Board as appeared in the topic Independent Directors and the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee. Number of independent directors must be at least one third of total number of directors and no less than 3

independent directors. Currently, the numbers of independent directors of the company is exceeding as required by laws. On the other hand, directors who were due to retire by rotation are eligible for reappointment. Furthermore, the Company also arranges an orientation for the Board of Directors to acknowledge their roles, duties and responsibilities, as well as the Company's rules and policies to ensure that they understand the Company's business operations.

#### **Appointment of Directors**

**Directors are generally appointed in two cases as follows:**

Case #1: New directors are appointed to replace retiring directors. These persons stand for election by shareholders at the next Annual General Meeting to fill the vacant position(s). Upon completing the term of office, retiring directors may stand for re-election.

Case #2: In case of appointment of new directors to replace those stepping down prior to completing the term of office, the Company's Board of Directors, no less than three-fourth of the total votes of the remaining directors, elects highly qualified candidates, and are not prohibited persons, to fill up the vacant directorship position(s), whose term of office lasts for the same period of time as the remaining term of office of the resigned director(s).

#### **Shareholders' Right to Elect Directors**

The Annual General Meeting of Shareholders shall elect the Director based on the following criteria:

1. For each shareholder, one (1) share equals one (1) vote (One Share One Vote) unless the shareholder holds preferred stocks, of which holders are destined to have inferior rights to vote than common shareholders.
2. Each shareholder is allowed to use all his/her existing votes (as specified in 1.) to elect one or more directors. However, the shareholder is not allowed to transfer a portion or all of the votes to any other person.
3. Top candidates with the highest votes shall be appointed as directors. The number of directors equal to what is required or intended to fill vacancies. In the event that number of the candidates receiving the most votes is

more than the seats available at that time, then the Chairman of the meeting shall have the final vote.

Additionally, shareholders are allowed to add items to the meeting agenda, and nominate qualified candidates for the directorship prior to the Annual General Meeting of Shareholders through the Company's website between November 30 and January 31 of each year. The nominated candidates for the directorship shall be reviewed by the Nomination and Remuneration Committee/ the Company's Board of Directors. The result is to be notified to shareholders through the Company's website and the website of Stock Exchange of Thailand by March each year and once again to those attending the next Annual General Meeting of Shareholders.

#### **Appointment of Directors**

The Board of Directors give thorough consideration towards the criteria used in the selection of the Chairman of the Board of Directors of the Company in case that the position is vacated. The Board of Directors is authorized to nominate an individual to hold a position of the Chairman of the Board providing that he/she possess required qualifications, knowledge, capability, and experience in the management of Credit Card business or Financial/Banking institutions and/or other businesses related to Credit Cards. He/she must also have total vision suitable to manage the organization.

#### **Performance of the Board of Directors**

##### **Setting Policies and Overseeing the Management**

With integrity and prudence, the Company's Board of Directors is obliged to promote the best interest of shareholders, especially in terms of approving the Company's vision, mission, strategies, and significant matters concerning the Company's business directions and policies as well as its business plans and annual budget - based on logical reasoning, comprehensive business environment and social analysis, and social responsibility. At the end of the second quarter of each year, the Company's Board of Directors shall convene a meeting to review the policies and goals. In the last quarter, they shall set up a business plan for the upcoming year in order that it can be

forwarded to the management for a brainstorming session with members of the management team from various functions, to set effective business strategies in order to achieve common goals.

Additionally, the Company's Board of Directors is responsible to ensure that performance of the management team is fully aligned with the Company's goals by using key specified performance indicators (KPIs). The performance shall be evaluated from the beginning of the year, on monthly and quarterly basis, in order that the operational status can be monitored at all stages. In the event that the performance has fallen below the target, the Board is responsible for identifying causes and finding solutions to problems. At the end of the year, the Board shall evaluate the performance of management team in comparison with the KPIs defined in the Company's Performance Agreement (PA). The Company determines those KPIs based on a performance measurement of the Balance Scorecard model which considers four perspectives of business as follows

Financial perspective. Each department use its financial data such as income, expense or customer's spending to create its KPIs.

Customer perspective. Any departments providing services to customers such as Contact Center determine their KPIs according to their service performance such as numbers of calls requesting for service, referrals of the Company's services from satisfied customers and numbers of complaints etc.

Internal process perspective. Any departments relating to the Company's working process improvement or internal process determine their KPIs according to efficiency in their internal management such as average of service score as indicated in SLA or enhancement of working system or process beneficial for customer services etc.

Learning and Growth perspective. Any departments relating to human resource development or corporate governance set their KPIs according to learning results or development results such as human resource and skill development for better performance, no warnings or no official remarks from any regulatory bodies etc.

Moreover, the Board has responsibility to control and monitor the performance of the management team to ensure transparency, proper corporate governance, and risk management.

Guidelines for serving as a director at other companies:

- 1) Director: A director shall serve as director of no more than 5 of the listed companies unless otherwise approved by the Board of Directors.
- 2) Chief Executive Officer: Regarding the Company's CEO who serves as director at other companies, he/she is allowed to serve other listed companies as long as it does not affect his/her performance at the Company, and they do not use his/ her authority or position at the Company to do anything in association with such companies. It is also required to seek approval by the Board of Directors before serving as director at other companies, and disclose information concerning that directorship to shareholders in the Annual Registration Form 56-1 One Report.
- 3) All other positions follow the Company's Employee Handbook.

#### **Other Board Committees**

The Board of Directors may set up additional committees and other related sub-committees, as they see appropriate and relevant to a specific circumstance, in order to assist in studying and reviewing tasks as needed and to ensure operational efficiency and effectiveness of the Board of Directors. (See details regarding other sub-committees on "Management Structure" section under "Sub-Committees" topic)

#### **Director Self-assessment**

The Company proposes that self-assessment of the Board should be done twice a year to reflect levels of performance in accordance with the Company's Guidelines for Good Corporate Governance Practice. This can be divided into four categories, including the assessment of the entire Board of Directors, the assessment of individual director, cross-evaluation or assessment of other board members, and subcommittee assessment.

Areas of evaluation cover the following:

1. The assessment of the entire Board of Directors has six key areas to be evaluated, including the composition of the board and qualifications of Board members, roles and responsibilities of the Board, Board of Directors'

code of conduct, Communication of the Board of Directors, relationship between the Board of Directors and the Company's management, and preparation and organization of meetings.

2. The assessment of individual director (self-assessment) has six key areas to be evaluated, which covers core competencies, independence, preparedness, roles and responsibilities as a Director, practice as a Director and vision for long-term value creation.
3. Individual cross-evaluation has six key areas to be evaluated, consisting of the composition of the sub-committee and qualifications of the members, roles and responsibilities of the sub-committee, its code of conduct, communication skills, relationship with the Company's management, and preparation and organization of meetings.
4. Subcommittee assessment has six key areas to be evaluated, covering structure and qualification of the sub-committee, role,

responsibilities, guide line, communication, relationship, and the preparation and the handling of meetings.

Each assessment form contains a comments section to allow the directors and the sub-committees to give feedbacks or suggestions to the Board members. In addition, results of the evaluation shall be forwarded to all the Company's board members in order to lead to performance optimization and then to promote good corporate governance within the Company. This enables the Company to do business in a way that helps achieve continued and stable growth based on efficiency, transparency and justification that give confidence to all stakeholders.

In 2021, the Company mandated that the Board of Directors and every sub-committee member hold an assessment session whose results were further submitted to the Board of Directors for consideration in the first meeting of 2022 held on January 21, 2022. The assessment details are listed as follow;

Evaluation topics	Average (max score is 5)
The assessment of the entire Board of Directors	4.91
The assessment of individual director	4.78
Individual cross-evaluation	4.91
Subcommittee assessment (Audit Environmental Social and Governance Committee)	4.99
Subcommittee assessment (Nomination and Remuneration Committee)	5.00

## Performance Evaluation of the President & CEO

### Performance Evaluation Criteria

The Company evaluates the President & CEO performance once a year from January-December by using Key Performance Indicators ("KPI"), which defines the Company's business strategies and goals in each year. Corporate KPI is also used to assess with all employees including the management capability assessment based on the organization's Core Value and Core Competency.

### Procedure/Evaluation Process

The Board of Directors appointed the Nomination and Remuneration Committees to define criteria, consider and evaluate the performance and present evaluation results to the Board of Directors, and approve an appropriate remuneration.

### Evaluation Results

The Board of Directors Meeting No. 1/2565 has considered performance evaluation results and remuneration of the Chief Executive Officer. However, the Chief Executive Officer's performance evaluation results are considered as confidential information not to be disclosed.

### Development of Directors and Executives

The Company encourages and provides training and educational programs for board members and management on regular basis. Additionally, when the new board members are appointed, the Company provides an induction program for newly elected directors to get fully informed about the business plan of exiting products and services, capital and

shareholding structure, organization structure, legal considerations for serving as director at a listed company. The training and induction programs are designed to cover the following:

1. Board composition and board meetings
2. Board meeting calendar and agendas
3. Standard agendas
4. Scope of business permitted from regulators and related laws
5. Capital and shareholding structure, affidavit, memorandum of association, Articles of Association, and the minutes of Annual General Meeting
6. Corporate governance policies, and business ethics handbook
7. Related party transaction
8. Management and usage of inside information
9. Directors & Officers Liability Insurance
10. The Bank of Thailand and related regulatory agencies inspection results
11. Status of actions resulting from the inspection results of the Bank of Thailand and related regulatory agencies.
12. Vision Mission and company's strategies
13. Directorship in subsidiary, ventures, and related companies
14. Organization structure and list of executives
15. Lay out of the head quarters

The Company not only organizes a presentation for newly elected directors to have a clear picture of the Company's policies, its overall business operations and performance, as well as other related matters, but the Company also reports the new director's appointment to related authorities. Moreover, the board of directors also encourages board members, executives, and company secretary to participate in various seminars and training programs that enhance their knowledge and experience which leading to the Company's operating efficiency. Furthermore, the Securities and Exchange Commission and the Stock Exchange of Thailand stated the qualifications of the Chief Financial Officer (CFO) and the person supervising accounting that they must attend the continuing development training course in accounting knowledge.

In 2021, lists of seminar and training course related to good corporate governance of directors, CFO, and person supervising accounting are as follows;

No.	Name	Position	Training	Institution
1.	Mr. Praphaisith Tankeyura	Independent Director/ Chairman of the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee/ Nomination and Remuneration Committee	Director Leadership Program (DLCP)	Thai Institute of Directors Association (IOD)
2.	Mrs. Nampung Wongsmith	Independent Director/ Audit, Environmental, Social Responsibilities, and Corporate Governance Committee	Certificate, IT Governance and Cyber Resilience Program (ITG)	Thai Institution of Directors Association (IOD)
3.	Mr. Nathporn Chatusripitak	Independent Director/ Audit, Environmental, Social Responsibilities, and Corporate Governance Committee	Class 31 Top Management Program, Capital Market Academy	The Stock Exchange of Thailand
4.	Mr. Chutidej Chayuti	Chief Financial Officer	The Executive Program in Energy Literacy for a Sustainable Future (TEA 16)	Thailand Energy Academy (TEA)

No.	Name	Position	Training	Institution
			TLCA CFO CPD : How finance leaders are adapting within the new normal	Thai Listed Companies Association
			TLCA CFO CPD : How to Manage the Company's Finance & Accounting and Communicate with Stakeholders during COVID-19 Crisis	Thai Listed Companies Association
			TLCA CFO CPD : COVID-19 Implications for Financial Reporting and Audit	Thai Listed Companies Association
			TLCA CFO CPD : Economic update for CFO	Thai Listed Companies Association
5.	Mrs. Rojjana Ussayaporn	Senior Vice President - Finance and Accounting The person supervising accounting (Chief Accountant)	Deloitte Forum 2021: Accounting snapshot, and Sustainability Trends & Reporting	Deloitte Touche Tohmatsu Jaiyos Audit Co.,Ltd
			Deloitte Forum 2021: Tax and Legal refreshers for 2021	Deloitte Touche Tohmatsu Jaiyos Audit Co.,Ltd
			Revenue: Difference Between Accounting and Tax	Department of Business Development
			Financial Statement Analysis	Department of Business Development
			Keeping Pace with Data Analytics for Accountants in the Era of 5.0	Federation of Accounting Professions Under The Royal Patronage of His Majesty The King

#### The Board of Directors Meetings

The Company's Board of Directors meets regularly at least 12 times a year. Members of the Board are required to attend of no less than 75% of total number of annual meetings and all members must follow this guideline. The meetings are held monthly and scheduled in advance for the whole year. Additional meetings can also be arranged based on appropriate circumstances. Meeting agenda items are clearly categorized such as chairman's report, approval

of minutes of the previous meeting, matters arising from the last meeting, policies, lending, debt restructuring, investment, assets acquiring and disposing, procurement, human resources, matters to be considered, matters to be notified, and other matters. For any agenda items required the meeting resolution, the number of attending Board members needs to be at least two-third of total Board members. The secretary of the Board of

Directors will distribute the meeting invitation, along with meeting agendas and ancillary documents to the Board members no later than 7 days prior to the meeting date both in electronic format via email and/or in hard copies for convenience and paper saving. The secretary will also record the minutes of meeting in written form and file the minutes approved by the Board of Directors for further review.

In 2021, an average meeting attendance of the Board members was 96.05% of total number of annual meetings in 2021 (more than two-third of total Board members attended the meeting). All of the Board of Directors attended the meeting to consider and approve the annual budget,

and formulate identifying the Company's annual strategy.

In addition, the Board of Directors requires that at least once a year, non-executive directors organize the meeting among themselves without any executive directors attending to openly discuss issues concerning the Company's business, matters of interest, as well as to evaluate CEO performance. And the meeting results shall be notified to the CEO.

In 2021, the Board members who are independent director set up 2 meetings without the participant of executive directors before the meeting started which were held on June 22, 2021 and December 14, 2021.

## Governance of Inside Information

The Company attaches great importance to transparency and equitable treatment to all stakeholders, including institutional investors, analysts, retail investors, as well as local and international investors, regarding the provision of information related to the Company's operations. It is the Company's policy to provide information to outsiders and identify specific persons who may provide the information. To ensure that investors receive accurate and relevant information, the Company has established measures to prevent the use of internal information by providing important information undisclosed to the public and is significant to changes in the Company's operations. A restricted disclosure is made only to a limited audience, and information shall be disclosed to persons or authorities concerned.

The Company also requires that Board members, management and employees to sign a confidentiality agreement and/or agreement on the use of insider information. The Company has also established measures to prevent Board members, management and employees from using the Company's confidential information for personal gain. Violations of these rules may lead to disciplinary action by the Company as well as serious criminal and civil penalties as follow:

1. Directors, management, and employees are prohibited from publishing or disclosing any

internal or confidential Company information to outsiders or non-affiliated parties in any way, knowing that those individuals may use the information for their personal gain in trading of Company's securities, unless the disclosure is under the responsibilities as stated by law.

2. Directors, management, and employees are prohibited from using the Company's internal or confidential information to trade Company's securities for the interest of personal or related parties.
3. Directors, management, or employees with internal or confidential information must be careful when storing and disposing documents (original and copies), including confidential electronic files that may be inappropriately exposed. This can be prevented by installing passwords on the files, for example.
4. Directors, management, or employees with internal or confidential information must be careful when engaging in conversations with both insiders and outsiders in order to prevent unrelated individuals from acquiring any information.
5. In order to set up an effective control system to prevent leakage of internal or confidential information, the Company has assigned a group of employees/ departments responsible for handling such information. By doing so, only limited employees/ departments can access internal or confidential information.

6. Directors, management, or employees are prohibited from sharing financial statements or any other information significant to changes in stock prices, or allowing any other persons to use such information 15 days prior to the public announcement of financial statements and/or any other information that impact stock prices of the Company and/or its subsidiaries (if any). Also, trading of the Company's securities are prohibited during the first 24 hours after all of such information has been disclosed to the public, in which the timeline is announced by the Company. This is to prevent the use of financial or confidential information for any other benefits for oneself or others due to the information one obtained.
7. The boards or working committees that concurred, acknowledged, or approved special projects that may have an effect on the decision to invest in the Company's securities are prohibited to reveal, disclose, or use the information for trading the Company's securities until such projects have been publicly disclosed, no longer in effect, or terminated. The trading can only take place after the first 24 hours of public disclosure have passed. The working committees may choose to sign Confidential Agreement with outsourced consultants prior to launching the projects.
8. In case that any directors, management, or employees wish to trade the Company's securities, the below procedures must be followed:
  - 8.1) the Board of Directors and First line level management with the names listed on the SEC's director and management data system, as well as their spouses, legal or de facto and minor children (individuals required to report) are to file the report on Change of Securities and Derivatives Holding (Form 59) to SEC via SEC online system within 3 business days from the date of purchase, sales, transfer, acceptance of transfer of securities or derivatives.

Directors and First line level management with the names not listed on the SEC's director and management data system are to submit the Form 59 via SEC online system within 7 business

days from the date of purchase, sales, transfer, acceptance of transfer of securities or derivatives.

In addition, directors and management are required to notify the Corporate Secretary department who then will present the information to the Company's secretary. The record of the changes, along with total number of securities owned by those required to report will be summarized and presented to the Board of Directors on a monthly basis.

8.2) Management and employees not included in section 8.1) are to report to the Compliance Department within 3 business days from the date of purchase, sale, transfer, or acceptance of transfer of Krungthai Card Public Company Limited securities.

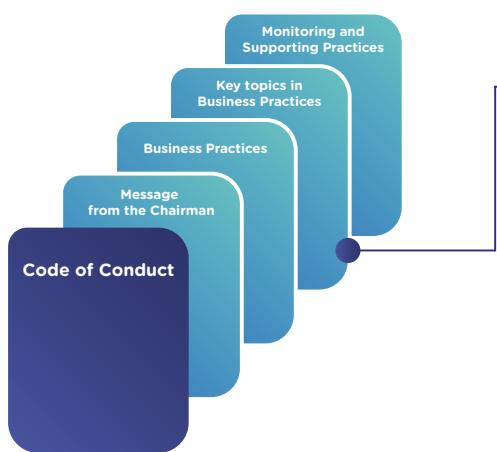
9. All Directors, managements and employees shall strictly follow these requirements.

Failure to comply with these requirements maybe liable and be subjected to the penalties under the related Laws. In addition, any employee failure to comply with these requirements also constitutes a breach of disciplinary on the disclosure of the key internal information shall be subjected to disciplinary actions ranging from a warning, wage cutting, suspension without pay to termination as the case maybe depending on cases seriousness.

According to the inside information policy of the company, it was found that in 2021, no misconduct compliant of directors, executives or employees related to the use of inside information as specified by law or the Company's announcement were found.

## Code of Conduct

The Company's Board of Directors has established Code of Conduct. The Code of Conduct was to be reviewed regularly to ensure that the guidelines comply with the laws or the Company's internal changes. The Code of Conduct was constructed in accordance with international standards, in which every level of employees can easily access these guidelines through the Company's website and intranet system. Directors, management, and employees are to uphold these guidelines with the following main topics:



1. Message from the Chairman
2. Business Practices
3. Key topics in Business Practices are as follow:
  - Keep control of corporate assets and the Company's interests
  - Conflicts of interest
  - Confidentiality
  - Giving or receiving gifts, presents, feasts or other kinds of benefits
  - Rights of Shareholders
  - Disclosure of information and relationship with investors
  - Prevention of money laundering
  - Treatment to Stakeholders
  - Corporate social and environmental responsibility
  - Safety and Sanitation
  - Respect for human rights
4. Monitoring and Supporting Practices

To ensure that directors, executives, and employees possess the knowledge and understand the principles of corporate governance, the Anti-Corruption policy, and business code of conduct, the Company has set up training through the orientation program, incorporated with a signing to acknowledge and comply with the policy and business. Moreover, the Company also organizes knowledge and understanding review session annually. In 2021, there are no directors, executives, or employees taking any actions that violate the Company's business ethics.

## Succession Plan

The Company initiates the Succession Planning program to outline and search for personnel who possess adequate qualifications with knowledge and capacity that match the Company's operational direction for a sustainable growth in the future. The person who will replace or hold a senior executive position called Key Position while another position highly impact the organization's operation, there must be someone holding this position all the

time in order to prevent business interruption, called Critical Position. The procedures and selection processes needed to be systematically laid out with proper principles and well agreed upon so that successors will be ready to carry on the Company's mission. It is also regarded as good management practice to protect all stakeholders, business partners, and customers' interests.

## **Major changes and development of the Company's policies, guidelines, and corporate governance principles in the past year**

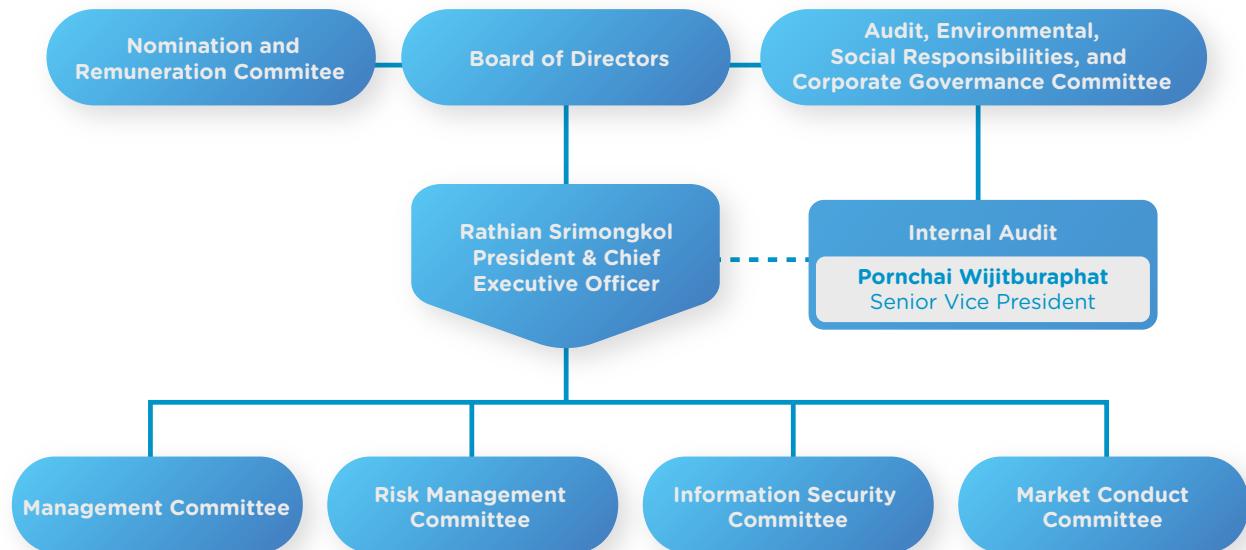
The Company commits to develop various projects in accordance with good corporate governance for Listed Companies, including good corporate governance assessment criteria both domestically and internationally where the Company's Board of Directors has considered and adapted appropriately to suit environmental and corporate governance framework. In 2021, the Company developed many business operations such as reviewing corporate governance policy and code of conduct, the Charter of sub-committees, anti-corruption policy and guideline, reporting to the audit committees in case of code of conduct violation occurred for remediation and prevention from its recurrence, as well as determining the Company's sustainable development action plan. As a result of this commitment, the Company has received numerous excellent corporate governance awards. For more information, please refer to the details in the Sustainability Report.

The Board of Directors reviewed the Corporate Governance Policy for 2021 to align with the Corporate Governance Code (CG-Code) of the Securities and Exchange Commission and the Stock Exchange of Thailand, or other related regulatory bodies. The Company has appropriately applied changes to its business following good corporate governance guidelines. On the other hand, the Company has rationally explained reasons for not being able to comply with the aforementioned policy and some of those which has not completely complied were clarified as below.

To be practiced	Reasons
<p>1) The Company's Chairman and the Chairman of Nomination and Remuneration Committee is not an independent director.</p>	<p>The Board members has considered the Company's structure and expressed opinion toward the independence of the Chairman; however the Chairman is not an independent director according to the definition of "Independent Director" of the Securities and Exchange Commission and the Stock Exchange of Thailand as the chairman used to be KTB employee and had the control over the Company less than 2 years from the date of his retirement. Nonetheless, his performance as the Chairman is appropriate for the following reasons.</p> <ol style="list-style-type: none"> <li>1. The Company is a business operator under the supervision of the Bank of Thailand (BOT), with strict regulations as required by BOT.</li> <li>2. The Company is under the Krung Thai Bank conglomerate, which means that KTB is to closely supervise its subsidiaries to operate in accordance with policies and regulations as stated by BOT.</li> <li>3. The Chairman and the board of directors, who are KTB representatives, have no ownership in the Bank or the Company's share, and therefore, display no conflicts of interest.</li> <li>4. Transactions between KTB and the Company have been performed under normal business conditions based on market prices. If there are special transactions, the representative director must not participate in the approval process and approvals from the Board of Directors in accordance with the rules specified by the Securities and Exchange Commission and the Stock Exchange of Thailand are required.</li> <li>5. KTB has always been supportive of the Company, for example, approval of the Company's good committed and uncommitted credit lines, supplying the Company with customers, and providing payment channel services. Such supports are directly beneficial to the Company and minor shareholders.</li> </ol> <p>In conclusion, although the Chairman is not qualified as an independent director, but comments and policy makings made by various committees are free from interventions and manipulations. On the contrary, KTB has always been supportive of the Company's business operations.</p> <p>Moreover, the Company's selection process of the new Board members has been in accordance with the rules stated by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), from the qualification checking process to being approved by the Nomination and Remuneration Committee, the Board of Directors, as well as the shareholders.</p>
<p>2) The number of independent directors is less than half of the members of the Board of Directors and the Nomination and Remuneration Committee.</p>	<p>The Board of directors have considered the independence of the independent directors and agreed that the present number of the Company's independent directors at 50% is comply with the rules of the Securities and Exchange Commission and the Stock Exchange of Thailand, meaning having one third of independent directors from total number of directors but no less than 3 independent directors. In addition, the duties of independent directors or the Company's board of directors are performed independently from the influences of the management. They can express opinions on various matters independently so they conclude to keep the Board of Directors' roles and responsibilities as it is.</p>

# Corporate Governance Structure and Material Facts Related to the Board, Sub-Committees, Executives, Employees and Others

## Corporate Governance Structure as of December 31, 2021



## Information of the Board of Directors

### Board of Directors Structure

As of December 31, 2021, the Board of Directors comprised of 8 members which are namely 1 member as Chief Executive Officer, 3 non-executive directors, and 4 independent directors. This composition ensures that the board can fulfil their duties independently without persuasions which support efficient decision-making process.

The Company selectively recruits directors who are qualified with diverse background, expertise, leadership qualities, farsighted vision, morality and ethics, transparent work experience, and the ability to express own opinions independently.

Furthermore, chairman of board of directors and Chief Executive Officer must not be the same person with clear separation of powers and responsibilities between them. The Company stipulates that a person holding the position of board chairman is a policy leader and that a person

holding the position of Chief Executive Officer is a management leader. This philosophy creates a balance of power in the Company's operations.

The structure of the Company's board and sub-committees consists of the Board of Directors, the Audit, Environmental, Social Responsibilities and Corporate Governance Committee, and the Nomination and Remuneration Committee. The Company stipulates provisions on powers and duties as well as appointment and removal of its board or sub-committees in The Company regulations, which were registered with public company limited registrar at the Department of Business Development, Ministry of Commerce and are prescribed in the charters of these committees.

Please refer to additional details of the Board of Directors in Topic: "Corporate Governance Policy, Section 5: The Board of Directors' responsibilities"

## Board of Directors

### Board of Directors

Information of the Board of Directors, the Board Secretary, the Company Secretary, and the Report of changes in common shareholding ownership and forward contracts of Krunthai Card Public Company Limited are as follows:

Name	Position	Holding amount (KTC Stock & Derivatives) as of Dec 31, 2021	Historical Trading from Jan -Dec 2021	Holding amount (KTC Stock & Derivatives) as of Dec 31, 2020
Mr. Prasong Poontaneat <sup>(1), (2)</sup>	Chairman/ Chairman of Nomination and Remuneration Committee	0	-	0
Spouse and Minor Children		0	-	0
Mr. Praphaisith Tankeyura	Independent Director/ Chairman of Audit, Environmental, Social Responsibilities and Corporate Governance Committee/ Nomination and Remuneration Committee	0	-	0
Spouse and Minor Children		0	-	0
Mrs. Nampung Wongsmith	Independent Director/ Audit, Environmental, Social Responsibilities and Corporate Governance Committee	0	-	0
Spouse and Minor Children		0	-	0
Mr. Nathporn Chatusripitak	Independent Director/ Audit, Environmental, Social Responsibilities and Corporate Governance Committee	0	-	0
Spouse and Minor Children		0	-	0
Lieutenant General Apichart Chaiyadar	Independent Director	0	-	0
Spouse and Minor Children		0	-	0
Mr. Pichit Jongsalishwang <sup>(3)</sup>	Director/ Nomination and Remuneration Committee	0	-	0
Spouse and Minor Children		0	-	0
Mrs. Praralee Ratanaprasartporn	Director	0	-	0
Spouse and Minor Children		0	-	0
Mr. Rathian Srimongkol	Director/ President & CEO	0	-	0
Spouse and Minor Children		0	-	0
Mr. Bucha Sirichumsang	Secretary of the Board of Directors	0	-	0
Spouse and Minor Children		0	-	0
Mr. Peerapong Pitrribulpatit	Company Secretary	0	-	0
Spouse and Minor Children		0	-	0

**Remark:** <sup>(1)</sup> Mr. Parinya Patanaphakdee notified at the 2021 Annual General Shareholders Meeting that he did not want to be nominated and re-appointed as the Company's Chairman due to other commitments. Thus, the 2021 Annual General Shareholders Meeting resolved to appoint Mr. Pongsit Chaichutpornsuk in replacement of Mr. Parinya Patanaphakdee, who was due to retire by rotation.

<sup>(2)</sup> Mr. Pongsit Chaichutpornsuk resigned from a Chairman of the Board of Directors and a Chairman of the Nomination and Remuneration Committee, effective since October 16, 2021 and the Board of Directors appointed Mr. Prasong Poontaneat to replace resigning chairman.

<sup>(3)</sup> Mr. Pichit Jongsalishwang resigned from a Director and a Member of Nomination and Remuneration Committee, effective since December 31, 2021 and the Board of Directors appointed Mr. Rungruang Sukkirkijpiboon to replace resigning director, effective since January 1, 2022.

Throughout the year 2021, it was not found that any Directors, the Company Secretary, or the Board Secretary committed any misconducts regarded as use of internal or confidential information of the Company to engage in securities trading for personal gain or third party's benefits.

Please refer to additional details of backgrounds and work experiences of the Company Executives in topic "Details about directors, executives, person with controlling power, and company secretary"

## **Duties of the Board of Directors**

### **Chairman's duty and responsibility**

- 1) The Chairman must not be the President or the CEO.
- 2) Direct, monitor, and ensure that the subcommittees performed their duties efficiently consistent to the target and objective of the organization.
- 3) Ensure that all directors engaged in the promotion of ethical organization culture, and good governance principle
- 4) Act as the Chairman of Shareholder's meeting and oversees that the meeting is in accordance with stated regulation and agenda.
- 5) Convene Board of Director's meeting and deliver the meeting notice including related document so that the Board of Directors can receive adequate information in time.
- 6) Allocate sufficient time for executives to submit proposal and sufficient time for directors to discuss the proposed issue thoroughly, promoting critical and independent thinking among the directors.
- 7) Develop and improve good governance principle within the Board of Directors

### **Issues to be considered by company's Board of Directors**

- 1) Issues required by law to be approved by Board of Directors.
- 2) Issues required by company's regulation to be approved by Board of Directors.
- 3) Issues that management considered appropriate to request approval or issues qualified by Board of Director's regulation to request approval, such as company's business expansion etc.

### **Scope of authorities and duties**

- 1) Each director has one vote on each matter of meeting resolution, which is subject to majority vote of the board members present.
- 2) If votes in such are equal, it shall be decided by the chairman of the meeting who casts the final vote.
- 3) Should any meeting committee have a direct personal interest concerning with the meeting issue, he/ she can't vote on such issue. In such case, the chairman has the right to ask that committee to temporarily leave the meeting.
- 4) All the Company's businesses are subject to the authority of the Board of Directors to perform. The authority of the Board of Directors registered with the Department of Business Development, Ministry of Commerce, requires that two (2) directors put their signature as well as by the Company's official stamp when undertaking actions on its behalf.
- 5) Directors may assign a director or directors to perform any actions on behalf of the Board of Directors.
- 6) Directors may determine the name of authorized signatory directors of the Company who can sign and affix the seal to bind the Company.
- 7) In case of a vacancy in the Board of Directors or Independent Director for reasons other than the termination of the term of office, the Board of Directors shall elect a person who has qualifications and is not prohibited by law from acting as such, as the substitute director at the next meeting of the Board of Directors, unless the remaining term of office of the said director is less than two months. The resolution of the Board of Directors shall be by a vote of not less than three-fourths of the number of directors remaining. The substitute director shall hold office only for the remaining term of office of the director whom he or she replaces remaining term of office of the director whom he or she replaces.
- 7) The Board of Directors may appoint any person to conduct the Company's operation under

the control of the Board of Directors or authorize that person to perform any action, within the certain period which the Board of Directors deems appropriate. The Board of Directors may cancel, revoke, change or amend such authorities as appropriate.

- 8) Any Director who has a conflict of interest in any transaction shall not be allowed to participate in the consideration and approval of such transaction.
- 9) The Board of Directors may approve payment of interim dividends for shareholders from time to time as the Board of Directors may recommend if appropriate considering the profits and retained earnings position of the Company. This payment should be reported to the next Shareholders' Meeting.
- 10) Any transaction which requires approval from the Company's Shareholders pursuant to the Public Company Limited Act B.E.2535 (1992), the Board of Directors must obtain prior approval from the Shareholders' Meeting e.g. considering and approving balance sheet and profit and loss statements, allocation of profit and capital reserve, the election of a director to replace a director who retired by rotation and specifying remuneration, appointing all or some of auditors and fixing the auditing fee, the sale or transfer of the whole or important parts of the business of the Company to other persons, the purchase or acceptance of transfer of the business of other companies by the Company, the making, amending or terminating of contracts with respect to the granting of a hire of the whole or important parts of the business of the Company, the entrustment of the management of the business of the Company to any other person or the amalgamation of the business with other persons with the purpose of profit and loss sharing.

#### **Assignment of Executive Power to the Managing Director and President & CEO**

The Board of Directors' Meeting No.16/2005 held on December 16, 2005 passed a resolution to amend the power of attorney dated July 5, 2002 to be suitable and in accordance with the Company's

operations. The power of attorney dated December 16, 2005 is based on the same principle as the previous power of attorney that authorized the Managing Director (current position is the President and Chief Executive Officer) to conduct and manage the Company's operation, to specify the value of transactions which the Company's officer may be authorized to approve and to consider and approve the operations of each department of the Company.

However, the President & CEO is not authorized to approve connected transactions, the acquisition or disposition of important assets of the Company, and/or any transaction that the President & CEO or any person has an interest or has a conflict of interest in. These are required to receive the approval from the Audit Committee and/or the Board of Directors, and/or the Shareholders' Meeting as the case may be. As such and in order to conform with the requirement stipulated in Article 89/12 of the Securities and Exchange Act B.E. 2535 (No. 4), the Management has proposed to the Board of Directors, In Meeting No. 13/2551 which was held on September 19, 2008, to give consideration and approval in cases where related persons are to enter into commercial transactions. A resolution was passed therefore requiring the Management to evaluate any commercial agreements or transactions or business deals with the Related Persons as stipulated in the Securities and Exchange Laws. Such commercial agreements, transactions or business deals shall be executed in prudent manner with the business partners. Provided that a director, executive officer, or Related Persons (in general business transactions) shall enter in such commercial agreements, transactions, or business deals or with the same bargaining power with ordinary business partners. This provision extends to any existing transactions or transactions that may be constructed in the future. The Management shall specify the requirements and framework as a guideline for implementing and prepare such transaction reports to propose in the reasonable time to the Audit Committee and the Board of Directors.

Furthermore, the Board of Directors' Meeting No.15/2011 held on December 6, 2011 resolved that Mr. Rathian Srimongkol be appointed as the President & CEO in place of Mr. Niwatt Chittalarn, who retired on December 31, 2011. The Board of Directors' Meeting No.1/2012, later, resolved that Mr. Rathian Srimongkol be appointed as a director replacing Mr. Niwatt Chittalarn.

The Chief Executive Officer is responsible for the governance, and management of the Company to be consistent with the strategy, policies, and target in accordance to which was established by the Board of Directors. The Chief Executive Officer's main responsibilities are as follows:

- 1) Direct the Company in accordance to the Board of Directors' established strategies,

policies, guideline, and target.

- 2) Manage the business in line with the strategy and budget approved from the Board of Directors, and protect the Company's and shareholders' interests.
- 3) Provide guidance and direction to employees to meet their objective and duties.
- 4) Create relation and cooperation's between firm, business units, and organizations both in domestic and foreign areas.
- 5) Act as representatives of the Company to conduct business with external organization, regulators, or any legally binding actions assigned by the Board of directors, within the Company's objective.
- 6) Review other functions assigned by the Board of Directors and sub-committees.

Hence, as of December 31, 2021, the Company's authorized signatories were composed of 8 persons as follows:

1. Mr. Prasong Poontaneat <sup>(1), (2)</sup>
2. Mr. Praphaisith Tankeyura
3. Mrs. Nampung Wongsmith
4. Mr. Nathporn Chatusripitak
5. Lieutenant General Apichart Chaiyadar
6. Mr. Pichit Jongsalishwang <sup>(3)</sup>
7. Mrs. Praralee Ratanaprasartporn
8. Mr. Rathian Srimongkol

**Signing Conditions:** Two of directors can jointly sign and affix the Company's seal.

**Remark:** <sup>(1)</sup> Mr. Parinya Patanaphakdee notified at the 2021 Annual General Shareholders Meeting that he did not want to be nominated and re-appointed as the Company's Chairman due to other commitments. Thus, the 2021 Annual General Shareholders Meeting resolved to appoint Mr. Pongsit Chaichutpornsuk in replacement of Mr. Parinya Patanaphakdee, who was due to retire by rotation.  
<sup>(2)</sup> Mr. Pongsit Chaichutpornsuk resigned from a Chairman of the Board of Directors and a Chairman of the Nomination and Remuneration Committee, effective since October 16, 2021 and the Board of Directors appointed Mr. Prasong Poontaneat to replace resigning chairman.  
<sup>(3)</sup> Mr. Pichit Jongsalishwang resigned from a Director and a Member of Nomination and Remuneration Committee, effective since December 31, 2021 and the Board of Directors appointed Mr. Rungruang Sukkirkijpiboon to replace resigning director, effective since January 1, 2022.

Therefore, the Company issued a power of attorney dated January 17, 2022 to be suitable and in accordance with the above mentioned amendments of the authorized signatories. The power of attorney incorporates the same principles, contents and significant matters according to the resolution of the Board of Directors No. 16/2005 in all respects.

## Sub-committee

### Independent Directors and Audit, Environmental, Social Responsibilities, and Corporate Governance Committee

#### Independent Director

As of December 31, 2021, The Company has a total of 4 independent committee members, including Mr. Praphaisith Tankeyura, Mrs. Nampung Wongsmith, Mr. Nathporn Chatusripitak and Lieutenant General Apichart Chaiyadar. These individuals possess qualifications of an independent committee member as prescribed in the SEC rules. Moreover, The Company also defines independence of independent committee members in the charter of the Audit Committee.

Definition of the independence of independent directors consists of;

- 1) The independent director does not hold more than one percent of the total voting shares of the Company, parent company, subsidiary, associated company or juristic person that may have a conflict of interest. This includes the shares held by the related parties
- 2) The independent director is not director who is involved in management, staff, employees, consultants who receive a regular salary, a controlling person of the Company, parent company, subsidiary, associated company, same level subsidiary or juristic person that may have conflicts of interest (at present and 2 years prior to the appointment)
- 3) The independent director is not related by blood or legal registration in the form of a father, mother, spouse, sibling, and children, including children's spouse with executives, major shareholder, controlling person, or person who shall be nominated as an executive, or controlling person of the Company or subsidiary.
- 4) The independent director does not have a business relationship with the Company, parent company, subsidiary, associated company, or a juristic person that may have conflicts of interest (at present and 2 years prior to the appointment)
- 5) The independent director is not a director appointed as a representative of a director of the Company, a representative of a major shareholder of the Company, or a representative of a shareholder of the Company which is a related person of the major shareholder of the Company.
- 6) The independent director is not a director appointed by the Board of Directors to make decisions on the operations of the Company, parent company, subsidiary, associated company, same level subsidiary or juristic person that may have conflicts of interest
- 7) The independent director is not a director of the Company's parent company, subsidiary, or a subsidiary of another company at the same level as the Company which is a public company limited.
- 8) The independent director does not have any characteristics that hinder the capability to express independent opinions

#### The Audit, Environmental, Social Responsibilities, and Corporate Governance Committee

As of December 31, 2021, the Company's Audit, Environmental, Social Responsibilities, and Corporate Governance Committee comprised of 3 members which are 1 member as chairman of the audit committee and 2 members as audit committee as follows;

Name	Position
1. Mr. Praphaisith Tankeyura	Chairman of Audit, Environmental, Social Responsibilities, and Corporate Governance Committee
2. Mrs. Nampung Wongsmith	Audit, Environmental, Social Responsibilities, and Corporate Governance Committee
3. Mr. Nathporn Chatusripitak	Audit, Environmental, Social Responsibilities, and Corporate Governance Committee

#### **Scope of Work of the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee**

The Board of Directors or the Shareholders' meeting are in charge of appointing at least 3 audit committee members from independent directors. All of audit committee members passed either one of the training programs held by the Thai Institute of Directors Association (IOD): Audit Committee, Finance for Non-Finance Director, Director Certification Program, Roles of the Compensation Committee, or Director Accreditation Program. Also, Mr.Praphaisith Tankeyura as chairman of the audit committee, is a competent person with sufficient accounting and finance knowledge and experience to review the reliability of financial statements as well as cause of changes in financial report and its consequences.

The Audit Environmental Social and Governance Committee must be independent and impartial without conflict of interest, directly or indirectly, in order to perform duties at its own discretion and provide independent advice.

Authorities and duties of the audit committee are stated in the charter on the rules and guidelines of the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee, and published on [www.ktc.co.th](http://www.ktc.co.th)

#### **Duties of the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee**

The Audit Committee's duties are divided into

##### **The Responsibility of Audit**

1. Conduct review to ensure that The Company has accurate and adequate financial reporting.
2. Conduct review to ensure that The Company has appropriate and effective internal control system and internal audit system, determine the autonomy of the internal audit unit, and endorse appointment, transfer or dismissal of a head of the internal audit unit or other units responsible for internal audit.
3. Conduct review to ensure that The Company complies with the securities and exchange law, SET requirements, and other relevant laws.
4. Selectively recruit, nominate, and appoint an independent individual to fulfill the duties of company auditors, propose auditor compensation, and attend meetings with auditors without the presence of management at least once a year.
5. Review connected and conflict of interest transactions to ensure compliance with relevant laws and SET requirements to ensure that these transactions are reasonable and executed with utmost regard for the Company's interests.
6. Prepare the Audit Committee's oversight report which is disclosed in an annual report of the Company. This report must be signed off by the chairman of the Audit Committee and must contain at least the following information:
  - (6.1) Opinions on the accuracy, completeness and credibility of financial statements of the Company;
  - (6.2) Opinions on the adequacy of the internal control system of the Company;
  - (6.3) Opinions on the compliance with the securities and exchange law, SET requirements, and relevant laws;
  - (6.4) Opinions on the suitability of auditors;
  - (6.5) Opinions on potential conflict of interest transactions;
  - (6.6) Number of audit committee meetings and attendance record of each member;
  - (6.7) Overall opinions or observations regarding the fulfillment of duties under the charter of the Audit Committee;
  - (6.8) Other matters within the scope of duties

and responsibilities designated by the Board of Directors that general shareholders and investors should be informed.

7. Review the accuracy of referred documents and the self-assessment form relating to anti-corruption measures in businesses of the Private Sector Collective Action Coalition Against Corruption.
8. Perform other duties designated by the Board of Directors and endorsed by the Audit Committee.

#### **The Responsibility of Environmental, Social Responsibilities, and Corporate Governance**

1. Review environmental, social responsibilities and corporate governance policies of the Company to ensure compliance with international standards and recommendations of concerned institutes or agencies.
2. Propose company guidelines that conform to the principles of corporate governance with social responsibility.
3. Perform oversight of the Company's operations to ensure compliance with the principles of corporate governance.
4. Review best practices of corporate governance for the Board of Directors or sub-committees.
5. Foster corporate governance culture and engage in corporate social responsibility activities for sustainable development, promote proper understanding among employees at all levels, and ensure practical outcomes.
6. Propose a guideline on the Company's code of business conduct and the code of good practice with various stakeholder groups.
7. Impart environmental, social responsibilities and corporate governance policies to environmental, social responsibilities and corporate governance working groups.
8. Perform other duties designated by the Board of Directors.

#### **The Nomination and Remuneration Committee**

As of December 31, 2021, the Nomination and Remuneration Committee comprised of 3 members which are 1 member as chairman of Nomination and Remuneration Committee and 2 members as nomination and remuneration committee members as follows:

Name	Position
Mr. Prasong Poontaneat <sup>(1), (2)</sup>	Chairman of Nomination and Remuneration Committee
Mr. Praphaisith Tankeyura	Nomination and Remuneration Committee
Mr. Pichit Jongsaliswang <sup>(3)</sup>	Nomination and Remuneration Committee

**Remark:** <sup>(1)</sup> Mr. Parinya Patanaphakdee notified at the 2021 Annual General Shareholders Meeting that he did not want to be nominated and re-appointed as the Company's Chairman due to other commitments. Thus, the 2021 Annual General Shareholders Meeting resolved to appoint Mr. Pongsit Chaichutpornsuk in replacement of Mr. Parinya Patanaphakdee, who was due to retire by rotation.

<sup>(2)</sup> Mr. Pongsit Chaichutpornsuk resigned from a Chairman of the Board of Directors and a Chairman of the Nomination and Remuneration Committee, effective since October 16, 2021 and the Board of Directors appointed Mr. Prasong Poontaneat to replace resigning chairman.

<sup>(3)</sup> Mr. Pichit Jongsaliswang resigned from a Director and a Member of Nomination and Remuneration Committee, effective since December 31, 2021 and the Board of Directors appointed Mr. Rungruang Sukkirkijpiboon to replace resigning director, effective since January 1, 2022.

The Company's Board of Directors appoints at least three non-executive directors as members of the Nomination and Remuneration Committee. Their qualifications are as follows:

1. Possess core competency, experience, knowledge and understanding of roles, qualifications, and responsibilities of the Nomination and Remuneration Committee
2. Chairman of the Nomination and Remuneration Committee should be independent director in order to enable the Committee to perform independently.

Authorities and duties of the Nomination and Remuneration Committee are stated in the Charter on the Nomination and Remuneration Committee, and also published on [www.ktc.co.th](http://www.ktc.co.th)

The Board of Directors approved the Charter of rules and guidelines for the Nomination and Remuneration Committee which set out the duties of the Nomination and Remuneration Committee as follows:

1. Determine the qualifications of the Directors, Executives Directors and Chief Executive Officer according to the structure, size and complements as required by law, directors and/or the resolutions of the Shareholders' Meeting.
2. Select and nominate qualified persons as described for the position of Directors, Independent Directors, Executive Directors, as well as Directors in various sub-committees whose authorities and responsibilities are directly designated by the Board of Directors. These candidates shall be proposed to the Board for consideration and approval by the Board Meeting according to the Company's Articles of Association on a case by case basis.
3. Review criteria and guidelines for performance appraisal of the committees and chief executive officer and propose them to the Board of Directors for approval. In the performance appraisal process, performance of chief executive officer shall be reviewed by the Nomination and Remuneration Committee.

As for the review of criteria and guidelines for performance appraisal of management executives, except Chief Executive Officer, the Chief Executive Officer shall conduct such review and present evaluation results to the Nomination and Remuneration Committee for endorsement.

4. Recommend criteria, policies and guidelines on compensation and benefits for company directors, management executives, and sub-committee members who carry out their powers, duties and responsibilities directly designated by the Board of Directors, and determine extension of retirement age and early retirement age of management executives for consideration and approval by the Board of Directors, whatever the case may be. For such consideration, the Nomination and Remuneration Committee shall take into account duties and responsibilities, practices of peer companies, the Company's operating performance, and general market conditions.
5. Determine extension of retirement age and early retirement age of executive directors for consideration and propose to the Board of Directors Meeting for further notification.
6. Prepare a management succession plan to proactively groom a candidate to replace management executive who is due to retire or cannot perform his or her duties so as to ensure business continuity.
7. Ensure that committee's size and composition are appropriate for the organization, and propose adjustments to suit changing environment.
8. The Nomination and Remuneration Committee may appoint any person to assume the position of secretary to the Nomination and Remuneration Committee.
9. Perform any acts related to nomination and remuneration as assigned by the Board of Directors of the Company.

## Sub-Committee

The Company has appointed various sub-committees which comprise of the Management Sub-Committee, the Risk Management Sub-Committee, the Information Security Sub-Committee, and the Market Conduct Sub-Committee. The sub-committee comprises of directors from various departments where every sub-committee are appointed by the Chief Executive Officer. Their roles are to refine operations in accordance with the good corporate governance as well as to enhance the Company's work system and to achieve the goals efficiently, and also to promote good connections and coordination in the Company's business operations.

## Management Executives

### Management Executives

As of December 31, 2021, the information about company executives and the report on changes in common shareholding ownership and forward contracts of Krungthai Card Public Company Limited are as follows:

Name	Position	Holding amount (KTC Stock & Derivatives) as of Dec 31, 2021	Historical Trading from Jan-Dec 2021	Holding amount KTC Stock & Derivatives) as of Dec 31, 2020
Mr. Rathian Srimongkol Spouse and Minor Children	President & CEO	0 0	- -	0 0
Mr. Chutidej Chayuti Spouse and Minor Children	Chief Financial Officer	0 0	- -	0 0
Mr. Virach Paisitsavet Spouse and Minor Children	Chief Operations Officer/ Senior Executive Coach Services Center & Process Development and KTC P BERM	0 0	- -	0 0
Mr. Piyasak Tejasen Spouse and Minor Children	Senior Executive Vice President - Distribution	0 0	- -	0 0
Mrs. Pittaya Vorapanyasakul Spouse and Minor Children	Executive Vice President - Credit Card	0 0	- -	0 0
Mr. Khan Kachonboon Spouse and Minor Children	Senior Executive Coach - Corporate Communications	0 0	- -	0 0
Mr. Bucha Sirichumsang Spouse and Minor Children	Executive Vice President - Office of President & CEO	0 0	- -	0 0
Mr. Woottichai Jarernpol Spouse and Minor Children	Executive Vice President - Information Technology	0 0	- -	0 0
Mr. Sakda Chantrasuriyarat Spouse and Minor Children	Senior Vice President - Compliance	0 0	- -	0 0
Ms. Phichamon Jitpentham Spouse and Minor Children	Senior Vice President - Personal Loans	0 0	- -	0 0

Name	Position	Holding amount (KTC Stock & Derivatives) as of Dec 31, 2021	Historical Trading from Jan-Dec 2021	Holding amount KTC Stock & Derivatives) as of Dec 31, 2020
Ms. Sirikalya Suthanyaphruet	Senior Vice President – Corporate Communications and Online Acquisition	0	-	0
Spouse and Minor Children		0	-	0
Ms. Chanidapa Suriya	Senior Vice President – Services Center & Process Development	0	-	0
Spouse and Minor Children		0	-	0
Ms. Rueankeaw Kasemsavatsri	Vice President – KTC P BERM	20,000	-	20,000
Spouse and Minor Children		0	-	0

Throughout the year 2021, it was not found that any executive committed misconduct regarded as use of internal or confidential information to benefit from trading of company securities for personal gain or third party's benefits.

Please refer to additional details of backgrounds and work experience of management executives in the topic: "Details about directors, executives, persons with controlling interest, and company secretary"

### **Compensation of committee members and executives**

The Company's policy is to maintain compensation of directors and sub-committee members at a suitable level. In the process, The Company proposes compensation rates determined by the Nomination and Remuneration Committee determines to be suitable pay rates which commensurate with responsibilities of committee members. Then, compensation rates are proposed to the Board of Directors for consideration before presenting the proposed compensation to the 2021 annual general meeting of shareholders for consideration. On April 8, 2021, the shareholders' meeting resolved to approve compensation of committee members, which would be effective until a shareholders' meeting resolved to change the resolution. A summary is briefly presented below:

1) Remuneration for the Board of Directors is paid as monthly flat rate as follows.

- a. The Chairman 25,000 Baht per month
- b. The Vice Chairman 22,500 Baht per month
- c. Other Members 20,000 Baht per month

If the board convenes more than once a month, attending directors shall be entitled to receive an extra compensation at 1.5 times their monthly base rate.

2) Remuneration for the Audit Environmental Social & Governance Committee is paid as monthly flat rate as follows.

- a. The Chairman 25,000 Baht per month
- b. Other Members 20,000 Baht per month

3) Remuneration for the Nomination and Remuneration Committee is paid as monthly flat rate as follows.

- a. The Chairman 20,000 Baht per month
- b. Other Members 16,000 Baht per month

Moreover, the Board of Directors Meeting No. 2/2021 on February 9, 2021, resolved to submit a proposal of a bonus payment to directors amounted to 22,690,000 Baht for the 2020 operating performance, aside from monthly compensation for consideration and approval. A bonus amount is approximately 1.0% of dividend paid to shareholders.

The allocation criteria are based on the resolution of the Board of Directors Meeting No. 13/2020 on October 15, 2020 which stated that if directors who are entitled to receive a bonus request for a waiver or not to receive total or partial amount of bonus, the Board of Directors will consider returning those amounts of bonus to the Company.

For the directors' remuneration policies, the Nomination and Remuneration Committee is responsible for proposing remuneration guidelines and policies which include salaries, bonuses, and other benefits to the Board of Directors for consideration to be in line with performance evaluation, roles and responsibilities, an industry's guidelines and practices, operating performance, and market conditions.

## Executive Compensation

### Remuneration for the Board of Directors

please refer to additional details of remuneration for the Board of Directors in Topic: "Meeting Attendance and Remuneration for Individual Directors".

Compensation	December 31, 2021		December 31, 2020	
	Persons	Remuneration (Baht)	Persons	Remuneration (Baht)
Salary <sup>(1)</sup>	13	85,826,172	13	76,223,469
Bonus <sup>(2)</sup>	13	111,939,539	13	101,220,210
Provident Fund	13	4,966,570	13	4,507,408
Social Security Contribution	13	76,050	13	65,325
Long-term management remuneration for the post employment benefit <sup>(3)</sup>	13	2,944,800	13	4,145,200
Other Compensation <sup>(4)</sup>	13	700,000	N/A	N/A
<b>Total</b>		<b>206,453,131</b>		<b>186,161,612</b>

**Remark:** <sup>(1)</sup> Executive compensation does not include director's compensation of Mr. Rathian Srimongkol.

<sup>(2)</sup> Executive bonus does not include director's bonus of Mr. Rathian Srimongkol.

<sup>(3)</sup> Long-term executive compensation constitutes executive benefits which are estimated from a present value of cash flow projection of future benefits as stipulated in the Thai Accounting Standard No. 19 Re: Employee Benefits which has been adopted by The Company since January 1, 2011. The Company recognizes employee benefit expenses as an employee expense in the profit and loss statement.

<sup>(4)</sup> MAAI Point is points in the system platform "MAAI By KTC"

## Human Resource

### Personnel

#### Number of Employees

	2021	2020	2019
Number of Employee	1,570	1,597	1,580
Growth Rate	-1.69%	1.1%	2.1%

As of December 31, 2021, the Company employed 1,570 employees, decreased by 1.69% from the same period last year. The Company's compensation policy is fair and transparent. Total compensation for the Company's personnel consists of executive compensation and employee expenses, including salary, overtime, social security contribution by the Company, bonus, provident fund contribution by the Company, as well as others compensation for the year 2021 amounted to 2,422 million Baht, increased by 0.5% from the total compensation of 2,411 million Baht in the same period last year.

Table showing the number of employees in each key function

Department	Number of Employees
	As of December 31, 2021
President & Chief Executive Office	2
Chief Financial Officer	2
Chief Operations Officer	2
Compliance	6
Corporate Communications and Online Acquisition	50
Corporate Finance	80
Credit Acceptance	131
Credit Card	108
Distribution	274
Merchant Acquiring	38
Human Resources	26
Information Technology	61
Internal Audit	14
Office of President & CEO	266
Operations Control & Merchant Services	106
Operations Support	44
Personal Loans	6
Services Center & Process Development	345
KTC P BERM	7
<b>Total</b>	<b>1,570</b>

#### The Provident Fund and the fund manager's selection policy

The Company set up a registered provident fund called "Thaimhankong", Krungthai Card Public Company Limited (Provident Fund) so that employees can have savings for retirement, resignation, or disability. The employees can choose to apply for the Provident Fund member. The Company as an employer shall pay the contribution into the fund at the rate of 6% while employees can choose to contribute to the fund at the rate of 3% to 15% of their salary. Moreover, employees can elect the proportion of investment in mutual funds under the Provident Fund freely according to the investment policy they selected. The Company notifies employees quarterly that they can choose the proportion they want to contribute to the fund as they wish. The Company also encourages the provident fund committee to select fund managers who adopt a good Investment Governance Code (I Code) as it is an investment guideline that provides the best benefits for the Provident Fund members which are employees in the long run.

Number of employees who are members of the Provident Fund (employees)	Proportion of employees who are members of the Provident Fund / total number of employees (%)
1,381	87.96%

Note: Employees who join the Provident Fund are permanent employees

## Human Resource Policy

### Employee recruitment and motivation

The Company has a policy to recruit employees deemed necessary and appropriate for job openings. A hired candidate must have suitable qualifications, experience, and competence for the job regardless of origin, color, gender, sexuality, orientation, race, religion, beliefs, political opinions, family status or any other non-related operational factors. If there is a vacant position, the Company will focus on internal recruitment and offer additional training for personnel development. This is because internal recruitment enables the Company to find an employee who is already familiar with the operations, and it can help boost employee morale and motivate employees to work with the Company for a long period of time. As for employee compensation, the Company compares compensation and benefits with similar businesses in the same industry. In case the Company cannot recruit an internal candidate within the Company, it will initiate the external recruitment and hiring process, whereby the Company buys online media in various websites, places a classified ad in social media such as Facebook, LinkedIn, Line@, and sends SMS messages to candidates or internal employees or makes an announcement in PR media on KTC website (KTC Career). In addition, executive referral can enhance the efficiency of the recruitment of candidates for key positions.

### Human resources development

The Company has a policy to pursue capacity development for employees at all levels on a continuous basis, thereby ensuring that employees have suitable knowledge, skills and competencies deemed necessary for their duties and responsibilities and are responsive to changes in business direction, particularly changing social and business environment in the digital era.

Throughout the year 2021, the Company organized in-house training programs and seminars, arranged study tours with local and overseas institutions, arranged learning programs and knowledge sharing activities, provided internal coach to discuss and discover employees' potential, established Community of Practice: COP, as well as utilized electronic channels by offering e-Learning programs which enabled employees to easily access to sources of knowledge and self-development. Accordingly, the Company laid out development guidelines to become a learning organization by providing extensive learning channels. In 2021, the average training hours per employee per year (January - December 2021) stood at 57.04 hours.

Please refer to additional details in the Sustainability Report 2021, Topic: "Human Resource Management and Development"

## Development of personnel management system

To raise the level of quality and internal standards, The Company had a policy that required the core function support unit to develop a standard operating procedure (SOP) manual, whereby an internal unit of human resources department developed these standards, completed 100% implementation, and set KPIs and goals for every task.

Moreover, The Company also placed emphasis on the development of Human Resources Information System (HRIS) which covers applying for a job, personnel selection, transfer, working hours record, overtime, performance appraisal, 360-degree assessment, and various types of leave, request for training approval, records of personal data of

every type of employees, and data processing and analysis. The aim is to ensure compatibility with various devices, including smart phone, so as to accommodate changing technologies and provide convenience and flexibility for employees, internal customers, and job applicants, who are an external customer, such as employee recruitment, testing,

signing of employment contract, and resignation. In addition, the application of QR code is also beneficial to the recruitment process and training assessment, thereby enhancing flexibility when carrying out various tasks. The HRIS implementation also conforms to organizational transformation toward digital workspace system.

## **Guidelines on employee compensation and benefits**

Under the guidelines on employee compensation and benefits, The Company has salary and benefits adjustment approaches that involve participation in surveys of an HR consulting firm to obtain guidance on salary and benefits adjustment which takes into account key performance indicators of each employee and economic trends on an annual basis. However, when The Company reviews salary and benefits packages, it compares its packages with those of peer companies in the same industry to ensure that its salary and benefits packages are competitive in the market. Regarding benefits packages, The Company offers employee benefits by taking into account comprehensive benefits

packages that address employee needs throughout the organization, and its benefits packages are regularly adjusted to suit changing economic conditions and to assure employees of job security so that they can help achieve sustainable success for the organization. Besides, The Company also embeds its core values, which reflect organizational mindset and operational approaches, in employee performance appraisal so that every executive and employee in the organization can adhere to these core values and help create organizational culture that will lead to the achievement of work plans, missions, and strategies of the Company.

## **Respect for human rights**

Under a clear policy, The Company shall not engage in activities that infringe human rights relating to employee recruitment and personnel selection by refraining from hiring a child below 15 years old on a regular or contractual basis to perform regular or overtime work, irrespective of whether it is a paid or unpaid job. Moreover, The Company shall not discriminate based on similarities or differences in terms of native origin, color, gender, nationality, religion, belief, political views, family status, and so forth which are not related to work performance. Furthermore, The Company also respects the right to personal freedom and personal data protection. In case of services rendered by an external service provider, The Company shows respect for human rights of external service provider as prescribed in legal provisions.

Moreover, as The Company developed the corporate governance policy and the code of conduct manual, which provides a safe channel for any employees or stakeholders to give tip-off information or file a complaint about corruption or non-compliance with the code of conduct with a concerned entity. The Company will protect whistleblower's identity by concealing names or personal information of the whistleblower or a person who cooperates in the investigation. Besides, it will not demote or punish the accused person and will not treat him or her unfairly. In 2020, no complaint about infringement of human rights was filed by any employee, trade partner or person residing in the vicinity of the Company. Such conducts can assure that the Company's business conducts do not or are not likely to affect local communities.

Please refer to additional details in the Sustainability Report 2021, Topic: "Human Resource Management" and "Anti-Corruption and Bribery"

## **Occupational health, safety and environment and support facilities**

Due to the Company's concern over health and safety of employees, it is committed to fostering and implanting occupational health and safety consciousness among employees and to maintaining a safe and healthy workplace to prevent work-related accidents, injuries or illnesses. Therefore, The Company provides a suitable workplace environment and designates a person in charge of each floor, lighting, and clean water in a responsible work area. Moreover, The Company also provides rest and leisure areas where employees can have casual

conversation, and it sets up an on-site clinic with nurse staffing during office hours to provide first aid treatment to employees. In addition, bathrooms are always kept clean and mainlined in good hygienic conditions, and annual emergency drill is conducted to raise safety consciousness among employees when an incident occurs. Furthermore, The Company made a list of phone numbers in case of emergency and created a communication tree for communication across the chain of command.

Please refer to additional details in the Sustainability Report 2021, Topic: "Occupational Health and Safety"

## **Other Important Information**

### **Company secretary and a designated person directly responsible for overseeing bookkeeping duties**

#### **The Company's Secretary**

To comply with the 2017 corporate governance principles for listed companies (CG Code) and the provisions of the Securities and Exchange Act 1992 (Code of Law Edition), the Board of Directors Meeting No. 12/2008 held on August 13, 2008 resolved to appoint Mr. Peerapong Pitrpibulpatit as company secretary. The Company secretary's scope of responsibilities includes the following:

1. Ensure the Company's activities are in compliance with applicable laws, rules and regulations.
2. Support the Board of Directors regarding Board meetings and the Annual General Meeting of Shareholders, and ensure these are conducted with accuracy on a regular basis and in compliance with laws, rules and regulations.
3. Prepare and File the following documents:
  - a. registers of Directors
  - b. Board of Directors meeting invitation, minutes of board meetings, company's Annual Report
  - c. annual general meetings invitation (AGM), minutes of annual general meetings.
4. Filing Conflict of Interest Report disclosed by Directors and management.
5. Follow up the result of the implementation of resolutions of Board meetings and the Annual General Meeting of Shareholders.
6. Giving legal opinion regarding any company-related law and regulations.
7. Oversee matters regarding Corporate Governance.
8. Advise and cooperate with secretaries of board committees.
9. Contact and communicate with shareholders to keep them informed of the rights of shareholders and updates on the Company's operations.
10. Perform any activity as regulated by The Securities and Exchange Commission (SEC).

#### **The Company's Internal Audit Supervisor and the Compliance Supervisor**

The Company's Internal Audit Supervisor is Mr. Pornchai Wijitburaphat and the Compliance Supervisor is Mr. Sakda Chantrasuriyarat. Their roles are to perform the audit function, to supervise the business operations to have a good internal control system, appropriate risk management system and in compliance with guidelines specified by law, or regulatory bodies, or the Company.

Please refer to additional details in topic:

“Profiles of Internal Audit Supervisor, Compliance Supervisor, and Accounting Supervisor”

#### **Designated person directly responsible for overseeing bookkeeping duties**

A person who was appointed to directly oversee the Company's accounting practice in accordance with Thai Financial Reporting Standards and generally accepted accounting principle in Thailand is Mrs. Rojana Ussayaporn.

Please refer to additional details in topic:

“Profiles of Internal Audit Supervisor, Compliance Supervisor, and Accounting Supervisor”

#### **Investor Relations**

The Company established Investor Relations Department to be responsible for providing and disseminating the Company's information and updates on its activities. This is to ensure a better understanding as well as foster and maintain a good relationship between the Company and all groups of stakeholders, including all types of investors (retail, institutional and general investors), stock analysts, local and foreign fund managers, customers, regulatory government agencies, others concerned, and the general public. All stakeholders shall be provided with the Company's information on equal and fair basis.

Please refer to additional details in Topic:

“Corporate Governance Policy, Section 4: Information disclosure and transparency”

#### **Remuneration to the Auditor**

##### **1. Audit Fee**

The Company paid the audit fee for auditing period of 2021 to Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. for total amount of 4,610,000 Baht.

##### **2. Non-Audit Fee**

- None -

#### **A person assigned as a representative in Thailand and contact information**

#### **(In case of a foreign company)**

- None -

# Report on Key Operating Results Related to Corporate Governance

## Summary of the Board's Performance in the Past Year

In 2020, the Board of Directors convened 19 board meetings including 2 board meetings without the presence of management in accordance with the Company's corporate governance under the responsibility of directors. The Board of Directors defined business directions and policies, including its business plans and annual budget, based on comprehensive business environment and social analysis, and social responsibility. At the end of the second quarter of each year, the Company's Board of Directors convened a meeting to review the policies and goals. In the last quarter, the meeting for setting up a business plan for the upcoming year shall be convened in order to forward it to the management for a brainstorming session with members of the management team from various functions and set the effective business strategies in order to achieve common goals, as well as focusing on managing various risks and internal control with measures and proper process to close the risk gaps. Additionally, the directors also attended training courses to develop relevant knowledge and skills. However, due to the COVID-19 pandemic, the directors were well aware of the safety concerns and gave full cooperation with the government such as supporting and complying with relief measures for debtors issued by the Bank of Thailand, holding shareholder meetings with strict measures; social distancing, limiting the number of meeting attendees and setting screening points, convening the hybrid Board Meeting, working from home and so forth.

Additionally, the directors who are representatives from the Bank also played an important role to give opinions, including lay down policies that are independent without interfering or controlling the Company's business operation and conflicts of interest. The Bank's various policies that are positively supportive of the Company are passed on under the rules that must be followed.

At the end of 2021, the Company conducted self-assessment of the directors which set up once a year to reflect levels of performance in accordance with the Company's guidelines for good corporate governance principles. As the result, the Board's performance in 2021 was in excellent level.

### Nomination, Development and Evaluation of the Board of Directors

The Company selectively recruits directors who are qualified with diverse background, expertise, leadership qualities, farsighted vision, morality and ethics, transparent work experience, and the ability to express own opinions independently.

The Board of Directors established a Board Skill Matrix to define qualifications, skills, and past experiences of directors which is necessary for business operation and management in order to use as a guideline for director nomination to replace resigning or retiring directors.

### Nomination, Appointment, and Removal of the Board of Directors

1. The Nomination and Remuneration Committee shall select and nominate qualified persons as described for the position of directors and independent directors and propose to the Shareholders' Meeting for further approval.
2. The Shareholders' Meeting shall pass a resolution to appoint directors and independent directors by majority vote; each shareholder shall have one vote for one share and vote for each candidate individually. After the vote, the candidates shall be ranked in order descending from the highest number of votes received to the lowest and shall be appointed as directors in that order until the positions are filled, in case of the equality of votes cast for candidates in descending order causing the number of directors to be exceeded,

the chairman shall make the final decision. The number of the directors of the Company must not exceed 5 persons.

3. The Board of Directors shall elect one of the directors to be the chairman of the Board. In the case where the Board of Directors deems it expedient, the Board of Directors may elect one or several directors to be vice-chairman.

4. In every Annual General Meeting, at least or the closest number of one-third of total directors shall be resigned from the Board. The resigned directors shall be re-appointed by the Shareholders' Meeting.

5. The meeting of shareholders may pass a resolution to remove any director from office prior to vacancy as a result of the termination of the term of office of the director, by a vote of not less than three-fourths of the number of shareholders attending the meeting and having the right to vote and the total number of shares being not less than half of the number of shares held by the shareholders attending the meeting and having the right to vote.

6. In case of a vacancy in the Board of Directors or Independent Director for other reasons except the termination of the term of office, the Board of Directors shall elect a qualified person who is not prohibited by laws as the substitute director in the next Board meeting, unless the remaining term of office of the previous director is less than two months. The resolution of the Board of Directors shall be by a vote of not less than three-fourths of the number of directors remaining. The substitute director shall hold office for the remaining term of office of the previous director.

For further information on the criteria for nominating directors, independent directors, and the chief executive officer, including performance evaluation of such individuals, kindly find in section 5 "Responsibilities of the Board of Directors" under the "Corporate Governance Policy" topic.

## **Meeting Attendance and Remuneration for Individual Directors**

### **Board of Directors Meeting**

The Board of Directors shall convene at least 12 times on a regular basis each year and require to attend at least 75% of total Board meetings. The Company predetermines meeting schedules of the board and sub-committees throughout the year. However, the additional meeting may be arranged when deemed appropriate. Generally, main meeting agenda items include quarterly review of financial statements, monitoring progress of operational improvement projects, review of key policies, and monitoring operating performance of the Company. In any agenda that the Board of Directors has to cast their votes in a meeting, at least two-thirds of the directors must be presented. The Office of Chief Executive Officer distributes the meeting invitation, agendas, and documents to the directors at least 7 days prior to the meeting via E-mail and/or in hard copy as requested to facilitate the directors to consider the meeting's agenda and its documents beforehand and reduce meeting printed documents significantly.

In each meeting, notetaking and minutes of meeting must be arranged and presented to the committees before receiving endorsement in the next meeting. Minutes of committee meetings endorsed by committees are retained for examination by committees and concerned entities.

As of December 31, 2021, the Board of Directors convened 19 meetings; the Audit Environmental Social and Governance Committee convened 12 meetings; and the Nomination and Remuneration Committee convened 7 meetings; and the 2021 Annual General Meeting was convened 1 meeting. The details of meeting attendance of each director are as follows:

No.	Name	Board of Director's Meeting Total 19 Meetings	Audit Environmental Social & Governance Committee's Meeting Total 12 Meetings	Nominating Remuneration Committee's Meeting Total 7 Meetings	2021 Annual General Meeting Total 1 Meeting
1.	<b>Mr. Prasong Poontaneat</b>	4/4	-	2/2	-
2.	<b>Mr. Praphaisith Tankeyura</b>	19/19	12/12	7/7	1/1
3.	<b>Mrs. Nampung Wongsmith</b>	18/19	11/12	-	1/1
4.	<b>Mr. Nathporn Chatusripitak</b>	19/19	12/12	-	1/1
5.	<b>Lieutenant General Apichart Chaiyadar</b>	19/19	-	-	1/1
6.	<b>Mr. Pichit Jongsalismwang</b> <sup>(2)</sup>	17/19	-	6/7	1/1
7.	<b>Mrs. Praralee Ratanaprasartporn</b> <sup>(1)</sup>	17/19	-	-	-
8.	<b>Mr. Rathian Srimongkol</b>	19/19	-	-	1/1
<b>Director resigned during Y2021</b>					
1.	<b>Mr. Parinya Patanaphakdee</b> <sup>(3)</sup>	5/5	-	3/3	1/1
2.	<b>Mr. Pongsit Chaichutpornsuk</b> <sup>(4)</sup>	9/9	-	-	-

**Remark:**

(1) Mrs. Praralee Ratanaprasartporn did not attend the Board of Directors Meeting and the Annual General Shareholders Meeting 2021 as she had to observe symptoms during the quarantine from COVID-19.

(2) Mr. Pichit Jongsalismwang resigned from a director and a member of nomination and remuneration committee, effective since December 31, 2021 and the Board of Directors appointed Mr. Rungruang Sukkirkijpiboon in replacement of Mr. Pichit Jongsalismwang, effective since January 1, 2022.

(3) Mr. Parinya Patanaphakdee notified at the Annual General Shareholders Meeting 2021 that he refused to be nominated and re-appointed as the committee due to other commitments. Thus, the Annual General Shareholders Meeting 2021 resolved to appoint Mr. Pongsit Chaichutpornsuk in replacement of Mr. Parinya Patanaphakdee.

(4) Mr. Pongsit Chaichutpornsuk resigned from a chairman of the Board of Directors and a chairman of the nomination and remuneration committee, effective since October 16, 2021 and the Board of Directors appointed Mr. Prasong Poontaneat in replacement of Mr. Pongsit Chaichutpornsuk.

Furthermore, the Board of Directors convened 2 board meetings last year without the presence of management on June 22, 2021 and December 14, 2021 in order to comply with the corporate governance policy of the Company. In these meetings, the board reviewed and commented about the roles and responsibilities of Company's directors.

**Compensation of the Board of Directors**

As of December 31, 2021, total monthly compensation and bonus of the Board of Directors which were paid to committee members in the capacity of director amounted to 23,558,697 baht (including director compensation for

Mr. Rathian Srimongkol and a bonus for the Board of Directors), and total executive compensation amounted to 206,453,131 baht. Therefore, total compensation for directors and executives amounted to 230,011,827 baht. The compensation for directors and executives in 2021 was considered and proceeded in compliance with the remuneration for directors and executive policy in which the details are as follows.

No.	Name	Position	Remuneration Received in Year 2021 (Baht)
1.	<b>Mr. Prasong Poontaneat</b>	Chairman of the Board of Directors/ Chairman of Nomination and Remuneration Committee	<ul style="list-style-type: none"> <li>Compensation for board chairman 75,000 baht</li> <li>Chairman of the Nomination and Remuneration Committee 40,000 baht</li> <li>Total compensation 115,000 baht</li> </ul>
2.	<b>Mr. Praphaisith Tankeyura</b>	Independent Director / Chairman of Audit Environmental Social Responsibilities, and Corporate Governance Committee /Member of Nomination and Remuneration Committee	<ul style="list-style-type: none"> <li>Compensation for independent director 310,000 baht</li> <li>Chairman of the Audit Environmental Social and Governance Committee 300,000 baht</li> <li>Member of the Nomination and Remuneration Committee 192,000 baht</li> <li>Bonus 2,750,303 baht</li> <li>Total compensation 3,552,303 baht</li> </ul>
3.	<b>Mrs. Nampung Wongsmit</b>	Independent Director / Member of Audit Environmental Social Responsibilities, and Corporate Governance Committee	<ul style="list-style-type: none"> <li>Compensation for independent director 550,000 baht</li> <li>Bonus 2,750,303 baht</li> <li>Total compensation 3,300,303 baht</li> </ul>
4.	<b>Mr. Nathporn Chatusripitak</b>	Independent Director / Member of Audit Environmental Social Responsibilities, and Corporate Governance Committee	<ul style="list-style-type: none"> <li>Compensation for independent director 310,000 baht</li> <li>Member of the Audit Environmental Social and Governance Committee 240,000 baht</li> <li>Bonus 2,750,303 baht</li> <li>Total compensation 3,300,303 baht</li> </ul>
5.	<b>Lieutenant General Apichart Chaiyadar</b>	Independent Director	<ul style="list-style-type: none"> <li>Compensation for director 310,000 baht</li> <li>Bonus 2,750,303 baht</li> <li>Total compensation 3,060,303 baht</li> </ul>
6.	<b>Mr. Pichit Jongsaliswang</b> <sup>(1)</sup>	Director/ Member of Nomination and Remuneration Committee	<ul style="list-style-type: none"> <li>Compensation for director 290,000 baht</li> <li>Member of the Nomination and Remuneration Committee 192,000 baht</li> <li>Bonus 2,750,303 baht</li> <li>Total compensation 3,232,303 baht</li> </ul>
7.	<b>Mrs. Pralee Ratanaprasartporn</b>	Director	<ul style="list-style-type: none"> <li>Refrained from receiving any compensation.</li> </ul>
8.	<b>Mr. Rathian Srimongkol</b>	Director	<ul style="list-style-type: none"> <li>Compensation for director 310,000 baht</li> <li>Bonus 2,750,303 baht</li> <li>Total compensation 3,060,303 baht</li> </ul>
<b>Director resigned</b>			
1.	<b>Mr. Parinya Patanaphakdee</b> <sup>(2)</sup>	Chairman of the Board of Directors/ Chairman of Nomination and Remuneration Committee	<ul style="list-style-type: none"> <li>Compensation for board chairman 100,000 baht</li> <li>Chairman of the Nomination and Remuneration Committee 60,000 baht</li> <li>Bonus 3,437,879 baht</li> <li>Total compensation 3,597,879 baht</li> </ul>
2.	<b>Mr. Pongsit Chaichutpornsuk</b> <sup>(3)</sup>	Chairman of the Board of Directors/ Chairman of Nomination and Remuneration Committee	<ul style="list-style-type: none"> <li>Compensation for board chairman 200,000 baht</li> <li>Chairman of the Nomination and Remuneration Committee 140,000 baht</li> <li>Total compensation 340,000 baht</li> </ul>

**Remark:**

- (1) Mr. Pichit Jongsaliswang resigned from a director and a member of nomination and remuneration committee, effective since December 31, 2021, and the Board of Directors appointed Mr. Rungruang Sukkirkijpiboon in replacement of Mr. Pichit Jongsaliswang, effective since January 1, 2022.
- (2) Mr. Parinya Patanaphakdee notified at the Annual General Shareholders Meeting 2021 that he refused to be nominated and re-appointed as the committee due to other commitments. Thus, the Annual General Shareholders Meeting 2021 resolved to appoint Mr. Pongsit Chaichutpornsuk in replacement of Mr. Parinya Patanaphakdee.
- (3) Mr. Pongsit Chaichutpornsuk resigned from a chairman of the Board of Directors and a chairman of the nomination and remuneration committee, effective since October 16, 2021 and the Board of Directors appointed Mr. Prasong Poontaneat in replacement of Mr. Pongsit Chaichutpornsuk.

## **Corporate Governance of the Company's Subsidiaries and Affiliates**

The Company supervises its subsidiaries and associated companies to maintain the Company's investment benefits by assigning the Company representatives to be directors in subsidiaries and associated companies according to the shareholding proportion. That person must possess required qualifications to be a director in accordance with regulations set by the subsidiary and associated companies' regulatory bodies for the benefit of monitoring business operations to be appropriate, smooth, and in line with the Company's policies and operations.

The Company requires its subsidiaries to present operating performance results quarterly to the Management Committee, including monthly risk assessment results to the Company's Risk Management Committee. As the Company is engaged in financial business, subsidiaries' managing director is responsible for identifying its strategic plan to promote and be in line with the Company's business strategic plan, as well as supervising subsidiaries operations to be in line with specified strategic plan.

To ensure that subsidiaries have adequate and concise internal control system, the Company assigns Internal Audit Department to assess risks as well as audit subsidiaries various operations. Moreover, an auditing process on related company transactions between the Company and subsidiaries and associated companies has been implemented. Level of authority to approve transactions is set in accordance with regulations of regulatory bodies or execution authority, as well as accounting standards. Related transactions information between the group and related parties was collected and reported to the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee and the Board of Directors respectively on a regular basis.

## **Monitoring on Compliance with Corporate Governance Policies and Practices**

The Company recognizes the importance of adhering good corporate governance and in which the details are written in the corporate governance policy, including anti-corruption policy and code of conduct manual for the directors, executives, and employees to use as a guideline for performing their duties properly and in compliance to the specified principles. The policy or the manual are reviewed annually to create awareness of the employees through learning materials every year.

In addition to defining the operational rules in the corporate governance policy, the Company has additional guidelines as follows:

### **1. In order to prevent conflicts of interest:**

The Company has set guidelines for approving related parties transactions in which the directors and executives with conflicts of interest are prohibited from making approvals, or they are to disclose information that might bear any conflicts of interest or related parties transactions and so forth.

### **2. The use of inside information for their own benefits:**

The Company monitors the use of inside information in compliance with the law or good corporate governance principles by specifying blackout period for the trading of the Company's securities, as well as requiring the Board of Directors, executives, and employees to report trading movement of securities transactions in accordance with criteria specified by law or the Company regulations and so forth.

### **3. Anti-Corruption:**

The Company specifies anti-corruption policy, which forms part of corporate governance policy, risk assessment and sets corruption risk prevention measures and create whistle blowing channels as well as set whistleblowers' protective measures.

The Company has joined Thai private sector network against fraud and currently in the process of renewing its membership with the Thai Private Sector Collective Action against Corruption (CAC).

#### **4. Whistleblowing:**

The Company did not receive any complaints regarding to corruption or practices that are not comply with corporate governance policy.

In this regard, details of monitoring on compliance with corporate governance policies and code of conduct manual can be found in Form 56-1 One Report, under the “Report from the Audit Environmental Social and Governance Committee, Corporate Governance Policy, and Sustainability Report” topic.

### **Report of the Audit Committee’s Performance in the Past Year**

The Board of Directors appointed the Audit Environmental Social and Governance Committee to be responsible for audit and corporate governance. For further information on this sub-committee, please see Form 56-1 One Report, under the “Corporate Governance Structure and Report from the Audit Environmental Social and Governance Committee” topic.

### **Performance Summary of Other Sub-Committees**

In addition to the appointment of the Audit Environmental Social and Governance Committee, the Board of Directors has appointed the Nomination and Remuneration Committee to be responsible for various aspects of work such as determining qualifications of committee members, including performance evaluation guidelines and remuneration policy for directors or executives and so forth.

More details on sub-committee can be found in Form 56-1 One Report, under the “Corporate Governance Structure and Report on the Nomination and Remuneration Committee’s Performance” topic.

# Internal Control and Related Party Transactions

## Internal Control

### Summary of the Board of Directors' Opinion Regarding the Company's Internal Control System

The Company's Board of Directors and executives give importance to and are well aware that internal control system is an important mechanism that gives confidence to the Company's management in reducing business risks and allowing the business to run efficiently by appropriately allocating resources to achieve the duly set business target goals.

The Company's Board of Directors has assigned the Audit Environmental Social and Governance Committee (Audit Committee) to oversee that the Company's internal control and risk management systems are appropriate and effective, including to ensure that the Company punctually complies with relevant laws and regulations without conflicts of interest or related parties transactions. The Audit Committee is also responsible for monitoring and overseeing the operation of the Company, assuring the Company's assets are not used for illegal or unauthorized purposes, and protecting the Company's assets by preventing leakage, loss, fraud, or misconduct. The Company has established a check and balance mechanism with an independent Internal Audit Department to be responsible for auditing and evaluating efficiency and sufficiency of the internal control, risk management, and corporate governance systems in the operations of all the Company's departments.

In doing this, the Company has adapted and applied international standard frameworks of COSO (The Committee of Sponsoring Organizations of the Treadway Commission) and the Enterprise Risk Management. In 2021, the Company placed great importance on protecting information, cyber security, including personal data, in compliance with the Personal Data Protection Act B.E. 2562 (2019). The Company also applied the guidelines of information security management system ISO/IEC 27001:2013 and of personal information management ISO/IEC 27701:2019, which are the international standards for information security, throughout the entire organization with the aim to perfect the internal control and risk management in order to maximize the efficiency and effectiveness of the Company's operations. The Company's management will take the audit results into consideration and take necessary actions in order to improve the quality of the Company's business operation. The Internal Audit Department has set up a system to regularly monitor the Company's operation, including establishing a Compliance Department to update and study all the laws, regulations, announcements, and orders related to the Company's business operation and further publicize them for employees' understanding, as well as supervising and ensuring the Company's proper business operation.

Additionally, the Audit Committee has evaluated the sufficiency of the internal control system and reported to the Board of Directors on a yearly basis with reference to "Internal Control Sufficiency Evaluation Form" of The Securities and Exchange Commission. The assessment results are disclosed in "Report from The Audit Environmental Social and Governance Committee" in the Form 56-1 One Report for the year 2021.

In the year 2021, the Company found no significant flaws in the Company's internal control system, details of which are as follows:

- **Environment of Control:** The Company has established a good internal control environment by organizing clear and suitable organizational structure and chain of command, and also setting business goals and Key Performance Indicators (KPI) for evaluating efficiency of performance in accordance with the organization's goals. The Company has also arranged for written authority and operation manuals as guidelines for the Company's daily operation. In addition, the Company has also instilled all its executives and employees with the awareness of good corporate governance by establishing a Good Corporate Governance Policy, Business Morality, and Ethics of the Company's Directors, Executives and Staff, and also arranging for ongoing promotion activities to educate the Company's employees and increase their awareness of working transparently and fairly, taking into account of all groups of stakeholders, on yearly basis.
- **Risk Assessment:** Apart from assessing the sufficiency of the internal control system with reference to the "Internal Control Sufficiency Evaluation Form" in accordance with COSO Framework (The Committee of Sponsoring Organizations of the Treadway Commission) of The Securities and Exchange Commission, the Company has also conducted annual self-risk assessment in due compliance with the Guideline on Consolidated Supervision of the Bank of Thailand which covering significant risks such as strategic risk, credit risk, market risk, liquidity risk, information technology risk and operational risk including corruption risk. Such self-risk assessment was conducted by evaluating the relevant risks level, risks management quality, risks trends, and specifying method and direction for managing or controlling such relevant risks. The Company has submitted the outcome of the aforesaid self-risk assessment to Krungthai Bank Public Company Limited for its further reporting to the Risk Management Committee of the Financial Business Group.
- **Control on Management's Operation:** The Company has clearly divided duties and responsibilities of each managerial position and reviewed the authority

and operation manuals to match perfectly with the Company's current organizational and operational structures. The Company, on regular basis, re-examines and verifies that its business performance is in due compliance with relevant rules, regulations, articles of association as well as authority and operation manuals, to ensure the Company's efficient operation with sufficient and appropriate internal control system. Concerning Related Parties Transaction, the Company's Board of Directors has approved a principle for making commercial agreements in the form of Related Parties Transaction to conform with the aforementioned laws and regulations, by allowing the Company's Management to do commercial transactions, programs or agreement with related parties according to the definition given to Related Parties Transaction under the laws governing securities and exchange. However, the said commercial transaction, program or agreement shall be in the same manner as an ordinary person would do with a general contracting party in the same situation, with normal bargaining power and no influence in the status of a director, executive or related person (transactions with general commercial agreements). The aforesaid includes ongoing programs and programs that may occur in the future. The Company's Management shall, for this purpose, set the regulatory framework as guideline for operation and prepare a summary report of the said Related Parties Transaction to be considered and approved respectively by the Audit Committee and the Board of Directors Meetings within a reasonable time. If the Company has Related Parties Transaction that may have conflict in the future, the Company would arrange for the Audit Committee to consider the appropriateness of the said transaction. If the Audit Committee has no expertise in considering the Related Parties Transactions, the Company will arrange for people with special expertise such as auditor, property appraiser or law firm etc., who are independent from influences of the Company and the conflicted person, to give opinions on the said transaction.

- **Information and Data Communication Systems:**

The Company gives importance to information system and data communication, as well as promotes and supports continuous system development, so that all information is accurate and up to date. The Company uses modern and efficient information technology system, including data security starting from data collection, data processing, and data tracking, so that the Company's operation and the Management's or stakeholders' using of important information are complete, accurate, and sufficient in a timely manner for making business decisions. There is also a policy on security of information technology and data usage, and establishment of Intranet system as internal communication channel for publicizing policies, rules, regulations, orders and operation manuals, including news and other messages and information throughout the organization.

In addition, the Company has assigned the Company Secretary to be responsible for preparing the information and supporting documents for the meeting in advance, with summary of comments and resolutions of the meeting clearly stated in the minutes of every Board of Directors Meeting. For outsiders, the Company also set up communication channels for outsiders to complain or inform the fraud clues through the channel specified by the Company.

- **Monitoring and Evaluation Systems:** The Company's Board of Directors has established an internal control system that covers all aspects, such as accounting and finance, operation, compliance with laws and regulations, and property custody. The Company

has monitored its business performance according to the set targets by having Board of Directors Meeting and a hierarchical monitoring system, levelling from the Board of Directors and the Management team, to monitor the goals and oversee the implementation of all strategic plans, plans, and projects that are operating under Annual Business Plan approved regularly by the Board of Directors, by regularly comparing business goals with the operating results and further reporting to the Board of Directors.

In addition, the Company has arranged for regular audit on the compliance of internal control system by responsible person in the responsible department, and having the Internal Audit Department perform operational inspection and report the results independently to the Audit Committee. In the year 2020 and 2021, the Audit Committee held 11 meetings and 12 meetings respectively.

In the Audit Committee Meeting No. 11/2021, on November 15, 2021, the Audit Committee assessed the internal control system from the evaluation report and concluded that, from the assessment of internal control system in 5 aspects, among others include internal control, risk assessment, operational control, information and communication system, and tracking system, the Audit Committee was of the opinion that the Company has sufficient internal control system and suitable for the Company's business operation. The risk management is at an acceptable level, accounting systems and financial reports are accurate and reliable as well as in due compliance with the laws and regulations related to the Company's business operation.

## **Internal Audit Supervisor and the Compliance Supervisor of the Company**

The Company's Internal Audit Supervisor is Mr. Pornchai Wijitburaphat and the Compliance Supervisor of the Company is Mr. Sakda Chantrasuriyarat.

(Please find more details in "Profiles of Internal Audit Supervisor, Compliance Supervisor, and Accounting Supervisor" topic)

The Audit Committee is of the opinion that the qualifications of the Internal Audit Supervisor and Compliance Supervisor are appropriate and they both perform their duties efficiently.

However, the appointment, evaluation, dismissal, transfer or employment termination of the Internal Audit Supervisor must be approved by the Audit Committee.

**The Company's Internal Audit Supervisor** has the following responsibilities:

1. Assessing the sufficiency and effectiveness of the working process and the information system, internal control and risk management under the mission and scope of the audit operation.
2. Reporting key issues about the controlling process of all the Company's activities and ways to improve the process of those activities.
3. Giving suggestion to the Company's Management for efficient, effective and economical business operation with good corporate governance.
4. Proposing information about the progress and performance of the annual audit plan and the sufficiency of resources needed in the audit process.
5. Coordinating and supervising the monitoring and other controlling process such as risk management, compliance with rules and regulations, security, ethics, environment, and auditing.
6. Performing other duties related to internal audit as assigned by the Audit Committee.

**The Compliance Supervisor** has the following responsibilities:

1. Supervising and reviewing to ensure that the Company has complied with the laws and regulations of The Stock Exchange of Thailand or other governmental agencies' regulations.
2. Providing legal opinions to the Company's Board of Directors and the Management to ensure that the Company's business operation complies with the laws and regulations of The Stock Exchange of Thailand or other governmental agencies' regulations, as well as following up with the Management to suspend any transaction or action that may violate the aforesaid laws and regulations.
3. Reviewing evidence in a suspicious event that a transaction or any action may violate the laws or regulations of The Stock Exchange of Thailand or other governmental agencies' regulations, which has or may affect the Company's financial status and performance significantly.
4. Coordinating with the Chief of Internal Audit and the Audit Committee in order to review or jointly find guidelines for the Company to have an appropriate and effective internal control and internal audit systems.
5. Participating in consideration, determination and recommendation regarding suitability in the Company's operation, to ensure the Company's compliance with policy, guidelines, rules or regulations, and correctly comply with all recommendations specified by laws.
6. Being center of information dissemination as well as providing knowledge and advice to various departments within the Company regarding work procedures in order to comply with the laws, rules and regulations that should be followed.

### **Related Party Transactions**

The Company has Related Party Transaction with related companies for the period ended December 31, 2021, including Krungthai Bank PCL ("KTB")/ KTB General Services and Security Co., Ltd. ("KTBGS")/ Krungthai Asset Management PCL ("KTAM")/ Krungthai Panich Insurance PCL ("KPI")/ Krungthai-AXA Life Insurance PCL ("KTAXA")/ KTC Pico (Bangkok) Co., Ltd./ KTC Nano Co., Ltd./ KTC Pico (Pathum Thani) Co., Ltd./ KTC Pico (Samut Prakan) Co., Ltd./ KTC Pico (Samut Sakhon) Co., Ltd./ KTC Pico (Chonburi) Co., Ltd./ KTC Prepaid Co., Ltd./ and Krungthai Leasing Co., Ltd. consists of the following:

Related parties	Relationship to the Company	Description and transaction size
Krungthai Bank PCL	Krungthai Bank PCL holds 49.29% of the Company's issued shares.	The Company has a list of trade payables from transactions that the Company uses to receive payment through various service channels of Krungthai Bank. According to Business Cooperation Agreement and related service requests in order to facilitate the Company's customers in paying credit card expenses, personal loan installment payment, which is a normal trade transaction as of December 31, 2021, with trade payable under the contract of THB 9.6 million.
Krungthai Bank PCL	Krungthai Bank PCL holds 49.29% of the Company's issued shares.	The Company entered into an Overdraft Loan Agreement with Krungthai Bank in the financial amount of THB 30 million for working capital. The Company will pay interest on a monthly basis by the Krungthai Bank's month-end closing date, based on the overdraft rate for prime customers (MOR) as of December 31, 2021; the Company does not use funds in this loan amount.
Krungthai Bank PCL	Krungthai Bank PCL holds 49.29% of the Company's issued shares.	The Company received a credit limit of THB 17,000 million to support the transaction and to be used as working capital for business expansion of the Company. The interest rate is based on the money market rate specified by Krungthai Bank as of December 31, 2021. The Company has loan for this amount of THB 3,630 million.
Krungthai Bank PCL	Krungthai Bank PCL holds 49.29% of the Company's issued shares.	The Company was granted a long-term loan of THB 6,000 million from Krungthai Bank for business operation with the interest rate based on the Capital Market Rate set by Krungthai Bank. As of December 31, 2021, the Company borrowed money at the amount of 1,500 million baht.

Related parties	Relationship to the Company	Description and transaction size
Krungthai Bank PCL	Krungthai Bank PCL holds 49.29% of the Company's issued shares.	The Company entered into a Call Loan Agreement in the amount not exceeding THB 1,000 million. The agreement is issued by the Company to Krungthai Bank, and the repayment is due on demand or upto 3 months to enhance the Company's liquidity. The Company agreed to pay interest at the rate stipulated in the promissory note. As of December 31, 2021, the Company has no debt and accrued interest for this loan.
Krungthai Bank PCL	Krungthai Bank PCL holds 49.29% of the Company's issued shares.	The Company has trade payable from transactions during the collection of customers and receiving payments from stores. In addition, there are other transactions from other transactions resulted from credit card settlement of the Company including transactions that the Company uses BAHTNET deposit account service from Krungthai Bank, which is a normal business transaction as of December 31, 2021, in the amount of THB 575.5 million.
Krungthai Bank PCL	Krungthai Bank PCL holds 49.29% of the Company's issued shares.	The Company has trade payable from transactions that the Company hired Krungthai Bank to count and deposit money into the Company's deposit account as of December 31, 2021, in the amount of THB 0.2 million.
Krungthai Bank PCL	Krungthai Bank PCL holds 49.29% of the Company's issued shares.	The Company has trade payable with marketing expenses in various programs including cooperation in expanding the credit cards and personal loans customer base and finding new stores, etc. As of December 31, 2021, the amount is THB 3.9 million.
Krungthai Bank PCL	Krungthai Bank PCL holds 49.29% of the Company's issued shares.	The Company has trade payable from transactions that the Company uses Fleet Card services from Krungthai Bank as of December 31, 2021, in the amount of THB 0.5 million.

Related parties	Relationship to the Company	Description and transaction size
Krungthai Bank PCL	Krungthai Bank PCL holds 49.29% of the Company's issued shares.	The Company has trade payable from transactions that the Company leases the Bank's office building as of December 31, 2021, in the amount of THB 1.3 million.
Krungthai Bank PCL	Krungthai Bank PCL holds 49.29% of the Company's issued shares.	The Company has other receivables from the transactions that the Company allowed Krungthai Bank to sublease some office space on the G floor, UBC II Building (Sukhumvit 33) for use as a branch office of Krungthai Bank on December 31, 2021, in the amount of THB 0.03 million.
Krungthai Bank PCL	Krungthai Bank PCL holds 49.29% of the Company's issued shares.	The Company has other receivables from KTC - KTB PRECIOUS PLUS VISA INFINITE, KTC - KTB PRECIOUS VISA SIGNATURE, and KTC - KTB PRECIOUS PLUS VISA SIGNATURE credit card issuance transaction with the Bank. The total amount as of December 31, 2021, is THB 0.6 million.
KTB General Services and Security Co., Ltd.	Krungthai Bank PCL holds 100% of shares.	The Company has trade payable from transactions that the Company hired KTB General Services and Security Co., Ltd. (KTBGS) for receiving-sending cash and/or other assets as of December 31, 2021, amounting to THB 4.8 million.
Krungthai Asset Management PCL	Krungthai Bank PCL holds 100% of shares.	The Company has other receivables from transactions that the Company provides payment services for RMF and SSF units of Krungthai Asset Management PCL (KTAM) via automated accounts on a monthly basis and via Electronic Data Capture as of December 31, 2021, in the amount of THB 3.3 million.

Related parties	Relationship to the Company	Description and transaction size
Krungthai Asset Management PCL	Krungthai Bank PCL holds 100% of shares.	The Company has trade payable from transactions that the Company has to send the provident fund membership fees to Krungthai Asset Management PCL, which is the fund manager, as of December 31, 2021, amounting to THB 0.08 million.
Krungthai Panich Insurance PCL	Krungthai Bank PCL holds 45% of shares.	The Company has other receivables from the transactions that the Company provides database management services and proceeds in the allocation and grants scheme for the offering of insurance and automobile insurance products of Krungthai Panich Insurance PCL (KPI) as of December 31, 2021, in the amount of THB 1.2 million.
Krungthai-AXA Life Insurance PCL	Krungthai Bank PCL holds 50% of shares.	The Company has trade receivables from Related Parties Transaction with Krungthai-AXA Life Insurance PCL (KTAXA) for marketing promotion expenses, with the amount of THB 0.6 million as of December 31, 2021.
KTC Pico (Bangkok) Co., Ltd.	Krungthai Bank PCL holds 24.95% of shares and Krungthai Card PCL holds 75.05% of shares.	The Company borrowed short-term loans from KTC Pico (Bangkok) Co., Ltd. as of December 31, 2021, in the amount of THB 50.8 million.
KTC Pico (Bangkok) Co., Ltd.	Krungthai Bank PCL holds 24.95% of shares and Krungthai Card PCL holds 75.05% of shares.	The Company has other receivables with KTC Pico (Bangkok) Co., Ltd. as of December 31, 2021, in the amount of THB 0.2 million.
KTC Nano Co., Ltd.	Krungthai Bank PCL holds 24.95% of shares and Krungthai Card PCL holds 75.05% of shares.	The Company borrowed short-term loans from KTC Nano Co., Ltd. as of December 31, 2021, in the amount of THB 50 million.

Related parties	Relationship to the Company	Description and transaction size
KTC Nano Co., Ltd.	Krungthai Bank PCL holds 24.95% of shares and Krungthai Card PCL holds 75.05% of shares.	The Company has other receivables with KTC Nano Co., Ltd. as of December 31, 2021, in the amount of THB 0.03 million.
KTC Pico (Pathum Thani) Co., Ltd.	KTC Pico (Bangkok) Co., Ltd. holds 100% of shares.	The Company has other receivables with KTC Pico (Pathum Thani) Co., Ltd. as of December 31, 2021, in the amount of THB 0.03 million.
KTC Pico (Samut Prakan) Co., Ltd.	KTC Pico (Bangkok) Co., Ltd. holds 100% of shares.	The Company has other receivables with KTC Pico (Samut Prakan) Co., Ltd. as of December 31, 2021, in the amount of THB 0.03 million.
KTC Pico (Samut Sakhon) Co., Ltd.	KTC Pico (Bangkok) Co., Ltd. holds 100% of shares.	The Company has other receivables with KTC Pico (Samut Sakhon) Co., Ltd. as of December 31, 2021, in the amount of THB 0.03 million.
KTC Pico (Chonburi) Co., Ltd.	KTC Pico (Bangkok) Co., Ltd. holds 100% of shares.	The Company has other receivables with KTC Pico (Chonburi) Co., Ltd. as of December 31, 2021 in the amount of Baht 0.03 million.
KTC Prepaid Co., Ltd.	Krungthai Bank PCL holds 24.95% of shares and Krungthai Card PCL holds 75.05% of shares.	The Company borrowed short-term loans from KTC Prepaid Co., Ltd. As of December 31, 2021, the amount is THB 100.1 million.
KTC Prepaid Co., Ltd.	Krungthai Bank PCL holds 24.95% of shares and Krungthai Card PCL holds 75.05% of shares.	The Company has other receivables with KTC Prepaid Co., Ltd. As of December 31, 2021, the amount is THB 0.03 million.
Krungthai Leasing Co., Ltd.	Krungthai Bank PCL holds 24.95% of shares and Krungthai Card PCL holds 75.05% of shares.	The Company has trade payable transactions with Krungthai Leasing Co., Ltd., as of December 31, 2021, amounting to THB 0.02 million

Related parties	Relationship to the Company	Description and transaction size
Krungthai Leasing Co., Ltd.	Krungthai Bank PCL holds 24.95% of shares and Krungthai Card PCL holds 75.05% of shares.	The Company has other receivables transactions with Krungthai Leasing Co., Ltd., as of December 31, 2021, amounting to THB 1.5 million.
Krungthai Leasing Co., Ltd.	Krungthai Bank PCL holds 24.95% of shares and Krungthai Card PCL holds 75.05% of shares.	Krungthai Leasing Co., Ltd. borrowed money from Krungthai Bank PCL, as of December 31, 2021, amounting to THB 1,100 million.

### Details of Related Party Transaction

The Company has disclosed the details of Related Party Transaction of companies that are associated with the Company, which are companies under the same control with the Company by holding shares and/ or have common directors. The significant details of Related Parties Transaction with related companies are shown in note 25 to the financial statements: Transactions with related parties of the financial statements for the year ended December 31, 2021, which were audited by Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. In this regard, the Company has Related Parties Transaction with related companies which are Krungthai Bank PCL/ KTB General Services and Security Co., Ltd./ Krungthai Asset Management PCL/ Krungthai Panich Insurance PCL/ Krungthai-AXA Life Insurance PCL/ KTC Pico (Bangkok) Co., Ltd./ KTC Nano Co., Ltd./ KTC Pico (Pathum Thani) Co., Ltd./ KTC Pico (Samut Prakan) Co., Ltd./ KTC Pico (Samut Sakhon) Co., Ltd./ KTC Pico (Chonburi) Co., Ltd./ KTC Prepaid Co., Ltd./ and KTB Leasing Co., Ltd. details as follows;

- **Business Cooperation Agreement**

As the Back Office Service Agreement expired on March 31, 2018 without contract extension, the Company and Krungthai Bank jointly entered into a 5-year business cooperation agreement effective from April 1, 2018 onwards. The agreement is to support each other's various business operations such as procurement of credit card members and personal loans through Krungthai Bank's branch network, services for credit card payment and installment via Krungthai Bank's various service channels, etc. Both parties agreed to enter into an agreement, contract, or service request separately and specifically by setting a time period for each transaction. The service fees are subject to the market prices calculated as an amount at different rates according to the transaction volume, and is regarded as a normal practice of the Company.

If the business cooperation agreement should be terminated, it shall not affect the agreement, contract, and/or service request that occurred under this Business Cooperation Agreement.

- **Loan Agreement**

The Company entered into a Loan Agreement with Krungthai Bank in the total amount of 18,000 million baht consisting of debt settlement agreement under promissory note in the amount of 17,000 million baht with a repayment term of not more than 30 days, and debt settlement agreement under promissory note in an amount not exceeding 1,000 million baht (Call Loan), with repayment due on demand or not more than 3 months. Krungthai Bank has approved an overdraft loan of 30 million baht to the Company. In addition, the Company has entered into a Long-Term Loan Agreement with Krungthai Bank at the total amount of 6,000 million baht, in which the terms and conditions under the said loan agreement are normal trade terms. The interest rate between the Company and Krungthai Bank is a normal rate as used with parties.

- **Memorandum of Agreement regarding Clearing of Debtor's Accounts for Debt Repayment**

The Company uses services for accepting payment for goods/ services from debtors or any person who has a deposit account with the offices and/

or branches of Krungthai Bank, which agreed to pay for goods/ services to the Company by having Krungthai Bank deduct money from the account of the debtor on behalf of the Company. The service fee of the transaction between the Company and Krungthai Bank is the normal rate used in general. The terms and conditions of this memorandum shall be terminated once the Company and Krungthai Bank both agree on the matter. The terms and conditions of employment are normal conditions that apply to other parties.

- **Money Counting Service and Depositing Money into Deposit Account Agreement**

The Company hired Krungthai Bank to proceed with counting the money received from the delivery of KTB General Services and Security Co., Ltd. and put into the account of the Company. The agreement is valid for 1 year and can be extended for 1 year at a time. The service fees of the transaction between the Company and Krungthai Bank is the rate that is suitable for the nature of work and time used in the operation. The terms and conditions of employment are normal conditions that apply to other parties.

- **Usage of KTB Fleet Card service**

The Company uses Fleet Card service with Krungthai Bank to pay for fuel and other service fees for gas stations that are participating in the project with Krungthai Bank. The Fleet Card is valid for 3 years. Upon expiration, Krungthai Bank will issue a new Fleet Card which is valid for 3 years at a time. The service fees and terms/ conditions of using the transaction between the Company and Krungthai Bank is a normal condition that applies to other parties.

- **Lease Agreement for Office Space at Krungthai Bank building and Sublease Agreement of Office Building Area**

The Company has leased some office space from Krungthai Bank at Nana Nuea Building, located on the 2nd floor, to be used as a branch office or KTC Touch, according to the office lease agreement of Krungthai Bank Office Building, Nana Nuea Building, to extend the lease period for another year, from January 17, 2021 to January 16, 2022.

In parallel, KTC has allowed Krungthai Bank to sublet some of the Company's office space on the G floor of the UBC II Building to be used as a branch office of Krungthai Bank, according to the 3-year sublease agreement dated from November 1, 2020 to October 31, 2023. Additionally, KTC allows its subsidiaries, in which KTC holds 75.05% of shares and Krungthai Bank holds 24.95% of shares, such as KTC Nano Co., Ltd., KTC Prepaid

Co., Ltd., and KTC Pico (Bangkok) Co., Ltd. and its group—KTC Pico (Pathumthani) Co., Ltd., KTC Pico (Samut Prakan) Co., Ltd., and KTC Pico (Chonburi) Co., Ltd.—to sublet some of the Company's office space at UBC II Building G floor, or offices in other provinces. In 2021, the Company has agreed to let KTC Pico (Pathumthani) Co., Ltd., Krungthai Bank (Public) Co., Ltd., and KTC Pico (Chonburi) Co., Ltd. to sublet and use space as offices under the office building sublease agreement dated April 30, 2021, August 23, 2021, and September 30, 2021 respectively.

The rent and other expenses of transactions between KTC and Krungthai Bank and between KTC and other aforementioned companies are of suitable rates. The terms and conditions of the lease are normal conditions that apply to other parties.

- **Memorandum of Agreement for Money Transfer via ITMX Switching Settlement System**

The Company uses the Krungthai Bank's BAHTNET deposit account service to pay the balance for transactions made through the ITMX system of National ITMX Co., Ltd., including receiving money transfer according to the balance list in the BAHTNET account for transactions made via ITMX system into the Company's deposit account, in which the Company agreed to pay service fees to Krungthai Bank. The service fees and terms/ conditions between the Company and Krungthai Bank are normal conditions that apply to other parties. The terms and conditions of this memorandum shall be terminated once the Company and Krungthai Bank both agree on the matter.

- **Credit Card and Personal Loan Advisor Appointment Agreement and Memorandum of Cooperation in Expanding KTC Credit Card Customer Base with a Deposit Account with Krungthai Bank**

The Company has collaborated with Krungthai Bank in the project to expand customer base of credit card and personal loan products through the branches of Krungthai Bank nationwide, according to the Credit Card and Personal Loan Advisor Appointment Agreement dated August 27, 2007. The Company has appointed Krungthai Bank to identify and verify customers' identity of those who apply for the Company's credit card and personal loan services via e-KYC and arrange for applicants to sign e-Consent letter to disclose credit information every time customers apply for a new product according to the 10<sup>th</sup> addendum attached to the memorandum of the Credit Card and Personal Loan Advisor Appointment Agreement dated September 23, 2021. The service

fees of the transactions between the Company and Krungthai Bank are suitable rate for the services. In addition, the Company has a project to expand credit card membership base for customers who already have deposit accounts with Krungthai Bank, by agreeing to deposit the principal in the deposit account as collateral for credit card debt repayment to the Company. Krungthai Bank has cooperated in presenting KTC credit card products to such target customers according to the memorandum of cooperation in expanding KTC credit card customer base with a deposit account with Krungthai Bank, dated June 5, 2021. On May 7, 2021, both parties have jointly redefined the definition of KTC credit cardmembers to support services provided to corporate customers according to the addendum attached to the memorandum of cooperation in expanding KTC credit card customer base with a deposit account with Krungthai Bank (1st).

On September 20, 2021, the Company has agreed to appoint Krungthai Leasing Company Limited as the credit card and personal loan advisor to general consumers under the Credit Card and Personal Loan Advisor Appointment Agreement. The terms and conditions of services are normal conditions that apply to other parties. The agreement shall be terminated once Krungthai Bank and the Company, or the Company and Krungthai Leasing both agree on the matter.

- Memorandum of Agreement for Additional Payment Channels for KTB Housing Loan**

The Company has a project to provide additional channels for paying installment of KTB Housing Loan by withdrawing cash advance from the KTC credit card automatically and take the money withdrawn into the savings account of the KTC credit card members deposited with Krungthai Bank for payment of KTB Housing Loan for KTC credit card members with Krungthai Bank, which the Company charges the marketing promotion fee from Krungthai Bank at the rate that is suitable for the service. The terms and conditions of this memorandum shall be terminated once the Company and Krungthai Bank both agree on the matter. The terms and conditions of service are normal conditions that apply to other parties.

- Name Sharing Agreement for the issuance of credit card**

The Company has agreed to cooperate with Krungthai Bank to issue KTC-KTB PRECIOUS PLUS VISA INFINITE to provide Infinite level benefits

to KTB PRECIOUS PLUS customers of Krungthai Bank according to the Name Sharing Agreement for the issuance of KTC-KTB PRECIOUS PLUS VISA INFINITE which was created and effective from October 16, 2012 onwards. Later on December 3, 2014, the Company co-issued KTC-KTB PRECIOUS VISA SIGNATURE and KTC-KTB PRECIOUS PLUS VISA SIGNATURE with Krungthai Bank to provide Signature level benefits to KTB PRECIOUS and KTB PRECIOUS PLUS customers of Krungthai Bank according to the Name Sharing Agreement for the issuance of KTC-KTB PRECIOUS VISA SIGNATURE and KTC-KTB PRECIOUS PLUS VISA SIGNATURE credit card whereby terms and conditions of the aforementioned Name Sharing Agreement are normal conditions that apply to other parties.

On October 15, 2021, KTC and Krungthai Bank has agreed to jointly prepare the addendum attached to the memorandum of the Name Sharing Agreement of KTC-KTB PRECIOUS PLUS VISA INFINITE, KTC-KTB PRECIOUS VISA SIGNATURE, and KTC-KTB PRECIOUS PLUS VISA SIGNATURE credit card dated October 15, 2021 to provide benefits for the year 2022 to all 3 types of credit cardmembers.

The Name Sharing Agreement shall be terminated once the Company and Krungthai Bank both agree on the matter. The terms and conditions of agreement are normal conditions that apply to other parties.

- Payment Agent Appointment Agreement**

Krungthai Bank has appointed the Company as an agent to accept payment of service fees from the users on behalf of Krungthai Bank, by operating via online connection to deposit money into a deposit account and/ or any other account as specified by Krungthai Bank. According to the Payment Agent Appointment Agreement dated May 5, 2017, the contract is scheduled for 6 months, effective from May 5, 2017 to November 4, 2017. Subsequently, the Company and Krungthai Bank entered into the Payment Agent Appointment Agreement dated April 27, 2018, and noted in the addendum at the end of the 1st Payment Agent Appointment Agreement dated June 25, 2018. Every item shall become effective on the agreement date in order to provide service to new users in the business operation of Krungthai Bank. When the said

agreement is expired without either party being terminated, the agreement is considered to be in effect for 6 months each time starting from the expiration date of each agreement. The transaction fees between Krungthai Bank and the Company are appropriate for the nature of work and time used in the operation. The terms and conditions of service are normal conditions that apply to other parties.

- **Card Payment Service Agreement for KTC Members via Krungthai Bank Branches**

The Company has agreed to use KTC credit cards and KTC PROUD cash card (formerly known as KTC PROUD Ready Credit Card) payment service through the office or branch of Krungthai Bank according to the Card Payment Service Agreement for KTC members via Krungthai Bank branches, effective from April 1, 2018 onwards. The terms and conditions of this agreement shall be terminated once the Company and Krungthai Bank both agree on the matter. The transaction fee of this service is fixed for a period of 2 years. After the said period, the counterparty shall set a new service rate. If the new service fee is not fixed, the same service fee shall be applied for a period of 2 years each. The service fee of this agreement is of normal rate that are used by the general public, which is calculated based on the amount of transactions performed. The terms and conditions are normal conditions that apply to other parties.

- **Cash Withdrawal Service Agreement via ATM**

For the convenience of KTC credit card and KTC PROUD cash card (formerly KTC PROUD ready credit card) holders to withdraw and/ or receive loans via KTB ATMS and ATM Pool machines, the Company has entered into the cash withdrawal via ATM service agreement, dated May 3, 2018, with Krungthai Bank, effective from April 1, 2018 onwards and shall be terminated once the Company and Krungthai Bank both agree on the matter. There has been a change in the method of service fee payment by KTC to Krungthai Bank to be performed through electronic channels as noted in the addendum at the end of the agreement dated July 25, 2019. The service rates between the Company and Krungthai Bank under this agreement are in accordance with the market price and are calculated based on the number of transactions. The terms and conditions of service are normal conditions applicable to other parties.

- **Cash and/ or other Assets Delivery Service Agreement and Premise & Logistic Management Agreement**

On February 14, 2005, the Company hired KTB General Services and Security Co., Ltd. ("KTBGS"), in which Krungthai Bank holds 100% of shares. KTBGS is a cash delivery service provider and/ or other assets including coin exchange service, and widely known as a provider of cash transfers by safety cars for commercial banks and financial institutions. The agreement has a 4-year service period, and on February 13, 2021, KTC and KTBGS have made the 10th addendum to extend the service period, effective from February 14, 2021. KTC and KTBGS have agreed to stipulate the annual service fee in accordance to the addendum attached at the end of the agreement.

On June 4, 2021, the Company has agreed to receive various types of internal administrative services from KTBGS according to the 3-year Premise & Logistic Management Agreement, ending on April 30, 2024. The service fee of transactions between the Company and KTBGS is suitable for the type of work and working time. The terms and conditions of service are normal conditions that apply to other parties.

- **Memorandum of Agreement for Accepting Payment for Investment Units**

The Company supports the business operations of Krungthai Asset Management Public Company Limited ("KTAM") in which Krungthai Bank holds 100% of the shares. The Company provides payment services for RMF and SSF units of KTAM by automatically debiting credit card accounts of KTC credit cardmembers on a monthly basis, and one time off, and receives payment of investment units through an Electronic Data Capture (EDC). The Company has made a memorandum of agreement with KTAM, effective from July 1, 2013 onwards, and shall be terminated once the Company and KTAM both agree on the matter. The service fees of the transaction between the Company and KTAM are suitable for the type of work and working time. The terms and conditions of service are normal conditions that apply to other parties.

- **Provident Fund**

The Company has established Provident Fund and provides employees of the Company to be member of the Provident Fund. Krungthai Asset Management PCL (KTAM), where Krungthai Bank PCL is a shareholder in the rate of 100%, is the Fund Manager effective since January 1, 2002. Notwithstanding, KTAM provides asset management businesses for institutions, organizations and large state enterprises under license of mutual fund management, private fund and provident fund, and subject to the fund's regulations, employee of the Company can decide to pay savings into the fund at the rate of 3 per centum to 15 per centum, and the Company shall pay the contribution into the fund at the rate of 6 per centum. Terms/ Conditions for fund management are normal condition for using with other parties.

- **Database Management Service Agreement and Performing its Action in Project Allocation and Providing Insurance and Car Insurance Benefits**

The Company shall perform database management service and its action in project allocation and provide insurance and car insurance benefits to KTC credit card member. By cooperating with Krungthai Panich Insurance PCL ("KPI"), in which Krungthai Bank PCL holds 45% shares, who is a non-life insurance company with a complete range of services, to present car insurance and other insurance products to KTC credit card members. The agreement is effective from September 26, 2011 and March 1, 2012, respectively. On May 21, 2018, parties jointly entered into an insurance sales contract project, which was effective from February 15, 2018, and has prepared a memorandum of understanding on the project of offering car insurance and accident insurance, dated April 21, 2018, effective from May 1, 2018 and expire when the Company and KPI agree to terminate the agreement. The service fee of transactions between the Company and KPI is suitable for the type of work and time consumed. The terms and conditions of service are normal conditions applicable to other parties.

- **Sales Promotion Project**

The Company has performed sales promotion project with Krungthai-AXA Life Insurance PCL ("KTAXA"), in which Krungthai Bank holds 50% of its shares. KTAXA is an insurance company and a Financial Planning Consultant (FPC). KTAXA's

customers can purchase life insurance and accident insurance products with KTC credit card under memorandum and participated terms of sales promotion by the cooperation of the Company and KTAXA. The Company and KTAXA have entered into a business cooperation agreement, dated June 4, 2018, to promote the payment of insurance premiums using KTC credit cards, which took effect on May 1, 2018 and shall be terminated upon a consensus of both parties.

The promotional fee and service fee of transactions between the Company and KTAXA are suitable for the type of work and time consumed. The terms and conditions of service are normal conditions applicable to other parties.

- **Loaning Money by Issuing Bills to Related Companies**

The Company has borrowed money by issuing bill of exchange to a related company at the interest rate based on the Money Market Rate, due upon request for up to one year and without collateral. As of December 31, 2021, the Company has borrowed by issuing bill of exchange to Krungthai Bank at the amount of 3,630 million baht and long term loan at the amount of 1,500 million baht.

- **Loaning Money with Subsidiaries**

The Company has borrowed short-term loans from related parties at the rate referenced from the short-term interest rate that Krungthai Bank may charge from the Company. If the Company borrows money from the bank or as the terms agreed upon by the Company and its subsidiaries, the repayment period is within one year from the date of the contract. The details are as follows:

(1) KTC Pico (Bangkok) Co., Ltd. is subject to Financial Support Agreement and addendum (1st) dated May 5, 2021.

(2) KTC Nano Co., Ltd. is subject to Financial Support Agreement and addendum (1st) dated May 5, 2021.

(3) KTC Prepaid Co., Ltd. is subject to Financial Support Agreement and addendum (1st) dated May 5, 2021.

- **Lending Money to Subsidiaries**

The Company agrees to provide financial support to Krungthai Leasing Co., Ltd. in the form of revolving loan at the rate referenced from the short-term interest rate that Krungthai Bank may charge from the Company if the Company borrows money from the bank or as agreed by both parties according to the Financial Support Agreement dated June 29, 2021. The repayment period is within one year from the date of the contract.

- **Support Services for Subsidiaries**

In order to provide flexibility in conducting loan business of subsidiaries, the Company entered into an Insourcing Service Agreement, dated August 6, 2020, with KTC Nano Co., Ltd., KTC Pico (Bangkok) Co., Ltd. and its group—KTC Pico (Pathumthani) Co., Ltd., KTC Pico (Samut Prakan) Co., Ltd., KTC Pico (Samut Sakhon) Co., Ltd., and KTC Pico (Chonburi) Co., Ltd.. The Company also supports business operations of KTC Prepaid Co., Ltd. and Krungthai Leasing Co., Ltd. according to Insourcing Service Agreement, dated February 25, 2021, and June 29, 2021 respectively. The related parties transaction fees between aforementioned companies are suitable for the type of work and working time. The terms and conditions of service are normal conditions that apply to other parties.

- **Acquiring of Ordinary Shares of Krungthai Leasing Company Limited**

The Company and Krungthai Bank agreed to acquire ordinary shares of Krungthai Leasing Co., Ltd. a total of 75,050,000 shares at a price of 7.92 baht per share where the purchase price maybe higher or lower in accordance with terms and conditions stated in the Share Purchase Agreement dated February 2, 2021 and the addendum attached to the memorandum of the Share Purchase Agreement dated February 25, 2021 (Amended No. 1), dated May 21, 2021. In this regard, the aforementioned transaction has been approved by the 2021 Annual General Shareholders' Meeting. On November 29, 2021, the Company has completed the payment as agreed upon and as stated in the Share Purchase Agreement.

- **The Audit Committee's Opinion Relating to Related Parties Transactions**

The Audit Environmental Social and Governance Committee has considered and commented that

the Company's related transactions are beneficial to the Company, conducted in a normal business practice with no special conditions and no transfer of interests between the Company and related parties. In addition, the fees or interest rates between the Company and related parties are determined based on the normal rates or the calculation from other parties. The committee is also responsible for information disclosure in accordance with the criteria for calculating the transaction size. In all transactions, the Company has complied with the regulations set by the SEC and the Stock Exchange of Thailand regarding the related parties transaction and the acquisition or disposition of assets in all respects.

The Company has disclosed the Audit Committee Report under the "Audit Committee Report" topic in the Form 56-1 One Report Year 2021.

- **Related Parties Transactions Policy and Acquiring or Disposing of the Company's Properties in the Future**

Subject to the Securities and Exchange Act B.E. 2535(1992) and the Notification of the Capital Market Supervisory Board No. TorChor21/2551 in the subject of Rules for Related Parties Transactions, including additional amendment, prescribing that performing a transaction with related person in accordance with the meaning as prescribed by laws, which is related company transaction with directors, executives or related persons, shall be approved by the shareholders' meeting unless such transaction is exempted transaction such as a transaction which is a trade agreement in the manner that reasonable person would do with a party in the same situation by bargaining power of trade without any influence in such persons' status as a directors, executives or related persons as the case may be. It shall be fair and at Arm's Length which is approved by the Board of Directors or in accordance with the principles which were approved by the Board of Directors.

In this regard, in Board of Directors meeting on September 19, 2008, has approved principles of performing trade agreement which is a transaction between related parties to conform with the laws as above-mentioned. The principles mentioned that "the management department can perform

transactions, list or trade agreement which is related parties transactions in accordance with the meaning as prescribed by the Securities and Exchange law, notwithstanding, the said transactions, list or terms shall be in the manner that reasonable person would do with a party in the same situation by bargaining power of trade without any influence in such persons' status as a directors, executives or related persons ("Transaction with General Trade Terms"), including ongoing transactions and transactions which may happen in the future. The management department can fix framework for being guideline of practice and provide summary report of such transaction to the Audit Committee Meeting and the Board of Directors' Meeting for acknowledgement as appropriate.

Therefore, Related Parties Transactions and/ or acquiring or disposing of the Company's properties shall comply with the Securities and Exchange law, regulations of the Stock Exchange of Thailand and principles of making Transaction with General Trade Terms which shall be transactions between related persons in accordance with the approval from the Board of Directors of such company, including the compliance with disclosure information, Related Parties Transactions and acquiring or disposing of the Company's properties.

If the Company shall perform Related Parties Transactions with the person that may have conflict in the future, the Company may provide the Audit Committee for being considered suitability of such transaction. If the Audit Committee has no expertise in considering to Related Parties Transactions, the Company shall provide persons with special expertise such as audit, appraiser or the law office, which is independent from the Company and the persons who may have conflict, to be the person who gives an opinion relating to such Related Parties Transactions. The Audit Committee's opinion or any person's opinion with special expertise shall be used to support the Board of Directors' or shareholders' decision, as the case may be, to ensure that the above-mentioned transaction will not be transfer benefits between companies, related persons and/ or shareholders of the Company. The Company shall

consider the maximum benefits of all shareholders, especially minority shareholders. Notwithstanding, directors or shareholders, who have the conflict of interest relating to Related Parties Transactions, or acquiring or disposing of the Company's properties, are not entitled to vote upon such matters.

**• The appraisal price in conjunction with the execution of related party transactions**

In 2021, the Company has acquired ordinary shares of Krungthai Leasing Company Limited ("KTBL") from Krungthai Bank which such transaction when calculating the transaction size according to the rules of the Stock Exchange of Thailand is exceeding 3% of the Company's net tangible asset, and is more than 20 million baht. The Company has disclosed such information and has already been approved by the General Shareholders' Meeting. Furthermore, the Company has appointed Silom Advisory Company Limited to be Independent Financial Advisor to give opinion regarding enter into the transaction with connected transaction. The financial advisor recommended that an appropriate method to calculate fair value of Ktbl ordinary shares is the excess return method, because this method reflects the Company's ability to operate and the growth potential of business itself. By calculating the fair value of ordinary shares of Ktbl 817.67 - 1,076.34 million baht or 10.90 - 14.34 baht per share which is a value that is in the highest price range that received from KTB at 13.15 baht per share. The independent financial advisor's report can be read from <https://www.set.or.th/set/pdfnews.do?newsId=16238863170641&sequence=2021069121>

# Assets for Business Undertaking and Details of Asset Appraisal

## Key Fixed Assets

### Right-of-Use Asset and Fixed Asset

KTC owns a lease agreement for its headquarter office at 591 UBC II Building, Sukhumvit Road, North Klongton, Wattana, Bangkok, together with other lease agreements for the office premises of KTC's subsidiaries which consist of 4 locations in total for KTC Pico (Bangkok) Co., Ltd. of which 3 branches are in Bangkok and its vicinity and another 1 branch is in the provincial area and 1 location each for KTC Nano Co., Ltd. and KTC Prepaid Co., Ltd. The Company also owns lease

agreements for KTC Touch office premises in total of 15 service points with 11 locations in Bangkok, 3 locations in the Bangkok Metropolitan area and 1 location in Chiang Mai.

KTC and its subsidiaries have adopted the new financial reporting standard ("TFRS 16: Lease"), without backward adjustment of new comparative data and first recognized cumulative impact from applying the TFRS 16 standard on January 1, 2020.

As of December 31, 2021, 2020, and 2019, KTC and its subsidiaries have the right-of-use assets (for buildings and vehicles) as follows.

(Unit: Million Baht)	December 31, 2021	December 31, 2020	December 31, 2019 <sup>(c)</sup>
Right-of-use assets	360	486	199

<sup>(c)</sup> The right-of-use asset does not include KTBL in 2019

As of December 31, 2021, 2020, and 2019, KTC and its subsidiaries have fixed asset (i.e., leasehold improvements and equipment) as follows.

(Unit: Million Baht)	December 31, 2021	December 31, 2020	December 31, 2019 <sup>(c)</sup>
Leasehold improvements and equipment	415	496	495

<sup>(c)</sup> The leasehold improvements and equipment does not include KTBL in 2019

## Loans to customers

As of January 1, 2020, KTC and its subsidiaries had adopted the new financial reporting standard, "TFRS 9: Financial Instruments", by adjusting related impacts according to applicable requirements, but backward adjustment of new comparative data was not required.

KTC and its subsidiaries classify loans to customers and accrued interest receivable detailed into 3 categories based on changes in credit risk since initial recognition as follows.

Stage 1 : No significant increase of credit risk (Performing)

Stage 2 : Significant increase of credit risk (Under-Performing)

Stage 3 : Impairment of credit (Non-Performing)

For lease receivable (including hire-purchase and finance lease), KTC and its subsidiaries acknowledge the expected credit loss according to the Simplified Approach by accepting that the amount of expected credit loss is consistent with expected credit loss of lease receivable throughout the period.

The Company has loans to customers and accrued interest receivable classified into 3 types as follow:

## Loans to credit card customers

For 2020 - 2021, details of loans to credit card customers are as follows.

	31 December 2021		31 December 2020	
	Million Baht	%	Million Baht	%
Credit Card Receivables	59,953.32	100.00	59,989.65	100.00
Stage 1	53,716.20	89.60	53,402.21	89.02
Stage 2	5,498.94	9.17	5,796.81	9.66
Stage 3	738.18	1.23	790.64	1.32
<u>Add</u> Accrued interest receivables and undue interest receivables	248.03		244.93	
Total loans to customers and accrued interest receivables	60,201.35		60,234.57	
<u>Less</u> Allowance for expected credit loss	(4,126.64)		(4,217.54)	
Credit Card Receivables - net	56,074.71		56,017.04	

Source : 2020 - 2021 financial statement audited by Deloitte Touche Tohmasu Jaiyos Co., Ltd.

For 2019, details of loans to credit card customers are as follows.

	31 December 2019	
	Million Baht	%
Credit Card Receivables	56,652.53	100.00
Not over 90 days	56,123.43	99.07
91 - 180 days	134.03	0.23
180 days and over	395.08	0.70
<u>Less</u> Allowance for doubtful accounts	(3,406.37)	
Credit Card Receivables - net <sup>(1)</sup>	53,507.37	

Note : <sup>(1)</sup> Net credit card receivables as of December 31, 2019 included accrued interest receivables.

Source : 2019 financial statements audited by Deloitte Touche Tohmasu Jaiyos Co., Ltd.

## Loans to personal loan customers

For 2020 - 2021, details of loans to personal loan customers are as follows.

	31 December 2021		31 December 2020	
	Million Baht	%	Million Baht	%
Personal Loan Receivables	28,895.44	100.00	29,617.16	100.00
Stage 1	23,213.07	80.33	23,618.11	79.75
Stage 2	4,839.50	16.75	5,192.11	17.53
Stage 3	842.87	2.92	806.94	2.72
<u>Add</u> Accrued interest receivables and undue interest receivables	339.73		297.63	
Total loans to customers and accrued interest receivables	29,235.17		29,915	
<u>Less</u> Allowance for expected credit loss	(3,222.09)		(3,137.75)	
Personal Loan Receivables - net	26,013.08		26,777.04	

Source : 2020 - 2021 financial statement audited by Deloitte Touche Tohmasu Jaiyos Co., Ltd.

For 2019, details of loans to personal loan customers are as follows.

	31 December 2019	
	Million Baht	%
Personal Loan Receivables	29,181.28	100.00
Not over 90 days	28,799.18	98.69
91 - 180 days	92.46	0.32
180 days and over	289.65	0.99
<u>Less</u> Allowance for doubtful accounts	(2,263.59)	
Credit Card Receivables - net <sup>(1)</sup>	27,248.18	

Note : <sup>(1)</sup> Net personal loan receivables as of December 31, 2019 included accrued interest receivables.

Source : 2019 financial statements audited by Deloitte Touche Tohmasu Jaiyos Co., Ltd.

## Loans to lease customers

For 2020 - 2021, details of loans to lease customers are as follows.

	31 December 2021		31 December 2020 (Restate)	
	Million Baht	%	Million Baht	%
Lease Receivables	3,199.19	100.00	4,758.02	100.00
Not over 30 days	1,327.97	41.51	2,411.58	50.68
31 - 90 days	135.26	4.23	59.44	1.25
91 days and over	1,735.96	54.26	2,287.00	48.07
<u>Less</u> Allowance for doubtful accounts	(2,342.56)		(2,604.61)	
Lease Receivables - net	856.63		2,153.41	

Source : 2020 - 2021 financial statements audited by Deloitte Touche Tohmasu Jaiyos Co., Ltd.

## Unabridged Policy and Guidelines on Corporate Governance and Unabridged Code of Business Conduct Prepared by the Company

The full details of Corporate Governance Policy and Code of Conduct are available on the Company's website on the "Corporate Governance" topic under "Sustainable Development" at link

<https://www.ktc.co.th/en/sustainability-development/corporate-governance>

Or scan via QR code

Corporate Governance Policy



Code of Conduct



# Report from the Audit, Environmental, Social Responsibilities and Corporate Governance Committee

## Dear Shareholders of Krungthai Card Public Company Limited

The Audit, Environmental, Social and Governance Committee (Audit Committee) is composed of three independent members; all of them are well-qualified individuals with experience in different fields. The Audit Committee performs its duties within the scope of responsibilities designated by the Board of Directors, and such responsibilities conform with the Capital Market Supervisory Board's notification and the Stock Exchange of Thailand's stipulation. The current Audit Committee consists of

1. Mr. Praphaisith Tankeyura	Chairman of the Audit Committee
2. Mrs. Nampung Wongsmitth	Member of the Audit Committee
3. Mr. Nathporn Chatusripitak	Member of the Audit Committee

The Assistant to CEO overseeing the internal control unit acts as secretary to the Audit Committee, and the Assistant to CEO overseeing the corporate governance unit acts as assistant secretary to the Audit Committee.

## Audit Responsibilities

In 2021, the Audit Committee convened a total of 12 times to perform its role within the scope of duties and responsibilities set out in its charter concerning principles and guidelines of the audit committee. It is incumbent upon the Committee to exercise its discretionary power independently for the best interests of the organization, support full and transparent disclosure of information about corporate affairs, conduct review of company operations to ensure compliance with corporate policies and requirements as well as relevant regulatory requirements, and regularly scrutinize results of its oversight on compliance with rules and regulations of regulatory authorities. At the Audit Committee's meetings where the Committee jointly reviewed quarterly and annual financial statements for the year 2021 with the management, the Committee routinely invited auditors to attend these meetings to endorse that all material respects of financial statements were properly prepared in accordance with the generally accepted accounting principles and to review disclosure of material information, related party transactions, and transactions with potential conflict of interest in a sufficient and reliable manner. Moreover, the Committee also discussed with auditors without management presence at quarterly meetings to learn about operational issues uncovered by audit findings and to consider and present its opinions about the audit plan and audit findings before presenting them to the Board for consideration.

The Audit Committee considered selecting auditors from Deloitte Touche Tohmatsu Jaiyos Co., Ltd. as the Company's auditors for the year 2021 based on their knowledge, competence, experience, reliability and independence as well as the quality of their audit works over the past year and determined and presented a suitable audit fee to the Board for consideration before proposing them to the shareholder meeting for consideration and appointment. In the process, the Committee rendered its opinions and advice to the Board.

Furthermore, the Committee reviewed and assessed the Company's significant risks, reviewed the internal control system, monitored the system's performance through the internal control unit, and discussed these matters with auditors and senior management. Based on assessment of the internal control system, operational control processes and approaches, financial reporting, and risk management, it was concluded that the operational control system was adequate, appropriate and subject to continuous improvement.

To ensure that internal and personal data protection and the service delivery system conformed to data and cyber security standards in terms of preparedness, accuracy, completeness and reliability, the Company focused on necessary implementation and earned ISO/IEC 27001:2013 certification for information security

management system standards and ISO/IEC 27701:2019 certification for privacy information management, which constitute international standards on organization-wide internal and personal data security control.

## **Environmental, Social and Governance Responsibilities**

The Board of Directors recognizes the importance of fostering adherence to the principles of good corporate governance to further enhance the efficiency of the corporate governance system so as to instill confidence among all stakeholder groups.

In 2021, the Audit Committee performed its duties designated by the Board fully and efficiently in monitoring company operations adhering to the principles of good corporate governance as summarized below:

### **Shareholder Rights**

- When the 2021 Annual General Meeting of Shareholders was held on April 8, 2021, the Company provided shareholders with information about date, time and meeting venue as well as supplementary information about decisions or resolutions to be made at the meeting so that shareholders could have adequate information for consideration beforehand within a time period set out in the Articles of Association, statutory requirements, or corporate policy. Moreover, as the Company was concerned about health and safety of shareholders during COVID-19 outbreaks, it put in place various preventive measures – for example, requiring shareholders to write questions and state their first and last names or setting up screening points in front of the meeting room.
- Informed shareholders of meeting rules relating to meeting agenda and support documents and so forth, disclosed such information on corporate website before sending out these documents so that shareholders could have opportunities and enough time to digest meeting information beforehand, and facilitated shareholders' exercise of their rights to attend the meeting and cast votes.

### **Equitable Treatment of Shareholders**

- The Company prioritizes protecting and safeguarding shareholder rights while disregarding number of shares held by each shareholder and encouraging shareholders to exercise their statutory rights.
- As the Company recognizes these statutory rights, it ensures that each majority shareholder, minority shareholder, local shareholder, foreign shareholder, or institutional shareholder acquires the right to attend and cast votes in annual general meeting of shareholders, the right to cast votes to appoint or remove directors, the right to cast votes to appoint and determine auditor's remuneration each year. As such, the Company provided minority shareholders with opportunities to propose agenda items and a list of candidates to be elected as company directors beforehand during October 1, 2020 to January 31, 2021 on corporate website and the Stock Exchange of Thailand's website. In the end, no minority shareholders proposed any matters to be included in the agenda of this annual general meeting of shareholders.
- The Company recognizes the right of shareholders to receive accurate, complete and sufficient and timely corporate news and information for decision making purposes.
- The Company establishes shareholding structure of its subsidiaries and associated companies without the presence of cross shareholding. The organizational structure of its group of companies is disclosed on corporate website ([www.ktc.co.th](http://www.ktc.co.th)).
- The Company stipulates that directors and first line managers are required to duly report ownership of securities in accordance with Section 59 of the Securities and Exchange Act 1992 and that company secretary dutifully gathers these reports and routinely presents them at monthly board meetings. Moreover, it also stipulates that employees below the level of first line manager are required to prepare and submit corporate securities trading report to the compliance unit within three working days.
- A summary report on related party transactions between the Company and Krungthai Bank PCL. or other companies in the Bank's financial business group was presented to the Audit Committee for review before presenting to the Board for acknowledgment. In 2021, there were transactions with potential conflict of interest subject to review by the Audit, Environmental, Social and Governance Committee, and details of these transactions were already disclosed via the Stock Exchange of Thailand's system.

## Board's Responsibilities

- Considered reviewing corporate governance policy, anti-corruption policy, and the code of conduct handbook for the year 2021 to maintain compliance with the principles of good corporate governance of listed companies (CG Code) of the Securities and Exchange Commission as well as local and international corporate governance survey findings, statutory requirements, and sustainability assessment forms of various entities, thereby ensuring consistency with the Company's characteristics of business operation.
- Considered and resolved to have the Company submitted self performance assessment results to further develop anti-corruption system. These assessment results were subject to review by the Audit, Environmental, Social and Governance Committee.
- Ensured that performance assessment of the Board and every committee be conducted with satisfactory outcomes.
- Attended various training programs to enhance knowledge, skills and expertise to fulfill director's duties effectively, such as training programs of the Thai Institute of Directors.
- Convened two board meetings without management presence on June 22, 2021 and December 14, 2021.
- Convened two meetings between audit committee members and chief executive officer on June 21, 2021 and December 14, 2021.
- Reviewed the Charter of the Audit, Environmental, Social and Governance Committee for the year 2021 and kept the charter unchanged.

## Emphasis on Stakeholders

- The Company places equal emphasis on internal and external stakeholders, irrespective of whether they are shareholders, personnel, customers, business partners, competitors, creditors, public sectors, social or environmental sectors, and it takes account of the interests of all stakeholder groups within the scope of statutory and regulatory requirements and contractual provisions.
- Performed oversight to ensure compliance with guidelines on the use of inside information by issuing an announcement concerning disclosure or use of inside information to prohibit directors, executives or concerned parties possessing inside information from trading any corporate securities or futures contracts during a silent period announced by the Company. However, in case securities or futures contract trading occurs outside a silent period, such trading must comply with rules prescribed by the Company.

## Information Disclosure and Transparency

- The Company has policy on disclosure of corporate material information, both financial and non-financial information, which may affect the interests of shareholders or any decisions to invest in the Company. Under this policy, the Company is required to arrange disclosure of adequate, accurate and complete information in a timely and transparent manner through the Stock Exchange of Thailand or the Office of Securities Exchange Commission in accordance with prescribed rules and regulations.
- The Company utilizes various communication channels, such as Form 56-1 One Report, management discussion and analysis, public relations news, corporate website, shareholder meeting, and the Stock Exchange of Thailand's website as well as road show or opportunity day events.
- The Company designates individuals to be responsible for providing corporate news and information, such as chief executive officer, executives of key operating units, and investor relations unit.
- If the Company amends corporate information, it will disclose such information in Thai and English on its website - for example, articles of association or corporate objectives, vision, mission, financial reporting, analysis report, significant corporate policy, committee charter, sustainability report, business group or organizational structure, and internal control - so that investors or interested persons can learn such information.

## Social Responsibility and Sustainable Development

- Considered endorsing results of the Board's review of corporate strategy, operational plan, and short and long-term sustainable development goals, which would form a basis for sustainability management of the Company.

- Endorsed improvement of sustainable development implementation policy and materiality analysis to prioritize corporate sustainability issues so as to maintain consistency with sustainable development goals and operational plan of the Company.
- Promoted corporate social and environmental responsibilities through implementation of CSR-after-process activities, such as charitable donation and dissemination of knowledge on products or services and product safety.

### **Fostering Compliance with Corporate Governance Policy**

- To instill awareness of corporate governance among directors, executives and employees, the Company pursued activities to enhance knowledge related to the principles of good corporate governance via various learning media as follows:
  - 1) Conducted orientation training for directors assuming position during the year as well as new executives and employees to inform them of material information or significant corporate policy and the principles of good corporate governance, including anti-corruption practices, respect for human rights, social and environmental responsibilities, and the code of conduct handbook.
  - 2) Conducted annual testing to evaluate knowledge and understanding and raise awareness. Test topics include principles of good corporate governance, anti-corruption practices, respect for human rights, and the code of conduct handbook.

With collaborative efforts of every director, executive and employee committed to conducting transparent and fair business operation and fulfilling environmental, social and governance responsibilities while recognizing the roles of all stakeholder groups, the Company's corporate governance performance yielded tangible results as follows:

1. The Company received an MSCI ESG rating of AA in 2021, an upgrade from level A in 2020.
2. The Company was chosen as a member of "FTSE4Good Index Series" for the year 2021.
3. The Company earned selection to the 2021 Thailand Sustainability Investment (THSI) list for the third year in a row by the Stock Exchange of Thailand.
4. The Company was awarded "excellent" level in the Corporate Governance Report of Thai Listed Companies 2021 for the sixth year in a row by the Thai Listed Companies Association.
5. The Company received a score of 100 from the Thai Investors Association, based on assessment of the quality of the 2021 general meeting of shareholders.
6. The Company earned selection to the list of Top 100 Securities with outstanding sustainable business operation (ESG100) for the sixth year in a row by Thaipat Institute.

The Board of Directors, executives and employees discern that good corporate governance is instrumental in achieving efficient and sustainable business operation. To conform with the Company's policy, the Audit, Environmental, Social and Governance Committee thus places emphasis on corporate governance practices and development of operational processes so as to achieve the level of social, economic and environmental sustainability on par with international standards.

As the Audit Committee received good cooperation from the management, we are confident that the Company performed its duties in a prudent and efficient manner at all times, thereby resulting in the development of satisfactory corporate governance system throughout last year.

**On behalf of the Audit Committee**



**(Mr. Praphaisith Tankeyura)**

Chairman of the Audit, Environmental, Social and Governance Committee  
KRUNGTHAI CARD PUBLIC COMPANY LIMITED

# Report of the Nomination and Remuneration Committee's Responsibilities

## Dear Shareholders of Krungthai Card Public Company Limited

The Nomination and Remuneration Committee of Krungthai Card Public Company Limited is composed of three members; one of them is an independent member. The Committee's duties and responsibilities are prescribed in the Charter of the Nomination and Remuneration Committee. In summary, it is incumbent upon the Committee to determine qualifications and criteria for nomination of directors, committee members and executives; formulate compensation policy; and determine performance assessment guidelines; and so forth. The current Nomination and Remuneration Committee consists of

1. Mr. Prasong Poontaneat	Chairman of the Nomination and Remuneration Committee
2. Mr. Praphaisith Tankeyura	Member of the Nomination and Remuneration Committee
3. Mr. Pichit Jongsalismwang	Member of the Nomination and Remuneration Committee <sup>(1)</sup>

**Note:** <sup>(1)</sup> Mr. Pichit Jongsalismwang tendered his resignation as a member of the Board of Directors and the Nomination and Remuneration Committee with effect from December 31, 2021. Subsequently, Board Meeting No. 19/2021 resolved to appoint Mr. Rungruang Sukkirkijpiboon to fill the vacant seat.

In 2021, the Nomination and Remuneration Committee convened a total of seven times. Its performance results reviewed by Board meeting and/or shareholder meeting in accordance with the Charter of the Nomination and Remuneration Committee are as follows:

1. Considered appointing new directors to replace directors retiring by rotation. A wide variety of information is required when considering such nomination. For instance, candidates must have certain qualifications and not possess disqualification characteristics prescribed in the nomination criteria of the Bank of Thailand, Office of Securities and Exchange Commission, or relevant regulatory bodies. In the nomination process, candidates with qualifications, skills, knowledge, expertise or experience in various works relevant to the Company's business operation will be scrutinized together with a suitable ratio, number and diversity in the Board composition. Moreover, any other characteristics not relevant to operational management, such as gender, sexuality, race or religion, will not be considered. In addition, the Committee also scrutinizes specialized skills, knowledge and experience of existing directors as per required skills, knowledge and experience laid down in the board skill matrix when nominating an additional director equipped with necessary skills, knowledge and experience. To conform with the principles of good corporate governance, the Company put out an announcement on its website and the Stock Exchange of Thailand's website to provide minority shareholders with an opportunity to submit a proposed list of director candidates in advance during October 1, 2020 to January 31, 2021. As it turned out, no minority shareholders submitted a proposed list of names in advance to nominate director candidates. Consequently, the Committee proposed a list of directors retiring by rotation for consideration by shareholder meeting, including

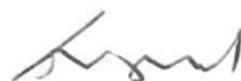
(1) Mr. Parinya Patanaphakdee	Board Chairman and Chairman of the Nomination and Remuneration Committee
(2) Mr. Nathporn Chatusripitak	Independent director and member of the Audit, Environmental, Social and Governance Committee
(3) Mrs. Praralee Ratanaprasartporn	Director

Mr. Parinya Patanaphakdee turned down nomination to resume his posts. Therefore, shareholders nominated Mr. Pongsit Chaichatpornsuk, whose qualifications conform to the nomination criteria of the Company, to assume the director's seat vacated by Mr. Parinya. The general shareholder meeting considered appointing directors retiring by rotation and directors nominated by shareholders to resume their posts as directors and independent directors for another term of office.

Furthermore, the meeting also considered nominating and appointing replacements of directors vacating the office before completing their terms during the year by nominating individuals with the foregoing qualifications.

2. Considered stipulating and proposing performance assessment criteria and guidelines for chief executive officer for the year 2021 to the Board for approval.
3. Considered criteria and policy on compensation and other benefits for directors, committee members and executives for the year 2021 for considering or proposing such information to the Board for approval. Such consideration focuses on suitability and appropriateness with respect to roles, duties, responsibilities and performance results as well as conformity with practices of other companies in the same industry, the Company's operating results, and market conditions in order to ensure compliance with the principles of good corporate governance.
4. Considered proposing a budget for salary adjustment and bonus payment for the year 2021 to the Board for approval.
5. To build business growth and boost employee morale, which would contribute to loyalty to the organization, the Company undertook succession planning preparation for the third line managers in addition to the first and second line managers, thereby requiring more development of leadership courses.
6. Considered reviewing and amending the Charter of the Nomination and Remuneration Committee for the year 2021 to clarify approval authority.
7. Arranged for performance assessment by the Nomination and Remuneration Committee by nomination and remuneration committee members. The assessment results indicated excellent performance.
8. Considered an extension to employment of three executives due to retire in 2021.

**On behalf of the Nomination and Remuneration Committee**



**(Mr. Prasong Poontaneat)**  
Chairman of Nomination and Remuneration Committee  
Krunthai Card Public Company Limited

**Note:** "Executive" means chief executive officer, top four levels of management under chief executive officer, and every individual holding a position equivalent to that of executive in the fourth level of management.<sup>(1)</sup> In addition, the definition also refers to members of accounting or finance management holding at least a department manager position or equivalent.

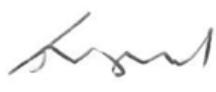
<sup>(1)</sup> Every executive reporting directly to chief executive officer as shown in the Company's organization structure refers to the first line management and deputy chief executive officer or equivalent.

# Report of the Board of Directors' Responsibility for the Financial Statement

Dear Shareholders of Krungthai Card Public Company Limited

The Board of Directors of Krungthai Card Public Company Limited recognizes the importance of fulfilling its duties and responsibilities in accordance with the principles of good corporate governance and its responsibility for consolidated and separate financial statements as well as financial information presented in Form 56-1 One Report. Moreover, the Board of Directors also ensures that the Company carries out appropriate and efficient risk management, internal control system, and corporate governance in order to assure that financial information is accurate and adequate enough to maintain company assets and prevent potential risks arising from any significantly aberrant operation. The Company, under the directive of the Board of Directors, appointed the Audit, Environmental, Society and Governance Committee (Audit Committee), which is composed entirely of independent members, to take up the responsibility of ensuring quality of financial reports, internal control system, information disclosure to relevant parties, and compliance with the principles of good corporate governance as well as sustainable development framework at national and international levels and various processes in a complete, adequate and appropriate manner. The Audit Committee already expressed its opinions on these matters in the Audit Committee's report shown in this Form 56-1 One Report.

Furthermore, the Board of Directors concluded that overall internal control systems of the Company and its subsidiaries were generally adequate and appropriate and could reasonably assure that consolidated and separate financial statements of the Company and consolidated operating results as at December 31, 2021 were accurate and complete in accordance with the financial reporting standards. To this end, the Company adopted a suitable accounting policy and consistently adhered to this policy and exercised prudent and sound discretion in the preparation of these financial reports. Therefore, these reports can reflect financial standing, operating performance, and financial information that are factually accurate and transparent for the benefits of shareholders and investors. It is noted that the financial statements were audited and commented unconditionally by independent certified public accountants.



**(Mr. Prasong Poontaneat)**  
Chairman of the Board of Directors  
Krungthai Card Public Company Limited



**(Mr. Rathian Srimongkol)**  
President & Chief Executive Officer  
Krungthai Card Public Company Limited

