

Providing value
TOWARDS
a sustainable
FUTURE



ANNUAL REPORT 2023



ชีวิต อย่างที่คุณ





All Government Savings Bank's financial services are to deliver opportunities, create shared value for society, and **ensure the happiness and sustainable future of Thai people.**



ที่ธนาคารออมสิน
#เป็นลูกค้าเราทำกับช่วยสังคม
www.gsb.or.th / LINE OFFICIAL : GSB SOCIETY





Creating a quality society,
reducing inequality
enabling a better move
for small people, moving
together with us,

**Government Savings
Bank, Social Bank**





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of Government Savings Bank

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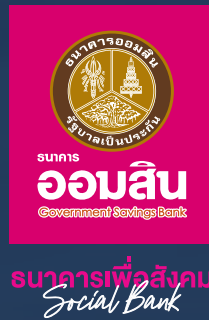
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Report of the Board of Directors'
Responsibilities for the Financial
Statements



In remembrance of His Majesty King Vajiravudh
who established the “Savings Office”



Savings service in Thailand was introduced by the initiative of His Majesty King Vajiravudh (King Rama VI), who enacted the Act establishing the Savings Office on 1 April 1913 and laid a solid foundation for the Savings Office since then. Later in 1946, His Majesty King Bhumibol Adulyadej has graciously raised the status of the Savings Office to be Government Savings Bank and enacted the Government Savings Bank Act to support the progress of the business operation in the form of the bank since 1 April 1914.

From the solid foundation of the Savings Office to the Government Savings Bank, as of 1 April 2024, it has been in operation for 111 years, and continues to drive its role as a “Social Bank” for making positive impact in a wider circle with the goals of “Reducing inequality, creating fair access to financing”.

“

GOVERNMENT SAVINGS BANK'S
LONG-TERM BUSINESS DIRECTION
IS TO BECOME A SUSTAINABLE
BANK BASED ON ESG PRINCIPLES
THAT TAKES INTO ACCOUNT
IMPACTS AND CREATE BALANCE
IN 3 DIMENSIONS OF
**ENVIRONMENTAL, SOCIAL,
AND GOVERNANCE**

”



MESSAGE FROM CHAIRMAN OF GOVERNMENT SAVINGS BANK

The Thai economy in 2023 expanded by 1.9%, slowing down from 2.5% in 2022 due to a contraction in public sector consumption and investment and a decline in exports and production of industrial products in agriculture and construction. The Thai economy in 2024 is expected to accelerate at the rate of 2% per year (forecast range of 2.2-3.2%), supported by the expansion of merchandise exports, consumption, private investment, and the continued recovery of the tourism sector. There are still challenges from the global economic slowdown as well as government measures to support the economy.

Under the uncertain economic conditions, the Government Savings Bank continues its mission as a “Social Bank” that plays a role in helping to reduce inequality and financial gap, providing people with access to financial services and formal financing with fair interest, along with playing a role in developing capability of small entrepreneurs and grassroots people by joining forces with both public and private sector

partners to participate in creating added value for society and community.

Government Savings Bank’s long-term business direction is to become a sustainable bank based on ESG principles that takes into account impacts and create balance in 3 dimensions of Environmental, Social, and Governance. The Bank will adopt technology and innovation to drive the business along with compliance with international standards on management/internal control and risk management.

On behalf of GSB Board of Directors, I would like to express my appreciation to all stakeholders including government regulators for providing policies and supporting economic and social policy implementation; customers and partners for their trust and continuous cooperation with GSB; and executives, officers, and employees for committing to perform their duties with full efforts, enabling the Government Savings Bank to grow and move steadily to its 111th year.



(Mr. Theeraj Athanavanich)
Chairman of Government Savings Bank

“

GOVERNMENT SAVINGS BANK IS COMMITTED TO CONTINUING THE “SOCIAL BANK TO SUSTAINABLE BANK” WITH THE GOAL OF TACKLING POVERTY AND REDUCING FINANCIAL INEQUALITY TO PROVIDE PEOPLE FAIR ACCESS TO FINANCING.

”

MESSAGE FROM PRESIDENT & CEO OF GOVERNMENT SAVINGS BANK

In 2023, Government Savings Bank has been committed to perform its role to become a full-fledge Social Bank to make positive impact at large covering all dimensions of economy, society, and environment. The Social Mission Integration has been implemented in all work processes including Product, Process, key Projects, and developing cooperation with partners to strengthen the Bank's contribution to people, society, and environmental care more broadly.

The achievement of social mission integration is reflected in economic, social, and environmental contribution programs over the course of 3 years with a total of 63 projects which have assisted more than 18 Million people. The Bank supported loans to enhance liquidity and provided financing for careers to 8.9 Million people. Among these, 3.7 Million people had formal access to financing, 2.3 Million people had access to fair interest, 5.3 Million people were helped to alleviate debt burden from having bad financial record, and 3,600 communities have been strengthened.

In 2023, Government Savings Bank has moved forward to drive social bank towards sustainability making positive impact on society at large from its ESG in action as follows:



E : Environmental Supporting the transition to a low-carbon economy and society including:

- Responsible lending through loan programs aimed at reducing environmental and atmospheric damage such as GSB BCG Economy, GSB Green Biz and EV Supply Chain loans; GSB Green Home Loan and GSB Go Green personal loans; and distribution of ESG Bond with a limit of 20 Billion Baht. In addition, the Bank has developed ESG Score as criteria for consideration of corporate loans.
- Environmental projects such as “Planting to Protect the Planet” in the Mae Chaem Model area, “Community Waste Bank” project in collaboration with UNDP, “Blue Crab Bank” project to promote sustainable fisheries, Build Fish House and Preserve Thailand’s seas project, Computer transfer project for society, as well as Solar Rooftop project at the GSB Branches and Head Office.
- Announcement of GSB Net Zero Target by setting out a Net Zero Emissions Roadmap to reduce net greenhouse gas emissions of more than 50% by 2030 and to zero by 2050.

S : Social Assisting, supporting, and being socially responsible through projects that will lead to solving household debt problems and reducing interest burden for grassroots customers including:

- Creating financial inclusion through lending with easing conditions and low interest rates to help retail customers and grassroots people who had no access to formal financing with no or low financial credit, as well as liquidity replenishment to SMEs to sustain their businesses and revitalize them to move forward.
- Fair market interest restructuring through providing motorcycle registration loans which can reduce the interest rate structure in the registration pledge market by 10% from original at 24-28%. This includes joint investment to establish “Mee Tee Mee Ngern” Co., Ltd. to provide “Mee Tee Mee Ngern” SME loans for customers to use land as collateral for loan applications.
- GSB Create Job Create Career project which has provided vocational skills to more than 300,000 people, funded for career to more than 140,000 customers, and created sales channel for 25,000 stores.
- Special projects for sustainable human and community development such as “GSB Huam Jai Hug Khun Nan Project” which is a holistic community



development model in 5 villages of Chalem Phra Kiat District, Nan Province; “New Year’s Gift Project” to promote employment of villagers and underprivileged people; “Im Nee Puea Nong Project” to create a sustainable food source for impoverished youth; and “Holistic Market Enhancement Project” piloting development of 18 markets in all regions.

G : Governance Being committed to good governance and operating with transparency and accountability including improving management efficiency through the budget allocation/disbursement process which can reduce budget by 25% per year; procurement process that is fair and transparent; creating a culture of integrity in the organization; and campaigning to promote anti-corruption. Government Savings Bank received 98.56 points of the Integrity and Transparency Assessment (ITA) for fiscal year 2023, ranked no.1 among state enterprises under the Ministry of Finance and Specialized Financial Institutions, and no. 2 among all 52 state enterprises.

In addition, Government Savings Bank has supported government policies in assisting debtors of the Loan for emergency expense project for self-employed persons affected by COVID-19 who are still suffered and unable to repay debts and become NPLs, account code 21 (debts that are overdue for more than 90 days due to the impact of unusual circumstances), which can help debtors to get out and release the burden of bad debt to have normal credit record and have access to formal financing for 630,000 people.

Performance and Financial Status: The Bank carries out its core mission in two dimensions (Dual Mission) both social and commercial missions and can create financial stability and sustainable growth. According to the Separate Financial Statement as at 31 December 2023, total assets amounted to 3,238,682 Million Baht or a growth of 4.2%, total deposits of 2,733,707 Million Baht or a growth of 3.3%, and total loans of 2,330,347 Million Baht or a growth of 1.5%. At the same time, the NPLs ratio remained low at 2.87% with provisions for loss from NPLs totaling 114,970 Million Baht, as a proportion to NPLs (Coverage Ratio) of 171.98% and capital adequacy ratio (BIS Ratio) at 17.71%, reflecting the security and stability of the Bank. In 2023, the Bank's net profit was 33,544 Million Baht, 23.7% higher than the previous year. As a result of asset and liability management, capital and operating cost management to have a continuous increase in net income from operations including non-performing debt management, the Bank was able to allocate profit to carry out social mission and government policies as well as allocating remittance as state income for national development in the amount of 16,144 Million Baht, the 4th highest among all state enterprises.

By driving the GSB's mission, both social mission and commercial mission, under good planning and management with the adoption of technology and innovation to support business value creation, increase operational efficiency, enhance competitiveness, and support the Bank's sustainable growth, the Government has received a total of 47 national and international honors in 2023, creating pride for all GSB people.

For operational direction in 2024, Government Savings Bank is committed to continuing the "Social Bank to Sustainable Bank" with the goal of tackling poverty and reducing financial inequality to provide people fair access to financing and to make positive impact at large. The Bank has a plan for new business landscape to expand its competitiveness through joint investment to establish subsidiaries to provide unsecured retail personal loans which is a high-risk group to access lower cost financing, helping to solve household debt problems in the form of personal loan, nano finance, and Digital Lending using Alternative Data in considering loan approval; and a joint venture to establish an asset management company (JV_AMC) to manage NPLs & NPA by transferring debts from Government Savings Bank and Specialized Financial Institutions to manage them to help people to get out of bad debts and return to the credit system again. This includes enhancing digital technology capabilities by jointly investing in GSB IT Management Company as a consultant and develop New Digital Lending App. All of these is to complement the social bank mission amid challenges and changing contexts.

On behalf of Government Savings Bank executives, officers, and employees, we are all proud to be a part of driving social bank, creating fair access to financing, operating with social and environmental responsibilities in accordance with good governance principles. We will continue to drive ESG in action to carry on social bank towards sustainable bank to make positive impact on society concretely together.



(Mr. Vitai Ratanakorn)

President & CEO of Government Savings Bank

AWARD OF PRIDE
8 OUTSTANDING STATE ENTERPRISE
AWARDS FOR 2023



“ **PROOF OF SOCIAL BANK**

AIM TO CREATE SHARED VALUE FOR BUSINESSES AND COMMUNITIES
TOWARDS SUSTAINABLE DEVELOPMENT IN ALL DIMENSIONS ”



Government Savings Bank,
Social Bank

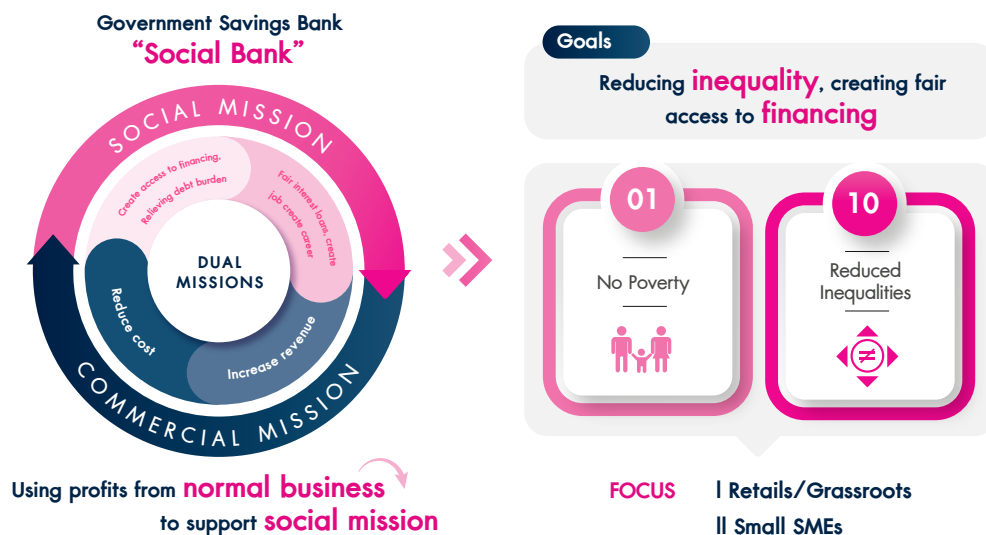


GOVERNMENT SAVINGS BANK, SOCIAL BANK

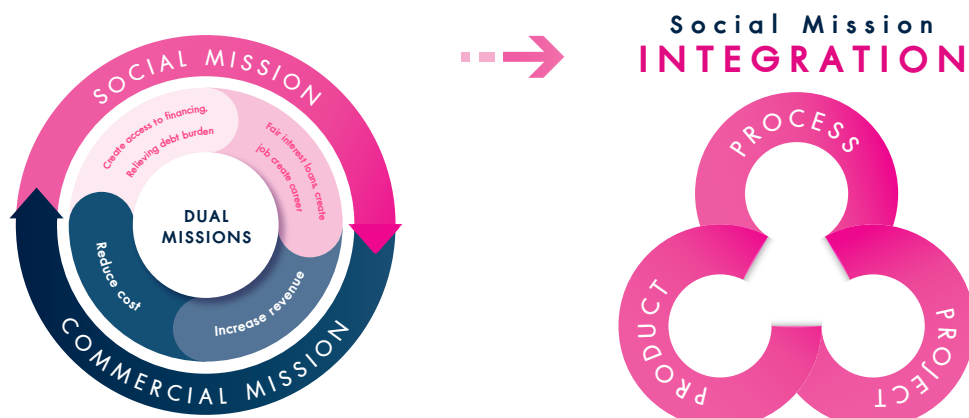
1. GOVERNMENT SAVINGS BANK, SOCIAL BANK

In the midst of changing economic, social, and environmental conditions, the Government Savings Bank remains committed to becoming a social bank for “Making POSITIVE Impact on Society, by creating economic growth, improving people’s quality of life, and taking care of environment towards sustainable development in accordance with the ESG (Environmental, Social, and Governance) framework. The Bank’s Dual Missions is to carry out business with commercial mission to create financial strength for the organization along with its social mission by

using profits from business to support its social mission with the goal of “eradicating poverty, reducing inequality, creating fair access to financing” which will respond to two key goals of the United Nations’ Sustainable Development Goals namely: SDG 1 No Poverty and SDG 10 Reduced Inequalities, by drawing grassroots people into formal finance, providing access to financing with fair interest rates, helping people to have career and income, and providing financial literacy to create sustainable financial security for the grassroots people.



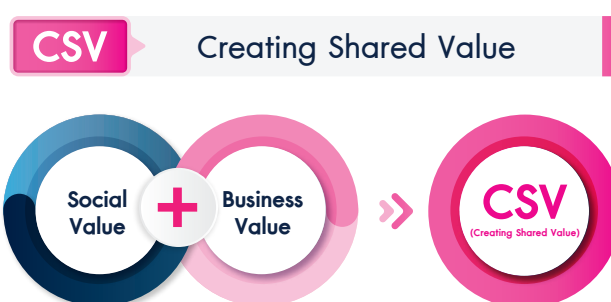
Government Savings Bank has integrated social mission (Social Mission Integration) in three key operational processes namely developing product for social contribution (Product), adjusting operational processes that meet the needs of society (Process), and preparing projects with the social benefits in mind (Project).



In 2023, the Bank has expanded its Social Mission Integration to Creating Shared Value (CSV) between business and society that aims to grow the business while meeting the needs of society and support sustainability by integrating needs or social problems that arise in the business process to create added business value and create value for society sustainably. Operations have been underway to create important shared value, such as helping to solve household debt problems, helping low-income people access financing with fair interest rates, collaborating with a network of partners for holistic area-based development, which is a bespoke development that is appropriate to the context of the community and respond to sustainability in all dimensions.

In addition, the Bank is working to promote savings at all ages, enhancing the country's savings. The Bank conducts business activities towards sustainable

development taking into account the balance of development that encompasses all 3 pillars of ESG, including the environment with operation that is responsive to climate change, social development to be strong without leaving anyone behind, and promoting good governance which is the cornerstone of sustainable growth. This leads to business growth and better turnover, and also help grassroots people to have access to loans and live with dignity, which strengthen society and communities in the long run.



Over the past three years (2020 to June 2023), Government Savings Bank has played a role as a social bank through more than 63 major projects which have concrete achievement, helping over 17 million people by providing loans to enhance liquidity with fair interest rates to more than 8.5 million retail customers, of which more than 3.2 million people have formal access to financing for the first time, helping to develop community building 3,600 strong communities. (Information as of June 2023 from GSB Forum 2023 on 28 November 2023)

Making “POSITIVE Impact on Society”

2020 – June 2023

Grassroots/Retails

63
social
contribution
projects

Helping people
access formal
financing

3.2 million people
Low credit + No credit

Helping people
access fair interest
Motorcycle registration loan

2 million people

Helping people
not to lose their
financial history

4.6 million people
Relaxation to relieve debt burden

Helping people
to have career
and income

3.5 million people
Create jobs, create
careers project

Government sector

Financing source for government
sector to develop the
country's infrastructure

1.7 Trillion Baht

Remitting profits to the treasury
to help develop country

64,415 Million Baht
(2020 – April 2023)

SMEs

Helping to add capital
Enhancing liquidity
Supporting business

3 Billion
Baht

Helping land-owned
SMEs access
financing

25,600
Million Baht

Supporting businesses
that create
sustainability
BCG & Green Loan

24,100
Million Baht

Community/ Society / Environment

Helping develop the communities
Building strong communities
for **3,600** communities
Create jobs, create careers project

Helping to create sustainable
communities

- Holistic area development
- Holistic market development
- Community waste management

Helping preserve environment

- Building fish house, preserving Thailand's seas
- Conserving environment
- Eco Efficiency

5.4

All customers **3.8**
Creating access to financing
Increase of **>2** million people
Grassroots customers **59%**
1.59 Million people
2019 **3.59** Million people
2023

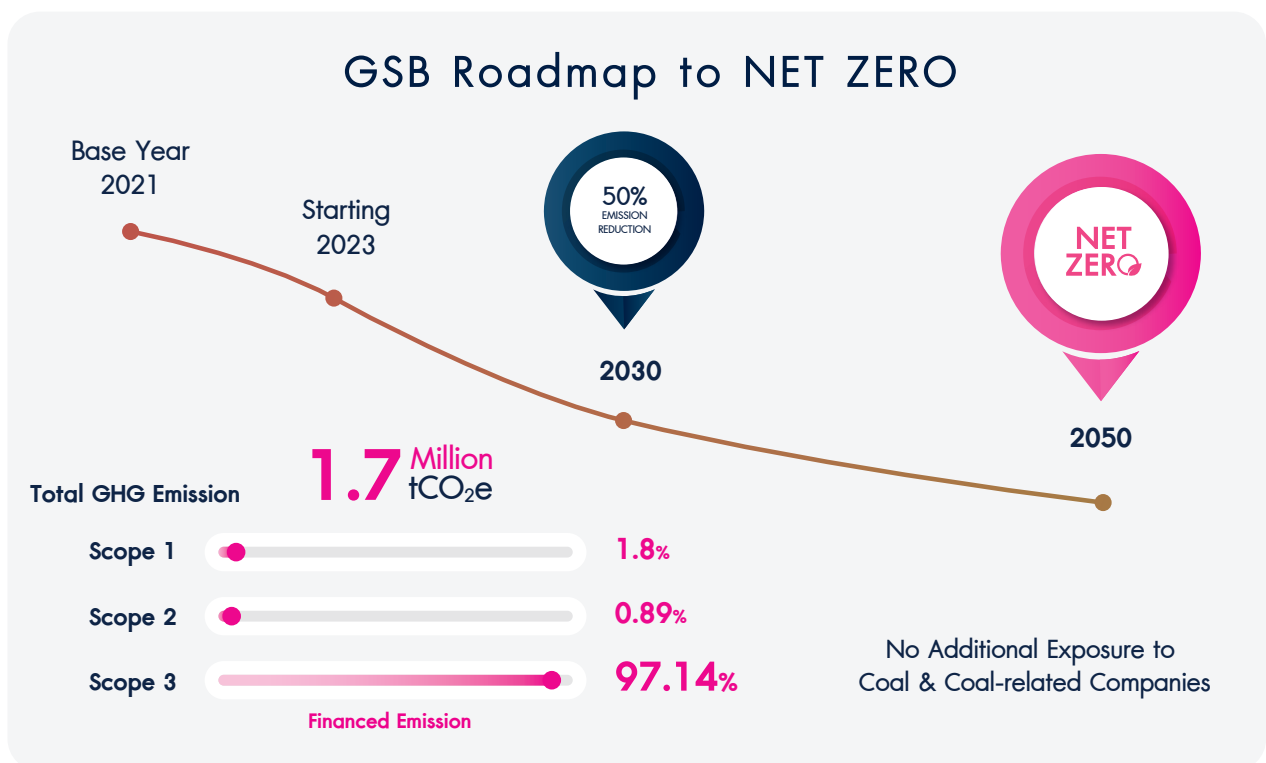
2. GOVERNMENT SAVINGS BANK, THE BANK COMMITTED TO SUSTAINABLE DEVELOPMENT

In terms of business operations towards sustainable development, the Bank operates with environmental and social responsibility under good governance principles aiming for making a tangible positive impact on society through a process that aims to create shared value (CSV in action) in line with the Triple Bottom Line concept to balance social care (People), environmental protection (Planet), and corporate growth (Profit). All stakeholders participated and benefited from each other, resulting in external sustainability in strengthening the grassroots economy, society, community, and environment for future generations along with internal sustainability in carrying out commercial mission to create financial strength of the organization. Operational details are as follows:

Planet: Support the transition to a low-carbon economy to cope with and mitigate the impacts of climate change.

1. GSB Net Zero Target

GSB Board of Directors approved the Net Zero Roadmap aiming to reduce net greenhouse gas emissions from the Bank's operations (Scope 1 and 2) to zero by 2030, and net greenhouse gas emissions in all three scopes by 2050 which is faster than Thailand's target. The Bank has established a policy of No Coal and Coal-related Companies Loans and other relevant policies to enable the Bank to achieve its target of reducing greenhouse gas emissions as required.



2. Responsible lending and investing

1.) Determining an Exclusion List or businesses that the Bank do not support, do not provide loan/do not invest more as they are businesses that create a high environmental impact.

2.) Determining a Negative List or businesses that the Bank needs special consideration by avoiding lending to businesses with very low ESG Score. The Bank will make positive engagement with customer to assist/drive and advise on sustainability improvements.

3.) Determining a Positive List or businesses that the Bank supports through provision of benefits such as reduced interest/lending in a higher limit than general customers to environmentally friendly businesses.



Exclusion List

Unsupported businesses
As they are businesses that create a high environmental impact.



Negative List

Businesses with special consideration
Avoiding lending to businesses with very low ESG Score. The Bank will make positive engagement with customer to assist/drive and advise on sustainability improvements as well as climate change which will help promote sustainable development throughout the system.



Positive List

Businesses with special support
Through the provision of benefits to environmentally friendly businesses, such as businesses in industry that support BCG, EV and supply chain businesses, or businesses with high ESG Score, etc.

4.) Environmentally friendly financial products and services such as GSB for BCG Economy Loan, Green Biz Loan, Green Home Loan, and GSB Go Green Personal Loan. This includes ESG Bond distribution where the Bank has the No. 1 market share of government bonds and is among the top 10 of private debt instruments with a total distribution amount of 20,000 Million Baht.

3. Using ESG Score for Loan Approval

The Government Savings Bank is the first bank to adopt ESG Score or criteria for assessing business operations with responsibilities in Environmental, Social, and Governance dimensions to consider granting loans on special terms to large business customers by avoiding lending to businesses with very low ESG Scores, where the Bank will make positive engagement with customer to assist/drive and advise on sustainability improvements.

ESG Score Assessment Criteria

Using ESG Score

To consider lending to large businesses
Credit limit **>500 Million Baht**

"For businesses that make
**positive impact on economy,
society, and environment**"



4. Other measures to support the reduction of greenhouse gas emissions

The Bank has set measures to reduce environmental impact and reduce greenhouse gas emissions such as switching to clean energy by installing Solar Rooftop in its Head Office building and GSB branches nationwide, switching to electric vehicles in the Bank's business, including reforestation of degraded forests and forest conservation as an important source of carbon absorption as well as helping to develop communities, create jobs, and increase income for surrounding communities, etc.

Switch to clean energy

Switching to clean energy by installing Solar Rooftop in its Head Office building and GSB branches nationwide. This year, 300 locations have been gradually installed and will increase to 900 by 2025.



Switch to electric vehicles

Switching to electric vehicles in the Bank's business 100% Bangkok within 3 years Upcountry within 5 years



Reforestation

Reforestation of degraded forests and forest conservation as an important source of carbon absorption as well as helping to develop communities, create jobs, and increase income for surrounding communities, etc.



Increase the use of clean energy



Install SOLAR ROOFTOP

Head Office and 900 branches within 2025

Expand

Installation of SOLAR ROOFTOP continuously



Drive

Changing of combustion cars to EV cars and install EV charging points



change 100%
⚡ Bangkok within **3 years**
⚡ Upcountry within **5 years**

Carbon absorption

Community reforestation

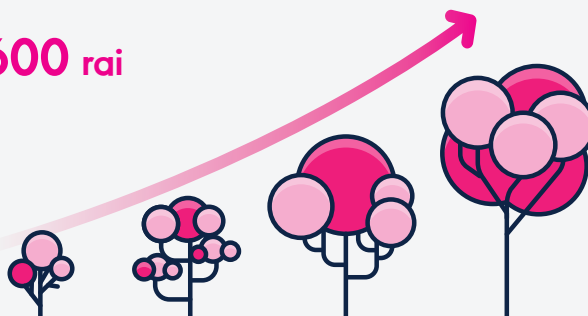
First year reforestation **600 rai**

Forest conservation

5,000 rai



2023



Carbon dioxide absorption

35,000 ton

Accumulated forest area throughout the project

50,000 rai

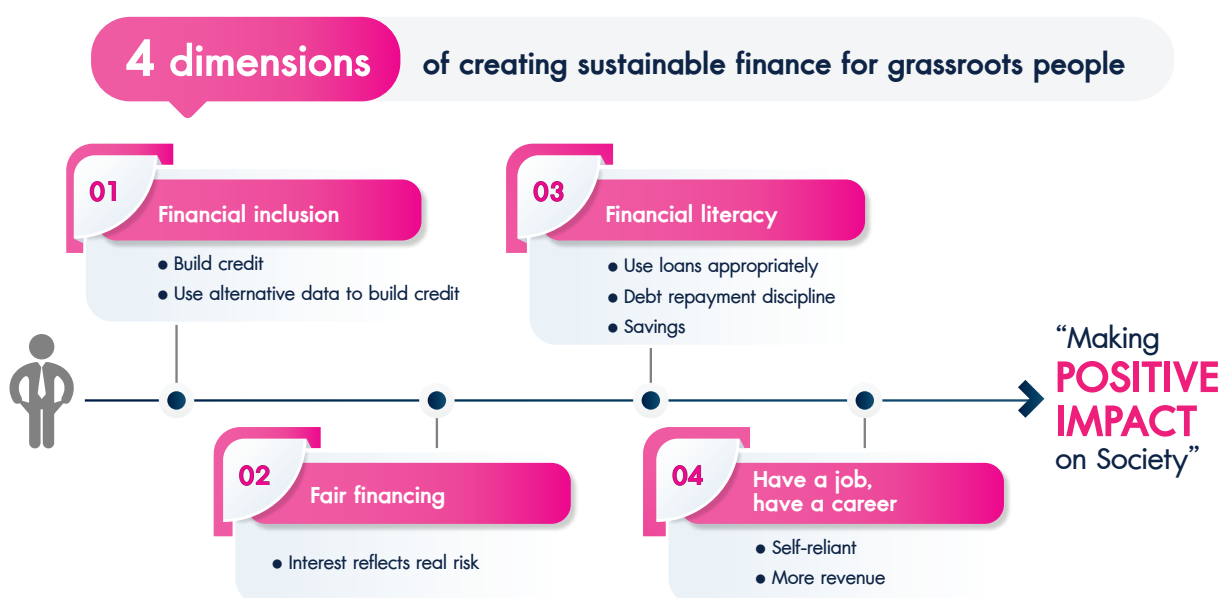
2033

5. Other environmental projects

The Bank has projects to conserve, protect, and preserve the environment that are actively involved and implemented, whether it is planting to protect the planet in the Mae Chaem Model area, reforestation and offsetting greenhouse gas emissions, the Innovative Solutions for Community Waste Bank in collaboration with UNDP, Blue Crab Bank Project to promote sustainable fisheries, GSB build fish house and preserve Thailand's seas, as well as Solar Rooftop project at the GSB Branches and Head Office.

People: Help, support, create sustainability for society

Government Savings Bank creates access to formal financing, adjusts the interest structure to be fair, develops and creates jobs and careers. Every drive is a core social mission that the Bank emphasizes and actively pursue through 4 key dimensions leading to solving household debt problems and ultimately reducing the interest burden for grassroots customers.



Dimension 1: Creating financial inclusion through lending with easing conditions and low interest rates by GSB in the past has been able to help more than 3.7 million retail customers and grassroots people, of which 3.2 million people had no access to formal financing as they previous had no or low financial credit. Meanwhile, more than 48,000 SMEs whose businesses were affected by the COVID-19 pandemic received liquidity replenishment totaling more than 250 billion Baht enabling them to sustain the business and revitalize the business to move forward. It has also increased opportunities for more than 2 Million grassroots customers to access to financing through an upgrading of MyMo to support its social mission including adjusting debt

repayment plans, lending through MyMo, enhancing Digital Lending for My Credit loan which uses Financial Statement to alleviate debt burden to help avoid bad financial record.

Dimension 2: Fair market interest restructuring through entering into business to create competition in the motorcycle registration loan market to decrease by 10% from 24-28% to 16-18% at present, helping 5 million people access to fair interest, including launching of SMEs Mee Tee Mee Ngern Loans that allows customers to use land as collateral for loan applications, which successfully led to the establishment of Mee Tee Mee Ngern Company Limited to provide loans to help SMEs access financing sources worth more than 25 billion Baht.

Dimension 3: Promote savings, create financial discipline by developing mechanisms to promote savings and create financial discipline comprehensively for children and youth, grassroots people, the elderly and pre-retire group to create stability and life security for customers for sustainable development of the country. Three savings products have been developed with 141,982 users and financial literacy has been provided to 118,062 users through OomTanG, CoachAom, and DSIK Applications for promoting savings in children through Digital School Bank project (as of September 2023)

Dimension 4: Develop and create jobs and careers with sustainable support through GSB create jobs create careers project, which has provided vocational skills to more than 300,000 people, funded for career to more than 140,000 people, and created sales channels for 25,000 stores.

In addition, there are many social projects that the Bank aims to develop people and communities sustainably. This includes: the “GSB Huam Jai Hug Khun Nan” holistic community development project, a holistic community development model in 5 villages of Chalerm Phra Kiat District, Nan Province; New Year’s gift project to promote employment of villagers and underprivileged people which support the promotion and improvement of the quality of life of autistic people in Thailand where the Bank in collaboration with the Autistic Thai Foundation, gave the artists of the autistic children of the Foundation the opportunity to paint the piggy bank on the occasion of National Children’s Day 2023 by hiring through Autisticthai Social Enterprises Company Limited (Art Story by Autistic Thai) to encourage this group of children to demonstrate their potential and expertise in art therapy that can be used to generate income to support themselves and their families, leading to an equal quality of life in society like other children and youth; the Im Nee Puea Nong Project to create a sustainable food source for impoverished youth; including the holistic market enhancement project to develop market in 18 regions in 2 main dimensions i.e. quality of life

dimension and economy, community, society, and environment dimension to help entrepreneurial groups such as vendors, hawkers, and small entrepreneurs, etc.

Governance (G) Operate with transparency and accountability

Government Savings Bank is committed to good governance and operates with transparency and accountability. It has decreased budget to increase organizational efficiency where the budget has been reduced by 9,800 Million Baht per year in 2023. The Bank has a clear credit or investment policy by avoiding risky major loans and not investing in too risky assets without expertise and has adjusted the procurement process to be fair and transparent. The Bank has also increased its strength by increasing its general reserves by more than 46 billion Baht within 3 years. In addition, the Bank has created a culture of integrity in the organization, campaigning to promote anti-corruption and transparency in operations, where the Bank received the highest level of ITA assessment in 2022 for 4 consecutive years (as of June 2023)



which has provided
vocational skills to
more than **300,000** people



funded for career to
more than **140,000** people



created sales channels
for **25,000** stores



GSB FOR SOCIETY AND ENVIRONMENT IN 2023

HOLISTIC AREA BASED MODEL: NAN “GSB HUAM JAI HUG KUN NAN: HOLISTIC PROJECT #1”

GSB has initiated a holistic area-based model to develop 5 villages along the Thai-Lao border in Chalem Phra Kiat District, Nan Province under the name “GSB Huam Jai Hug Khun Nan” focusing on community development in all dimensions. The Bank collaborated with partners with expertise in various fields, including public and private sectors and other organizations to leverage the strengths of each organization to enhance the Bank’s expertise in terms of providing financial literacy, promoting savings, supporting working capital for occupation, improving basic utilities, managing waste, supporting medical equipment and education, as well as promoting tourism in the community. It is considered a joint drive to make positive impact on society concretely and successfully, and is considered a model project for other community development that will help alleviate problems of poverty, inequality, and underprivileged communities, and raise the quality of life of communities throughout the country to enable communities to become self-reliant and sustainable.

FOREST CARBON CREDIT MANAGEMENT PROJECT FOR SUSTAINABLE DEVELOPMENT

To preserve natural resources and create healthy forests while generating sustainable income for communities, Government Savings Bank has therefore joined the network of forest carbon credit management project for sustainable development in collaboration with the Mae Fah Luang Foundation under the Royal Patronage to take care of community forests in collaboration with 14 government sectors, communities and leading private organizations. The supporting budget is used to develop a carbon credit assessment system and establish two types of funds, the Forest Stewardship Fund and the Community Sustainable Development Fund to enable communities to take care of their forests and themselves at the same time. The goal is to increase income for communities by more than 500 million Baht and produce 500,000 tons of carbon dioxide equivalent within 10 years. The Bank has conserved 5,000 rai of forests in 4 provinces, namely Chiangrai, Chiangmai, Amnat Charoen, and Yasothorn for a period of 3 years (2023-2026). The project will also integrate the potential in community and social development to integrate with the expertise of the Foundation and other organizations to drive forest conservation and community care.

GSB ZERO WASTE PROJECT

The problems caused by climate change are intensifying, partly due to the problem of waste management. Therefore, the Bank, together with Trash Lucky, invites the staff at Government Savings Bank Head Office to recognize the importance of sorting recyclables to help reduce the amount of waste entering landfills and be a part of reducing greenhouse gases and reducing negative impacts on the environment. The recyclable waste that enters the activity will be passed on to be recycled as raw material in the production of plastic bottles or various products to help slow down the use of natural resources, reduce energy and reduce the amount of greenhouse gases emitted in the new plastic production process.

In 2023, a total of 942 people applied to participate in the activity, 157 people submitted recyclables to participate in the activity, the amount of recyclable waste entered the activity was 715 kilograms, divided into 655 kilograms of clear plastic bottles and 60 kilograms of aluminum cans.

“IM NEE PUEA NONG” PROJECT

“Im Nee Puea Nong” is an activity that began on the Bank’s 108th anniversary in 2021 and continues into 2023, in collaboration with the Office of the Basic Education Commission, Ministry of Education. The objective is to promote students to have enough lunch to eat, encourage schools to provide lunch programs to students from poor families who live in rural areas and are not eligible for free lunches, by implementing self-sufficient agriculture, growing vegetables and raising animals for consumption, bringing benefits to health and affecting learning and the quality of education. In addition, schools and teachers gain knowledge about sustainable agriculture and can apply to the development of school lunches appropriately as well as being able to use the produce to generate income, reduce expenses, help alleviate burden of expenses and alleviate the suffering of parents. From 2021 to 2023, 408 schools participated in the project and more than 200,000 beneficiaries.

ACTIVITIES TO HELP PEOPLE WITH DISABILITIES

This is to ensure that people with disabilities can truly access to their rights; society understands people with disabilities and participates in reducing inequality, creating choices, and creating income opportunities for people with disabilities, caregivers of people with disabilities, and their families. It is

also to develop labor force potential, train skills for occupation and increase economic competitiveness, boosting morale for people with disabilities, caregivers of people with disabilities, and their families. The Bank has assisted more than 600 people with disabilities according to the Empowerment of Persons with Disabilities Act, B.E.

SCHOOL BANK PROJECT

The project supports the Bank's vision of being a leader in promoting savings and its mission of promoting savings, creating financial discipline, and being socially responsible. The project has been implemented since 1998 until now, totaling 25 years of cultivating and promoting the habit of saving so that children and youth can grow into quality resources to move the nation forward. For 2024, the Bank continues its operational plan with the same approach aimed at creating savings discipline among children and youth in both physical (former) and digital school banks formats by establishing a plan to promote savings for school members and support beneficial activities to create a continuous saving society, including focusing on expanding the digital school bank to accommodate changes to suit the target group with changing saving and lifestyle behaviors.

SCHOOL BANK SPORTS PROGRAM

This will increase opportunities for students who are members of the School Bank project to develop their sports skills, have more competing field, and apply their abilities to benefit both the level of education and career in the future, as well as being able to use such abilities as a stepping stone to the white elephant projects of various higher education institutions or step into the professional or national level, which will enable the youth of School Bank members to grow into quality human resources for society and the country.

Activities to promote savings, providing financial literacy, financial and investment planning for retirement plan.

ACTIVITIES TO PROMOTE SAVINGS, PROVIDING FINANCIAL LITERACY, FINANCIAL AND INVESTMENT PLANNING FOR RETIREMENT PLAN

They are activities to provide knowledge and create understanding in savings promotion, creating financial discipline by organizing training activities to provide financial literacy to target customers of youth of the school bank project, GSB, government

officials/state enterprise employees, and partner network agencies to raise awareness of the importance of financial literacy and focus on upgrading to promote savings for retirement. It also prepares them financially to be self-reliant and have a better quality of life in retirement. In 2023, more than 26,000 people participated in the event.

SAVINGS PROMOTION MEDIA CONTEST

It is an activity for contestants to share their stories or financial experiences that they would like to share to be useful and to inspire the general public, such as saving techniques, debt management techniques, financial planning to be able to retire quickly, or experiences under the topic "Financial Inspiration" with the objective of raising awareness of the importance and benefits of saving money, and help to promote the role of Government Savings Bank in savings promotion. It can also stimulate public awareness of the importance of having financial literacy. A total of 68 works participated in the contest.

FINANCIAL PLANNING PROMOTION ACTIVITY THROUGH COACH AOM APPLICATION

Coach Aom Application is one of the innovations that can help to assess risk and investment knowledge, savings planning, and providing financial literacy to fulfill the role of savings promotion, creating financial discipline with the focus on enhancing to promote retirement savings or retirement planning for customers and the public. In addition, they can plan their savings and investments with goals to be ready for the transition to an aging society, which will reduce the burden and problems on society as a whole in the future. A total of 13,085 people have used Coach Aom Application.

ACTIVITY TO PRODUCE MEDIA FOR FINANCIAL LITERACY AND SAVINGS PROMOTION

Government Savings Bank realizes the importance of encouraging youth and families to become financially literate. Therefore, it has produced financial literacy media to promote saving together with "Khai Hua Ror" to encourage youth and the public to understand savings or financial literacy in a fun and educational way through the creation of financial stories in comic book format to show that savings or financial literacy is important and easy to get started. It has also interpolated fun through the main character "Pang Pond" to make easy to understand and can be put into practice.

NON-FINANCIAL PERFORMANCE 2023

PRODUCT DEVELOPMENT TO SUPPORT SOCIAL MISSION (SOCIAL BANK)

<ul style="list-style-type: none"> • Co-investment with partner agencies to promote access to financing with fair interest <ul style="list-style-type: none"> - Establishing Mee Tee Mee Ngern Co., Ltd., to jointly invest in land loan and consignment business - Establishing Money DD Co., Ltd. to provide Welfare/P-Loan/Nano Finance /Digital P-Loan 	<ul style="list-style-type: none"> - Launched land loan (mortgage) service On 4 January 2023 Approved 1,537 cases 5,457 Million Baht - Launched consignment loan On 11 September 2023 - Registered and Established Money DD Co., Ltd. On 1 June 2023 - Launched Welfare loan service in collaboration with Noburo Platform Co., Ltd. Approved 19 cases, 0.32 Million Baht
<ul style="list-style-type: none"> • Develop products for environment <ul style="list-style-type: none"> - BCG Loans: Supporting Sustainable Business - Housing/Personal Loans for environment 	<ul style="list-style-type: none"> > 15,000 Million Baht > 3,100 Million Baht
<ul style="list-style-type: none"> • Develop Savings Innovation <ul style="list-style-type: none"> - Children and Youth/Grassroots/Elderly Groups 	<ul style="list-style-type: none"> 3 products with total 244,539 depositors

SAVINGS PROMOTION AND FINANCIAL DISCIPLINE CREATION

Children and Youth

<ul style="list-style-type: none"> • Number of school banks/members/savings 	<ul style="list-style-type: none"> 1,028 places 1.727 million people 998 Million Baht
<ul style="list-style-type: none"> • Digital School Bank 	<ul style="list-style-type: none"> Opened 100 places (257 cumulative places)

General Public, the elderly, and grassroots

<ul style="list-style-type: none"> • Developing Financial Literacy through Website / “Aom Tang” Application 	<ul style="list-style-type: none"> 328,132 cumulative users
<ul style="list-style-type: none"> • Developing “CoachAom” application for planning savings for various goals such as for retirement, housing with knowledge and risk assessment to be used in planning savings and investments 	<ul style="list-style-type: none"> 19,447 cumulative users

DEVELOP POTENTIAL AND ENHANCE SMALL ENTREPRENEURS/COMMUNITIES/SMEs AND SMEs STARTUP

<ul style="list-style-type: none"> • GSB “Sang-ngan Sang-a-cheep” project <ul style="list-style-type: none"> - Vocational training/skill building - Provide funds to build career/income through “Sang-ngan Sang-a-cheep” loan 	<p>> 129,000 people</p> <p>> 4,100 people</p>
<ul style="list-style-type: none"> • Potential Development <p><u>Small Entrepreneurs</u></p> <ul style="list-style-type: none"> - Educate small entrepreneurs to develop vocational skills - Create new artisan entrepreneurs <p><u>Community Group</u></p> <ul style="list-style-type: none"> - Development of homestays and community tourism : Strengthen the potential of homestays to meet standards through training to educate and develop entrepreneurial potential - GSB Yuwaphat Rak Thin project : Develop/create added value together with higher education institutions - GSB Vocational Create Career for the Community project: Create careers, develop communities in collaboration with vocational institutes/technical colleges <p><u>SMEs and SMEs Startup Entrepreneurs group</u></p> <ul style="list-style-type: none"> - Provide business knowledge: <ul style="list-style-type: none"> • University students and general public • Entrepreneurs - Smart Start Idea Contest 	<p>76,240 people</p> <p>235 people</p> <p>1,750 places</p> <p>67 places, develop 345 communities</p> <p>54 places, develop 163 communities</p> <p>45,760 people</p> <p>5,978 cases</p> <p>24 teams</p>
<ul style="list-style-type: none"> • People’s Financial Institution <ul style="list-style-type: none"> - Establish a people’s financial institution according to the People’s Financial Institutions Act B.E. 2562 - Preparing community financial organizations to become people’s financial institutions 	<p>6 places (14 cumulative places)</p> <p>257 places</p>

DEVELOPING TO BECOME A SUSTAINABLE BANK ACCORDING TO UNEP GUIDELINES

<ul style="list-style-type: none"> • Social, Community, and Environmental Responsibility <ul style="list-style-type: none"> - Promote social, community and environmental responsibility policies to reduce the impacts caused by climate change from the Bank’s operations 	<p>Net Zero greenhouse gas emissions by 2050</p>
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DEVELOPING TO BECOME A SUSTAINABLE BANK ACCORDING TO UNEP GUIDELINES (CONT.)

<ul style="list-style-type: none"> - Credit and Investment Policy from Negative /Exclusion List to Positive List 	<p>Issue a credit and investment policy from Negative/Exclusion List to Positive List as follows:</p> <ol style="list-style-type: none"> 1. Avoid and do not provide loans and invest in businesses related to environmental destruction 2. Do not provide loans and additional investment in coal/ coal-related businesses. 3. Support, provide loans and invest in companies that operate sustainably in environmental protection 4. Clarify policies and drive customers and companies investing in climate change and sustainability
<ul style="list-style-type: none"> - Environmental Conservation and Preservation Project 	<p>Conserve forests and mangrove planting areas</p>
<ul style="list-style-type: none"> - Solar Rooftop Installation Project 	<ul style="list-style-type: none"> - Installed and activated at 3 buildings of GSB Head Office, and 6 additional buildings to be installed in 2024 - Signed MOU with EGAT to install at 300 GSB Branches in 2024
<ul style="list-style-type: none"> - Holistic Area Based Development Project to develop 2 dimensions: Quality of Life Dimension and Economic, Community, Society Dimension 	<p>11,598 beneficiaries Development of 5 community villages In Khun Nan, Nan Provinces in 3 areas:</p> <p>1. Economic</p> <ul style="list-style-type: none"> - Financing and debt problems : strengthen foundation for group loans - Financial literacy/savings promotion : Established Ban Huai Fong Savings Group, with 77 members, savings 386,920 Baht, cumulative savings of students 315,206 Baht - Create job and career: Organized vocational skills training for 106 people and created 14 new entrepreneurs - Develop quality coffee : Construction of a coffee processing plant - Raising the standard of the tourism community: 37 places

DEVELOPING TO BECOME A SUSTAINABLE BANK ACCORDING TO UNEP GUIDELINES (CONT.)

- Holistic Market Project

2. Social

- Education: Granted scholarships, improved cafeteria and built a computer room
- Basic utilities: Installed Solar Roof/ Internet/Water filtration system
- Medical/Quality of Life: A mobile medical unit was organized for health check-ups, with 603 people being examined

3. Environmental

- Reforestation: Reforestation of 1,000 rai of community forests
- Waste management: Installed 50 smokeless incinerators

Opened 18 pilot market and field events as follows:

1. Debt resolution clinic: 704 people get a consultation
2. Provide financial literacy through Aom Tang App: 1,489 participants
3. Educate and increase market channels: 808 participants
4. Support access to financing: 303 loans with a credit limit of 33.08 Million Baht
5. Career development training: 530 trainees

DEVELOPMENT OF COOPERATION MODEL WITH PARTNERS

- Synergy between Government Savings Bank and Office of the Government Pawnshop (OGP)

- Provide soft loans to OGP to support project to help people lacking liquidity
- Development of system and launch of Direct Credit Service through API to transfer pawn money to customers of OGP via GSB account in the pilot branch (Go-Live) i.e., Tao Poon branch
- Enhancing financial literacy through Aom Tang Application with 3,221 users
- Training to develop the potential of 168 retail customers of OGP with 5 community partners.

UPGRADING TO A DIGITAL ORGANIZATION

<ul style="list-style-type: none"> • Development of new Feature/Product/Service via MyMo 	<p>Available in 4 types</p> <ul style="list-style-type: none"> - Life Insurance/Car Insurance - Open Fund Account (MyFund) - Open Account/Apply MyMo via NDID - Debit Card on MyMo suspend online purchases/temporary card
<ul style="list-style-type: none"> • Customer debt restructuring through Digital 	285,883 registered participants
<ul style="list-style-type: none"> • Approve loans via Digital Lending (My Credit on MyMo) 	120,140 cases
<ul style="list-style-type: none"> • Development of Self-Service Machine To support cross-bank cardless services 	Launched on 19 December 2023
<ul style="list-style-type: none"> • Development of SUMO Sales-System To offer products and services, trade investment units and Check e-KYC 	Launched on 29 November 2023
<ul style="list-style-type: none"> • Collaborate with partner agencies to establish IT Management Company Engaged in consulting and development business in information technology and digital 	The company was registered on 9 January 2024
<ul style="list-style-type: none"> • Create a corporate culture that encourages innovation development: Promote and develop the potential of creativity and innovation and expand for practical use - “GSB Business Case Challenge 2023” - GSB Innovation Hackathon - Select Prototypes to further develop into innovation 	<p>122 team submitted their works</p> <ul style="list-style-type: none"> - 40 creative works <p>144 teams submitted their works</p> <ul style="list-style-type: none"> - 3 winning teams: “GET-Insight”/“KEY Expert”/“GSB Calendar Mortgage appointment calendar system” - 5 works were selected - 2 works completely developed <ul style="list-style-type: none"> • Temporarily suspend the card via MyMo • GSB Go Green

MEASURES TO MANAGE OUTSTANDING DEBTS AND CONTROL DEBT QUALITY

<ul style="list-style-type: none"> • Establish a joint venture to solve the problem of non-performing assets <ul style="list-style-type: none"> - Joint Venture (JV AMC) to assist debtors by debt restructuring / purchase of NPLs & NPAs 	<p>Prepare for company registration in 2024</p>
<ul style="list-style-type: none"> • Debtor Assistance Measures/Programs 	<ul style="list-style-type: none"> - Measures to assist debtors with overdue payments not exceeding 90 days (Non NPLs status) - Measures to resolve outstanding debts (NPLs) <ul style="list-style-type: none"> • Credit card debtors • Debtors of Loan for expense project for self-employed persons affected by COVID-19 • Debtors of “Fight for COVID-19” loan project - Delay legal action

ENHANCEMENT OF HUMAN RESOURCE MANAGEMENT

<ul style="list-style-type: none"> • Human Resource Development <ul style="list-style-type: none"> - Digital & Data Analytic , Sale & Advisory Skills , Master Credit Skills , GRC - Successor - Future Skills Development Program - GSB Innovation Grand Slam Product Development 	<p>> 66,000 cases (One employee can be developed more than 1 course)</p>
<ul style="list-style-type: none"> • Improve welfare of officers and employees 	<ul style="list-style-type: none"> - Adjustment of maternity allowance - Adjust uniform rates for officers and employees - Increase the right to reimburse medical expenses for officers and employees - Adjust the status of temporary employee to permanent employee - Revise the criteria for bonus payment for permanent employees



Operational Direction and Policy



OPERATIONAL DIRECTION AND POLICY FOR 2024

In 2024, Government Savings Bank continues to play its role as a “Social Bank” with a focus on creating security for people for sustainable development of the country with the major goal to reduce financial inequality and create fair access to funding sources, to respond to the Sustainable Development Goals (SDGs) of the United Nations in 2 major areas i.e., No Poverty and Reduced Inequality in order to reduce household debt and informal debt through savings promotion operations, development and enhancement of potential of public customers, creating access to financing, along with strengthening the organization’s financial strength, enhancing potential of infrastructure, and developing human resources to support changes and support the Bank’s mission efficiently.

VISION

Social Bank who is the leader in promoting savings and create stability for the people for sustainable development of the country

MISSIONS



CORE VALUE : GSB WAY

Giving for the Greater Good

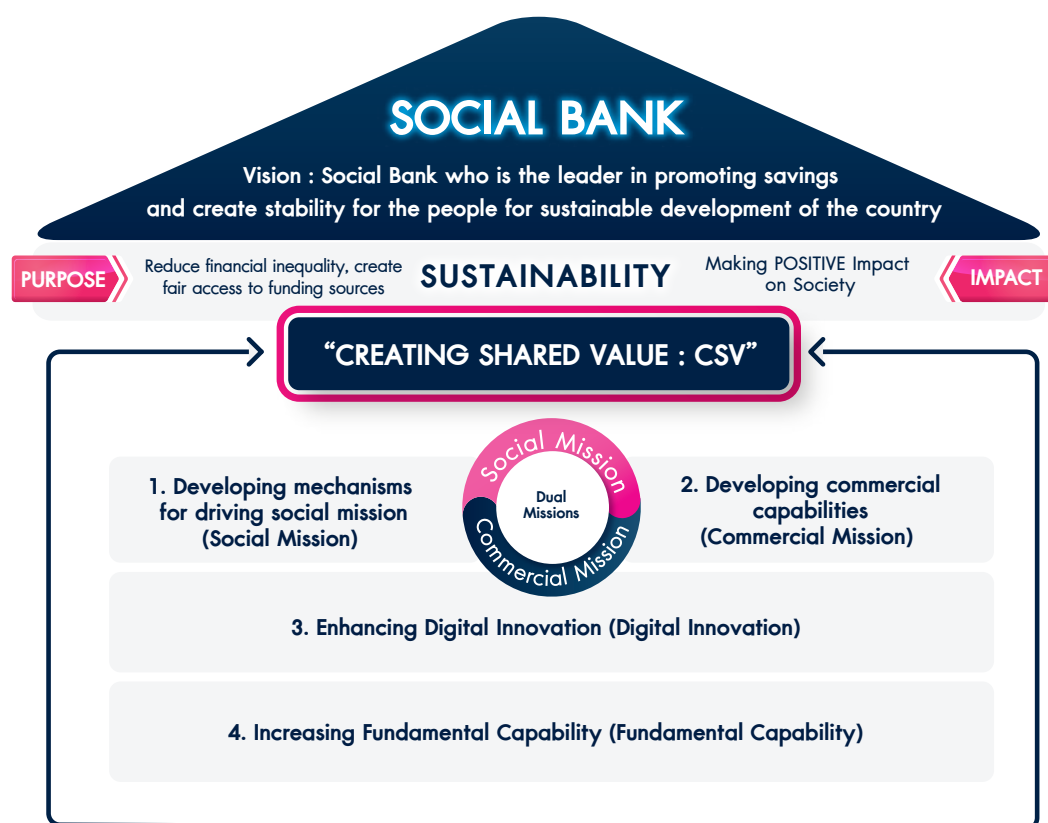
Seeking for the Possibilities

Brave Beyond Boundaries

GOVERNMENT SAVINGS BANK'S OPERATIONAL STRATEGY FOR 2024

Government Savings Bank continues to play its role as a full-fledged social bank to create a broader positive impact in economic, social and environmental aspects by developing and enhancing the organization's capacity to generate revenue and bring profits to drive social mission with Social Mission Integration in all key processes in terms of products and services, work processes, and cooperation with partners. In terms of operational direction in 2024, the Bank has stepped up its mission to be a Social Bank by adopting the concept of Creating Shared Value (CSV), which

combines operations to create commercial results while solving social problems, using the Bank's resources, expertise, and talents to create economic and social value at the same time. The Bank has established a strategic position to become a "Social Bank with Strategic Partnership Expansion" that focus on being a social bank in collaboration with partners to make positive impact on society and expand its role as a leader for society, aiming for making positive impact on society at large under 4 areas of operational strategy as follows:



STRATEGY 1: DEVELOPING MECHANISMS FOR DRIVING SOCIAL MISSION (SOCIAL MISSION)

Continuous driving of social mission for making positive impact in reducing financial inequality and creating greater access to fair funding sources in accordance with the sustainable bank principles through developing mechanisms for driving social mission fully; developing products and services that support access to formal financial resources at a fair interest cost; helping victims of natural disaster;

enhancing the potential of small entrepreneurs and communities in a comprehensive manner; developing vocational skills and providing funding support for sustainable strength and self-reliance, along with promoting savings and creating financial discipline through providing financial literacy and developing savings products to create stability and life assurance.

STRATEGY 2: DEVELOPING COMMERCIAL CAPABILITIES (COMMERCIAL MISSION)

Developing and enhancing commercial capabilities (Commercial Mission) to bring profits to support social missions, along with building financial strength of the organization through the course of further development of products and services in order to generate income and enhance competitiveness; developing service channel capacity, generating revenue from new business models through the expansion of partnerships; and managing asset/liability structure and operating costs to provide returns under appropriate and acceptable risks.

STRATEGY 3: ENHANCING DIGITAL INNOVATION (DIGITAL INNOVATION)

Enhancing digital innovation capability to support social and commercial missions in response to the changing environment by developing and expanding the capabilities of digital channels along with innovation management to achieve tangible results towards an innovation organization and driving the use of support data for business operation and management (Data Driven Organization).

STRATEGY 4: INCREASING FUNDAMENTAL CAPABILITY (FUNDAMENTAL CAPABILITY)

Increasing fundamental capability and enhancing internal management to accommodate changes and support the mission of the Bank with full efficiency through human resource management and development in terms of manpower management structure, development of future skills, working style, evaluation system, and remuneration to keep up with digital transformation; enhancing the capability of digital technology development through collaboration with partners; managing the security of systems and information along with improving core business processes and supporting them to be efficient to accommodate business operations in the digital age and support the Bank's mission; and enhancing key stakeholders management, the debt management process and integrating risk management supervision, internal control and internal audit to support future risks

MAJOR PLANS/PROJECTS IN 2024

STRATEGY 1: DEVELOPING MECHANISMS FOR DRIVING SOCIAL MISSION (SOCIAL MISSION)

- Plan to develop and improve products that support access to fair funding
- Plan to strengthen entrepreneurs and communities comprehensively
- Plan to promote financial literacy and discipline to enhance quality of life
- Plan to achieve Net Zero greenhouse gas emissions (Net Zero Roadmap)

STRATEGY 2: DEVELOPING COMMERCIAL CAPABILITIES (COMMERCIAL MISSION)

- Plan to improve and develop products and services to build commercial competitiveness
- Plan to expand collaboration with partners to create opportunities to expand customer base
- Plan to expand collaboration to create New Business Model/Product/Process Innovation

STRATEGY 3: ENHANCING DIGITAL INNOVATION (DIGITAL INNOVATION)

- Plan to develop products and services through Digital Channel
- Plan to enhance creativity and enhance innovation management within the organization

STRATEGY 4: INCREASING FUNDAMENTAL CAPABILITY (FUNDAMENTAL CAPABILITY)

- Human Resource Management Enhancement Plan
- Digital Technology Infrastructure Management Enhancement Plan
- Integration of governance, risk management, and internal control (GRC)

FINANCIAL HIGHLIGHT

Unit: Million Baht

	2019	2020	2021	2022 (Adjusted)	2023	Change (% YoY)
Income Statement						
Interest income	103,359	92,815	88,364	83,073	105,363	26.8
Interest expenses	44,680	35,899	28,325	19,862	29,711	49.6
Net interest income	58,679	56,916	60,039	63,211	75,652	19.7
Net fee and service income	4,691	3,931	3,110	3,648	4,122	13.0
Other operating income	6,334 ^{1/}	3,724 ^{1/}	8,368 ^{1/}	8,223 ^{1/}	6,538 ^{1/}	(20.5)
Other operating expenses	33,190	31,313	28,642	31,219	32,113	2.9
Operating profit	36,514	33,258	42,875	43,863	54,199	23.6
Bad Debts/Doutful Accounts/Loss on impairment and Debt Restructuring	12,306	14,598	17,615	16,739	20,655	23.4
Net Profit	24,208	18,660	25,260	27,124	33,544	23.7
Other comprehensive profit (loss) - net	(10,994)	(6,413)	6,261	1,832	(7,818)	(526.7)
Total comprehensive profit (loss)	13,214	12,247	31,521	28,956	25,726	(11.2)
Financial position						
Total assets	2,797,068	2,889,147	3,045,015	3,107,283	3,238,682	4.2
Net investments in securities	312,832	441,351	476,580	479,356	470,716	(1.8)
Loans	2,152,718	2,159,241	2,270,281	2,296,928	2,330,347	1.5
Total liabilities	2,594,592	2,689,369	2,829,694	2,880,355	3,002,172	4.2
Deposits, debt issued and borrowings	2,412,934	2,495,440	2,576,934	2,646,049	2,733,707	3.3
Equity	202,476	199,778	215,321	226,928	236,510	4.2
Significant financial ratio (%)						
Return on Assets (ROA)	0.90	0.66	0.87	0.91	1.07	
Net Interest Margin (NIM)	2.23	2.05	2.14	2.18	2.46	
Operating expenses to total net income (Cost / Income)	47.61 ^{2/}	48.45 ^{2/}	40.02 ^{2/}	41.53	37.13	
Legal liquidity ratio (average)	21.78	23.32	22.18	24.04	26.43	
Loans to deposits, debt issued, and borrowings (L/D)	89.20	86.51	88.09	86.79	85.24	
Capital Adequacy Ratio (CAR)	15.52	14.98	16.06	17.59	17.71	
Tier 1 Capital Adequacy Ratio (Tier I Ratio)	13.96	12.85	13.66	15.32	15.82	
Non-performing loans to total loans (gross NPLs)	2.65	2.13	2.49	2.55	2.87	
Allowance for doubtful accounts to NPL (LLR / NPLs)	122.84	171.03	165.09	174.28	171.98	
Officers	16,815	16,611	16,558	16,471	16,477	
Branches	1,062	1,057	1,054	1,045	1,036	
Service Unit (At District, mobile car and boat)	159	162	161	161	153	
Self service machine	8,534	8,056	8,012	6,871	6,552	
School Banks	1,256	1,256	1,256	1,256	1,256	

Remarks:

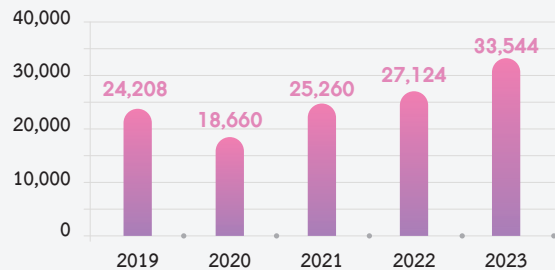
^{1/} In 2019, profits from sale of investments in associate Thanachart Asset Management amount to 2,075 Million Baht. In 2020, loss from impairment of available-for-sale equity securities amounted to 1,326 Million Baht.

In 2021, profits from sale of Dhipaya Insurance Pcl. ordinary shares amounted to 1,800 Million Baht. In 2022 and 2023, income from NPLs compensation from PSA project loans amounted to 4,040 Million Baht and 2,710 Million Baht respectively.

^{2/} In 2019, there were extra expenses items i.e. long-term employee benefit expenses according to IAS 19, increased from payment of compensation for retired employees, who worked for 20 years or more, from 300 days to 400 days amounted to 1,385 Million Baht. In 2020-2021, the Bank recorded employee benefit expenses from accumulated leave of 348 Million Baht and 22 Million Baht respectively.

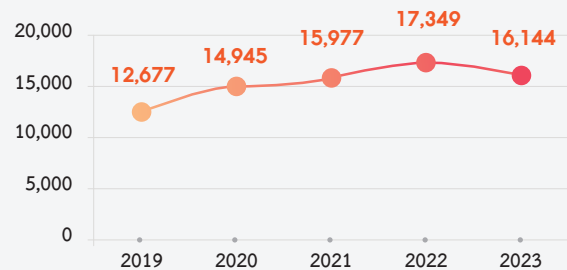
Net Profit^{1/}

Million Baht



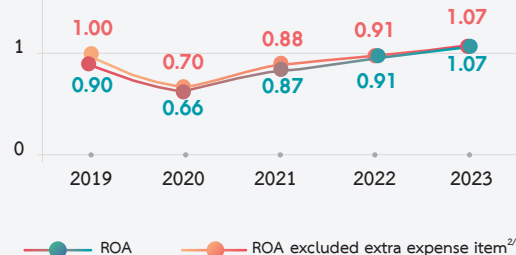
Remittance to Treasury

Million Baht



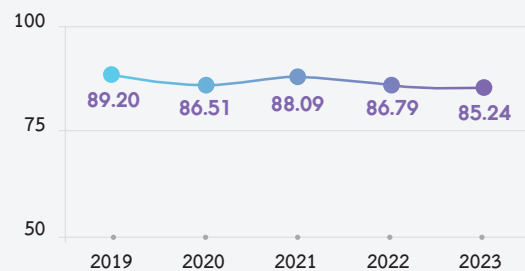
ROA

%



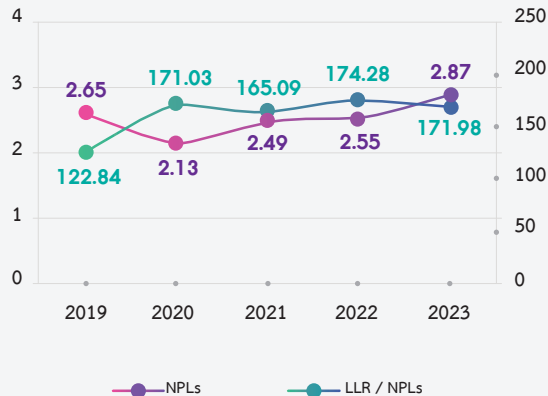
Loans to deposits, debt issued, and borrowings (L/D)

%



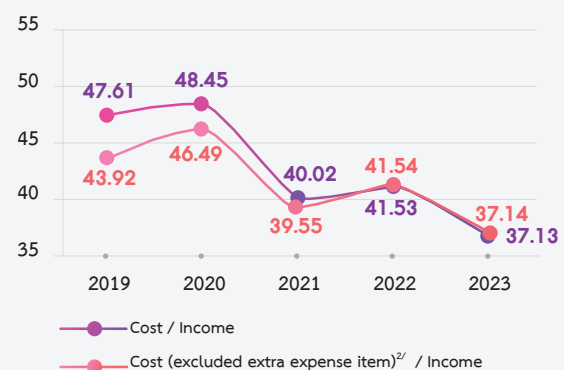
Asset Quality

%



Cost / income

%

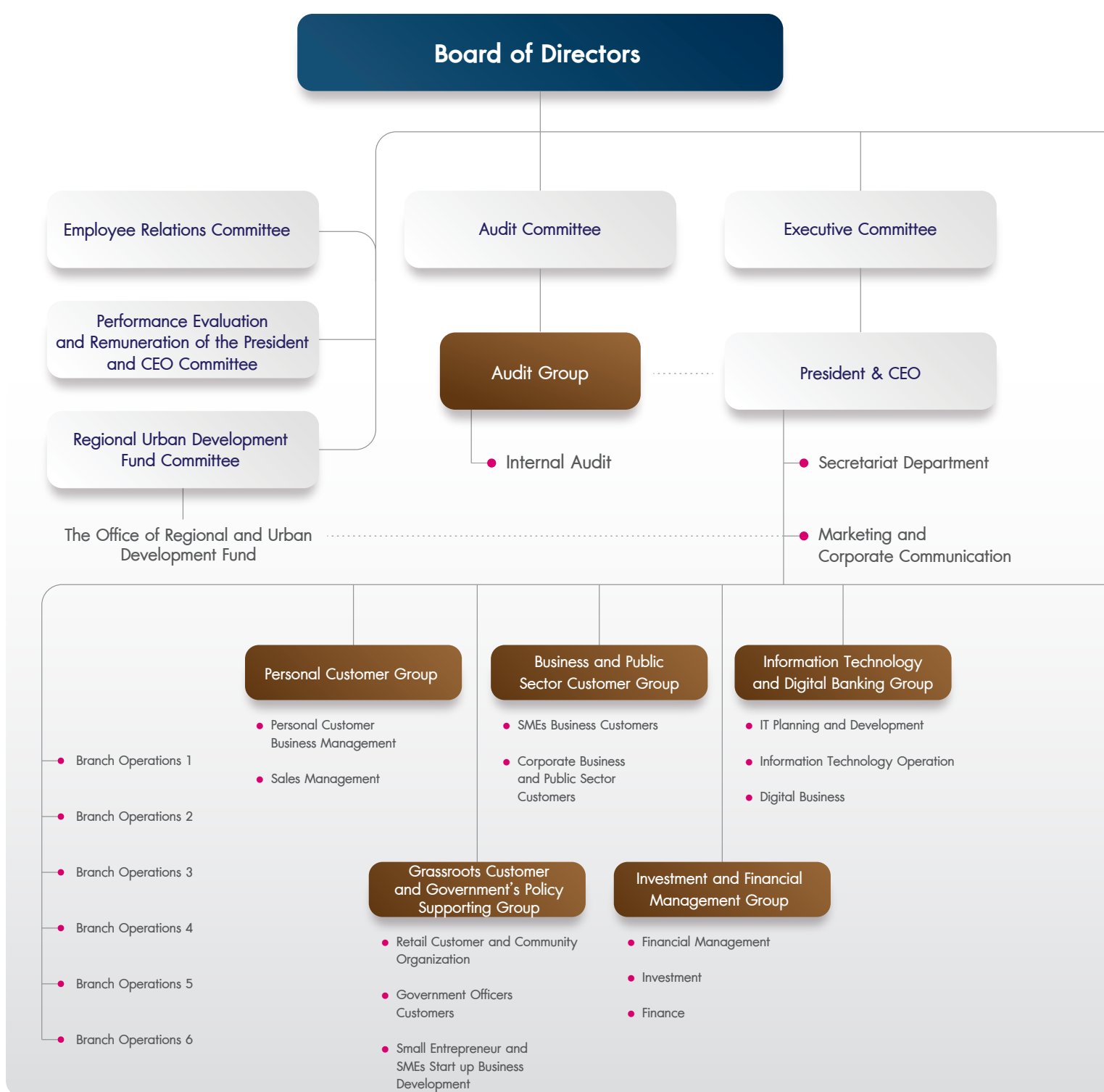


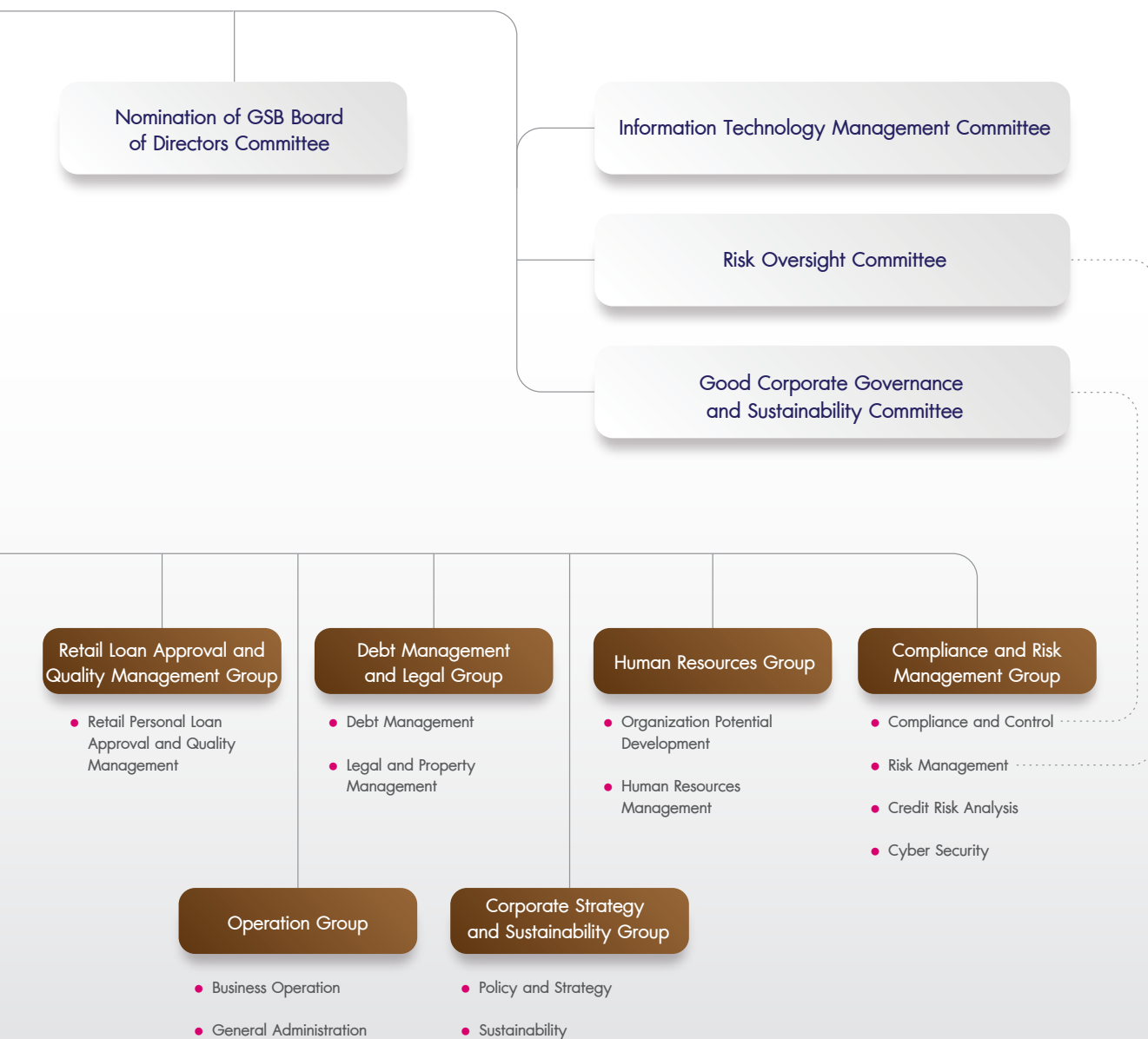
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ORGANIZATION CHART





As of 1 December 2023

SOCIAL BANK



BOARD OF DIRECTORS

01

MR. THEERAJ ATHANAVANICH
CHAIRMAN

02

MRS. WORANUCH PHU-IM
DIRECTOR

03

MISS TIDARAT THANAPAKPAWIN
INDEPENDENT DIRECTOR

04

MISS SUPREEYA PIPATMANOMAI
INDEPENDENT DIRECTOR

05

MR. PAKORN PARTANAPAT
INDEPENDENT DIRECTOR

06

ASSOCIATE PROFESSOR
THANAVATH PHONVICHAI, PH.D.
INDEPENDENT DIRECTOR



07

MRS. THIDA PATTATHAM
INDEPENDENT DIRECTOR

08

MR. TAWEESIN VISANUYOTHIN
INDEPENDENT DIRECTOR

09

MR. WISANU TUNTAWIROON
INDEPENDENT DIRECTOR

10

MR. RANGSAN THAMMANEEWONG
INDEPENDENT DIRECTOR

11

ASSOCIATE PROFESSOR
ANAMAI DAMNET, PH.D.
INDEPENDENT DIRECTOR

12

MR. VITAI RATANAKORN
DIRECTOR AND SECRETARY
PRESIDENT AND CEO

SOCIAL BANK



EXECUTIVES

01

MR. VITAI RATANAKORN
PRESIDENT & CEO

02

MR. BOONSON JENCHAIMAHAKOON
FIRST SENIOR EXECUTIVE VICE PRESIDENT
(INFORMATION TECHNOLOGY AND
DIGITAL BANKING GROUP)

03

MR. CHOKCHAI KUNAWAT
FIRST SENIOR EXECUTIVE VICE PRESIDENT
(OPERATION GROUP)

04

MRS. NONGNUCH PUPIPATPHOL
SENIOR EXECUTIVE VICE PRESIDENT
(AUDIT GROUP)

05

MS. PAPHAORN RATANASATE
SENIOR EXECUTIVE VICE PRESIDENT
(INVESTMENT AND
FINANCIAL MANAGEMENT GROUP)

06

MS. NOPPAWAN RATANAWEKIN
SENIOR EXECUTIVE VICE PRESIDENT
(PERSONAL CUSTOMER GROUP)



07

MR. VEERACHAI AMORNTAKOLSUWECH
SENIOR EXECUTIVE VICE PRESIDENT
(BUSINESS AND PUBLIC SECTOR
CUSTOMER GROUP)

10

MR. KITTI PINROD
SENIOR EXECUTIVE VICE PRESIDENT
(COMPLIANCE AND
RISK MANAGEMENT GROUP)

08

MRS. BOONRAK UDOMITTIPONG
SENIOR EXECUTIVE VICE PRESIDENT
(HUMAN RESOURCE GROUP)

11

MRS. JEERANAN KHETSAKUN
SENIOR EXECUTIVE VICE PRESIDENT
(CORPORATE STRATEGY AND
SUSTAINABILITY GROUP)

09

MR. PINIJ DANMANEE
SENIOR EXECUTIVE VICE PRESIDENT
(RETAIL LOAN APPROVAL AND
QUALITY MANAGEMENT GROUP)

12

MR. CHEEWIN PRANGCHAIKUL
SENIOR EXECUTIVE VICE PRESIDENT
(DEBT MANAGEMENT AND LEGAL GROUP)

BOARD OF DIRECTOR

EDUCATION

- Master of Business Administration (Finance), University of Alabama, Birmingham, USA
- Master of Business Administration (Marketing), Chulalongkorn University, Bangkok
- Bachelor of Business Administration (Banking and Finance), Chulalongkorn University, Bangkok

TRAINING

- Public Legal Executive Training Program, Class 8/2019, Office of the Council of State
- The National Defence Course, Class 58/2015, Thailand National Defence College
- The Civil Service Executive Development Program: Visionary and Moral Leadership, Class 68/2010, Office of the Civil Service Commission
- Senior Executive Program, Columbia University, USA
- Directors Certification Program (DCP), Class 48/2004, Thai Institute of Directors Association (IOD)

WORK EXPERIENCE

- **2023 - Present** Director-General of the Customs Department, Ministry of Finance
- **October, 2022 – December, 2023** Deputy Permanent Secretary, Chief of The Expenditure and Liability Cluster, Office of the Permanent Secretary, Ministry of Finance
- **2021 – October 2022** Deputy Permanent Secretary, Office of the Permanent Secretary, Ministry of Finance
- **2021 - 2022** Chairman of the Board, Thai Credit Guarantee Corporation (TCG)
- **2015 - 2022** Director, PTT LNG Company Limited
- **2021** Director, Government Housing Bank
- **2016 - 2021** Bond Market Advisor, Public Debt Management Office, Ministry of Finance
- **2013 - 2022** Director – Chairman, ASEAN Potash Chaiphum Public Company Limited
- **2017 - 2019** Director, Financial Institutions Development Fund (FIDF)
- **2015 - 2019** Professional Director, Neighboring Countries Economic Development Cooperation Agency (Public Organization)
- **2015 - 2016** Deputy Director General, Public Debt Management Office, Ministry of Finance
- **2009 - 2013** Director, Forest Industry Organization

OTHER PRESENT POSITIONS

- Chairman, Tobacco Authority of Thailand
- Director, BCPG Public Company Limited

HOLDING OF SECURITIES (SHARES) OF COMPANIES/ JURISTIC PERSONS IN CONNECTION WITH GSB'S BUSINESS

- None

MR. THEERAJ
ATHANAVANICH

58 years old

Chairman of the Board
of Directors
(Representative
of the Ministry of Finance)



EDUCATION

- Master of Public Administration, Chulalongkorn University
- Graduate Diploma in Public Law, Thammasat University
- Bachelor of Laws, Thammasat University

TRAINING

- Ministry Inspector Course, Class 64/2021, Office of the Permanent Secretary, the Prime Minister's Office
- Diploma, National Defence College, The National Defence Course, Class 62/2019, National Defence Studies Institute
- Government Legal Executives Training Program, Class 8/2019, Office of the Council of State
- The Civil Service Executive Development Program, Class 11/2019, Office of the Civil Service Commission
- Financial & Fiscal Management Program for Senior Executive, Class 6/2017, The Comptroller General's Department
- Advanced Certificate Course in Public Administration and Law for Executives, Class 16/2016, King Prajadhipok's Institute
- Thammasat Leadership Program (TLP 3), 2013, Thammasat University

WORK EXPERIENCE

- **2022 - Present** Deputy Permanent Secretary of the Ministry of Finance, Office of the Permanent Secretary, Ministry of Finance
- **2020 - 2022** Inspector General of Office of the Permanent Secretary for Finance
- **2018 - 2020** Advisor of Coins and Valuable Assets Management
- **2016 - 2018** Director of Royal Thai Mint, The Treasury Department
- **2013 - 2016** Procurement and Fiscal Specialist, The Treasury Department

OTHER PRESENT POSITIONS

- Director, Bangchak Corporation Public Company Limited
- Director, Tourism Authority of Thailand
- Director, The Land Bank Administration Institute (Public Organization)

HOLDING OF SECURITIES (SHARES) OF COMPANIES/ JURISTIC PERSONS IN CONNECTION WITH GSB'S BUSINESS

- None

**MRS. WORANUCH
PHU-IM**

59 years old

- Director (Representative of the Ministry of Finance)
- Chairman of Employee Relations Committee
- Chairman of Committee of Performance Evaluation and Remuneration of President and CEO
- Member of Executive Committee



MISS TIDARAT THANAPAKPAWIN

44 years old

- Independent Director
- Member of Risk Oversight Committee
- Member of Information Technology Executive Committee
- Member of Committee of Performance Evaluation and Remuneration of President and CEO



EDUCATION

- Master of Business Administration (MBA) in Finance/Marketing, Willamette University, United States of America
- Bachelor of Computer Science, Chulalongkorn University

TRAINING

- Director Leadership Certification Program (DLCP), Class 13/2023, Thai Institute of Directors Association (IOD)
- Successful Formulation & Execution of Strategy (SFE), Class 42/2023, Thai Institute of Directors Association (IOD)
- Super Series, Class 4, “Board’s Best Practices and Future Top Challenges” Institute of Research and Development for Public Enterprises (IRDP) in Collaboration with Australian Institute of Management: AIM
- Leadership and Effective Corporate Culture Program, Class 1, Institute of Research and Development for Public Enterprises (IRDP) in collaboration with Cambridge Judge Business School Executive Education
- Advanced Certificate Course in Politics and Governance in Democratic Systems for Executives, Class 26, 2022 – 2023, King Prajadhipok’s Institute
- Director Certification Program (DCP), Class 307/2021, Thai Institute of Directors Association (IOD)
- Boardroom Success through Financing and Investment (BIF), Class 10/2021, Thai Institute of Directors Association (IOD)
- Workshop on Promoting Knowledge and Awareness on Cyber Resilience, Bank of Thailand
- Risk Management Program for Corporate Leaders (RCL), Class 21/2020, Thai Institute of Directors Association (IOD)
- IT Governance and Cyber Resilience Program (ITG), Class 14/2020, Thai Institute of Directors Association (IOD)
- Certificate Courses-Corporate Governance for Directors and Senior Executives, Class 21/2019, King Prajadhipok’s Institute
- Director Accreditation Program (DAP), Class 154/2018, Thai Institute of Directors Association (IOD)
- Young Leadership in Democratic Governance Course, Class 3, King Prajadhipok’s Institute

- The Program for Senior Executives on Justice Administration, Class 16, Judicial Training Institute
- Certificate in Intellectual Property Law for Development and Increase of Business Value Course, The Collaboration of the Central Intellectual Property and International Trade Court and IP & IT Associate Judge Club
- Certificate in Administration and Management, University of Washington
- Certificate in Business for International Professionals, University of Washington

WORK EXPERIENCE

- **2020 - Present** Member of Information Management Committee, Dhanarak Asset Development Co., Ltd.
- **2020 - Present** Member of Strategy and Promotion Sub-committee, Member of Electronic Transactions Commission
- **2019 - Present** Member of Executive Board of Digital Council of Thailand
- **2017 - Present** Workshop Adviser on Young Leadership in Democratic Governance Course, King Prajadhipok's Institute
- **2015 - Present** Special Lecturer, School of Digital Media, Sripatum University
- **2018 - 2022** Member of Driving Organizational Value Enhancement Sub-committee, Geo-Informatics and Space Technology Development Agency (Public Organization) - GISTDA
- **2020 - 2020** Working Group of Digital Industry, Intelligent Electronics and Robots, and Member of Working Group of Eastern Economic Corridor Human Development Center
- **2019 - 2020** Member of Copyright Utilization Guidelines Sub-committee, Department of Intellectual Property, Ministry of Commerce
- **2018 - 2020** Member of Occupational Standards Committee on Information and Communication Technology and Digital Content (ICT), Thailand Professional Qualification Institute (Public Organization)
- **2017 - 2020** Member of Digital Technology Sub-committee for Service and Organization Management, Expressway Authority of Thailand
- **2017 - 2019** Director of the Thai Federation of ICT Technology Association (TFIT)
- **2017 - 2019** Consultant, the Standing Committee on Commerce, Industry and Labor, the National Legislative Assembly
- **2014 - 2018** Chairman of Thai Game Software Industry Association
- **2017 - 2017** Director of Course Drafting Committee, Bachelor of Science (Game), College of Arts, Media and Technology, Chiangmai University
- **2017 - 2017** Member of Working Group for Protection Planning and Promoting the Utilization of Intellectual Property of the Industry and Digital Innovation, Digital Economy Promotion Agency (Depa)
- **2016 - 2016** Member of Creative Digital Media Sub-committee, Ministry of Commerce
- **2015 - 2016** Director, Creative Digital Economy, Thai Chamber of Commerce and Board of Trade of Thailand
- **2013 - 2015** Director, Information Technology Business and Communication, Thai Chamber of Commerce & Board of Trade of Thailand
- **2013 - 2015** Director, Thai Animation and Computer Graphics Association

OTHER PRESENT POSITIONS

- Vice Chairman and Chairman of the Mission on Setting Standards and Indicators, Digital Council of Thailand
- Director, Provincial Electricity Authority (PEA)
- Director, Yamamoto Trading (Thailand) Company Limited
- Director, BBTV New Media Company Limited
- Director, Mee Tee Mee Ngern Company Limited

HOLDING OF SECURITIES (SHARES) OF COMPANIES/ JURISTIC PERSONS IN CONNECTION WITH GSB'S BUSINESS

- None

MISS SUPREEYA PIPATMANOMAI

47 years old

- Independent Director
- Chairman of Risk Oversight Committee
- Member of Information Technology Executive Committee
- Member of Committee of Performance Evaluation and Remuneration of President and CEO



EDUCATION

- Master of Science in Finance, Imperial College of Science, Technology and Medicine, University of London, UK
- Bachelor of Science with Upper Second Class Honors in Management Science with Computing with a Year in Industry, University of Kent at Canterbury, UK

TRAINING

- Super Series, Class 4, “Board’s Best Practices and Future Top Challenges” Institute of Research and Development for Public Enterprises (IRDP) in Collaboration with Australian Institute of Management: AIM
- Leadership and Effective Corporate Culture Program, Super Series, Class 2/2019-2022, Institute of Research and Development for Public Enterprises (IRDP)
- Cyber Resilience Leadership: SMART GOAL, Bank of Thailand
- Certificate Course in Thailand and ASEAN Community in Global Political Economy, Class 11, King Prajadhipok’s Institute
- Board Essentials Program (BEP), Class 1, Institute of Research and Development for Public Enterprises (IRDP)
- Advanced Audit Committee Program (AACP), Class 41/2021, Thai Institute of Directors Association (IOD)
- Risk Management Program for Corporate Leaders (RCL), Class 24/2021, Thai Institute of Directors Association (IOD)
- Director Leadership Certification Program (DLCP), Class 2/2021, Thai Institute of Directors Association (IOD)
- IT Governance and Cyber Resilience Program (ITG), Class 18/2021, Thai Institute of Directors Association (IOD)
- Seminar on Promoting Knowledge and Awareness on Cyber Resilience, Bank of Thailand

- Directors Certification Program (DCP), Class 294/2020, Thai Institute of Directors Association (IOD)
- Corporate Governance Program for Directors and Executives of State Enterprises and Public Organizations (PDI), Class 22/2020, King Prajadhipok's Institute
- Fundamental Technical Analysis Workshop, Bank of Thailand
- Bankruptcy Protection against Macroeconomic Shocks: The Case for a Super Chapter II Seminar, Bank of Thailand
- Modern Developments in Econometrics and Forecasting Techniques Seminar and Workshop, Selwyn College, Cambridge University, UK
- On the Job Training with Quantitative Team, HSBC, Citibank, Merrill Lynch, Deutsche Bank, JP Morgan, Lehman Brothers, Salomon Smith Barney, London and New York Head Office
- The 10th Central Banking Seminar – Fixed Income Primer Program, Lehman Brothers Institute of Finance, New York
- Training Sessions on Global Market Business Finance Process, Standard Chartered Bank, Singapore
- Wholesale Bank Business Finance Conference, Standard Chartered Bank, Singapore
- Hedge Accounting – Training and Guidance Workshop, Standard Chartered Bank, Singapore
- Expanded – Exotics Options and Structured FX Forward Workshop, Standard Chartered Bank, Singapore
- Accounting for Financial Instruments, Derivatives & Hedging under IAS 39, Standard Chartered Bank, Singapore
- Secondment with Group Business Development, Standard Chartered Bank, London

WORK EXPERIENCE

- **2013 - 2018** Senior Executive Vice President, Head of Credit Risk Management, TMB Bank Public Company Limited
- **2005 - 2013** Global Head of Derivatives Work-out Advisor and Executive Vice President, Head of Special Asset Management Division, Standard Chartered Bank, Thailand
- **1999 - 2004** Quantitative Financial Analyst, Reserve Management Division, Bank of Thailand
- **1996 - 1997** Chief Computer Programmer, Phoenix First Ltd., Alton, UK
- **1996 - 1997** Financial Analyst, Institute of Supervision and Development, Bank of Thailand

OTHER PRESENT POSITIONS

- Director, Islamic Bank Asset Management
- Chairman, Mee Thee Mee Ngern Company Limited

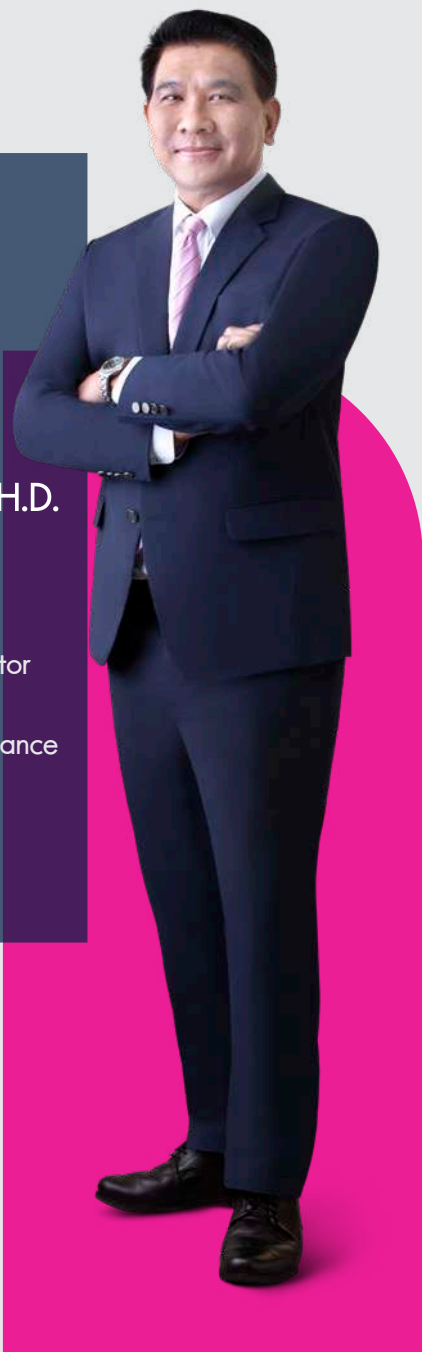
HOLDING OF SECURITIES (SHARES) OF COMPANIES/ JURISTIC PERSONS IN CONNECTION WITH GSB'S BUSINESS

- None

**ASSOCIATE
PROFESSOR
THANAVATH
PHONVICHAI, PH.D.**

58 years old

- Independent Director
- Member of Good Corporate Governance and Sustainability Committee



EDUCATION

- Doctor of Philosophy, Applied Statistics and Research Methods, University of Northern Colorado, United States of America
- Master of Business Administration (Honors) in Development Economics Planning, National Institute of Development Administration
- Bachelor of Economics (2nd Class Honors) in Financial Economics, Ramkhamhaeng University

TRAINING

- Financial Statements for Directors, Class 31/2016, Thai Institute of Directors Association (IOD)
- Successful Formulation & Execution of Strategy, Class 26/2016, Thai Institute of Directors Association (IOD)
- Top Executive Program in Commerce and Trade: TEPCoT, Class 2/2009, Commerce Academy, University of the Thai Chamber of Commerce
- Director Program, Thai Institute of Directors Association (IOD)
- Director Accreditation Program, Class 51/2006
- Top Executive Program, Capital Market Academy, Class 16
- National Defense Course, Class 57, National Defense College Institute
- The Executive Program in Energy Literacy for a Sustainable Future, Class 4, Thailand Energy Academy

WORK EXPERIENCE

- Present - President, University of the Thai Chamber of Commerce
 - Advisor to Thai Chamber of Commerce
 - Honorary Director of Committee on Safeguards, Department of Foreign Trade, Ministry of Commerce
 - Honorary Director of Central Committee on Prices of Goods and Services, Department of Internal Trade, Ministry of Commerce
 - Honorary Director of Revolving Fund Committee, Ministry of Finance

- **2016 - 2019**
 - Senior Vice President for Academic Affairs and Research, University of The Thai Chamber of Commerce
 - Director of the Center for Economic and Business Forecasting, University of the Thai Chamber of Commerce
 - Member of Government Lottery Committee, According to the National Peacekeeping Order No. 12/2015
 - Honorary Director in the Board of Directors of Rubber Authority of Thailand
- **2012 - 2016** Vice President for Research, University of the Thai Chamber of Commerce
- **2009 - 2011**
 - Dean, Faculty of Economics University of the Thai Chamber of Commerce
 - Honorary Director, Member of the National Tourism Policy Committee
 - Member of National Rice Policy Sub-committee for Marketing
 - Member of Sub-committee on Macroeconomic Monitoring and Evaluation, Senate
 - Member of Trade Competition Commission, Ministry of Commerce
 - Member of the Board of Education and Development of Retail and Wholesale Business Systems, Ministry of Commerce
 - Honorary Director for Management of international Institutions for Trade and Development (Public Organization)
 - Member of Economic and Academic Committee, Thai Chamber of Commerce
- **2006 - 2008**
 - Member of CFO Project Development and Supervision Committee, Ministry of Finance
 - Member of Economic and Academic Committee, Thai Chamber Of Commerce
- **2006** Member of Enterprise Network (Cluster) Committee, Thai Chamber of Commerce
- **2005**
 - Member of Finance and Investment Business Committee, Thai Chamber of Commerce
 - Member of the Economic Assessment Committee, The Federation of Thai Industries
- **2004** Economic Consultant to Chairman of the Thai Chamber of Commerce (Dr. Arch Taolanon)
- **2003**
 - Member of Sub-Committee of Public Hearing and Recommendation on Measures for Optimizing the Management of the Country's Financial System to Prevent National Economic Crisis
 - Assistant Manager of Securities Research and Analysis, Thai Fuji Finance Securities Company Limited
 - Lecturer, School of Economics, University of the Thai Chamber of Commerce
 - Economist, Economic Policy Department, Electricity Generating Authority of Thailand
 - Economist, Research and Planning Department, Siam Commercial Bank Co., Ltd.

OTHER PRESENT POSITIONS

- Expert Director of Government Lottery Committee, Government Lottery Office
- Director, Muang Thai Insurance Public Company Limited
- Member of Working Capital Management Policy Committee, Ministry of Finance
- National Strategy Committee on Creating Opportunity and Social Equality, Office of the National Economic and Social Development Council
- Member of Working Capital Management Policy Committee, The Comptroller General's Department
- Director, Madame Pang Foundation
- Director of the Program on Advanced Agricultural Instructors, Ministry of Agriculture and Cooperatives
- Director, MFC Asset Management Public Company Limited

HOLDING OF SECURITIES (SHARES) OF COMPANIES/ JURISTIC PERSONS IN CONNECTION WITH GSB'S BUSINESS

- None

MRS. THIDA PATTATHAM

59 years old

- Independent Director
- Chairman of Audit Committee



EDUCATION

- M.A., Energy Studies, The University of Sheffield, United Kingdom
- Master of Economics, Chulalongkorn University
- Bachelor of Economics, Economic Theory, University of the Thai Chamber of Commerce

TRAINING

- Risk Management Program for Corporate Leaders (RCL), Class 33/2023, Thai Institute of Directors Association (IOD)
- Cyber Resilience Leadership: SMART GOAL, Bank of Thailand
- Advanced Audit Committee Program (AAP), Class 45/2022, Thai Institute of Directors Association (IOD)
- Director Accreditation Program (DAP), Class 197/2022, Thai Institute of Directors Association (IOD)
- Director Certification Program (DCP), Class 330/2022, Thai Institute of Directors Association (IOD)
- Senior Budget Executive Program, Class 6/2019, Budget Bureau
- The Executive Program in Energy Literacy for a Sustainable Future, Class 12/2018, Thailand Energy Academy
- Program for Senior Executives in Public Sector Law, Class 6/2017, Office of the Council of State
- National Defense Course (CDC), Class 58/2016, National Defense College
- The Civil Service Executive Development Program, Course 1, Class 80/2014, Office of the Civil Service Commission
- Advanced Certificate Course in Promotion of Peaceful Society, Class 4/2012, King Prajadhipok's Institute

WORK EXPERIENCE

- **2021 - Present** Deputy Secretary-General, Office of the National Economic and Social Development Council (NESDC)
- **2017 - 2020** Senior Advisor in Policy and Planning, Office of the National Economic and Social Development Council (NESDC)
- **2014 - 2017** Director, Infrastructure Project Office, Office of the National Economic and Social Development Board (NESDB)
- **2010 - 2013** Plan and Policy Analyst, Expert Level, Office of the National Economic and Social Development Board (NESDB)
- **2005 - 2010** Director of Energy Division, Infrastructure Project, Office of the National Economic and Social Development Board (NESDB)

OTHER PRESENT POSITIONS

- Director and Member of Risk Management Committee, Dhipaya Group Holdings Public Company Limited
- Director and Member of Nomination, Remuneration and Human Resource Management Committee, Dhipaya Insurance Public Company Limited

HOLDING OF SECURITIES (SHARES) OF COMPANIES/ JURISTIC PERSONS IN CONNECTION WITH GSB'S BUSINESS

- None

EDUCATION

- Master of Business Administration (MBA), Finance, Money & Financial Markets and International Business, Columbia Business School, United States of America
- Bachelor in Economics, (Honors), Thammasat University

TRAINING

- Super Series, Class 4, “Board’s Best Practices and Future Top Challenges” Institute of Research and Development for Public Enterprises (IRDP) in Collaboration with Australian Institute of Management: AIM
- Corporate Governance for Directors and Senior Executives of Regulators, State Enterprises and Public Organizations, Class 27, King Prajadhipok’s Institute
- Certificate Course in Thailand and ASEAN Community in Global Political Economy, Class 11, King Prajadhipok’s Institute
- Board Essentials Program (BEP), Class 1, Institute of Research and Development for Public Enterprise (IRDP)
- Super Series “Leadership & Effective Corporate Culture” Program, Class 3, Institute of Research and Development for Public Enterprise (IRDP)
- Director Leadership Certification Program (DLCP), Class 6/2022, Thai Institute of Directors Association (IOD)
- Seminar on Cyber Resilience Leadership: Herd Immunity, Bank of Thailand
- Director Certification Program (DCP), Class 312/2021, Thai Institute of Directors Association (IOD)
- Senior Executive Program, Class 16, Capital Market Academy (CMA)
- Intermediate Certificate Course in Good Governance for Medical Executives (TMC), Class 3, King Prajadhipok’s Institute and the Medical Council of Thailand

WORK EXPERIENCE

- **Mar. 2022 - Jun. 2023** Director, Fast Money Company Limited
- **2018 - 2019** Chief Commercial Officer, Central Pattana Public Company Limited
- **2017 - 2018** Senior Executive Vice President, Operations Workgroup, Central Pattana Public Company Limited
- **2014 - 2016** Senior Executive Vice President, Retails Business Division, Kasikorn Bank Public Company Limited
- **2012 - 2014** Executive Vice President, Retails Business Division Head, Kasikorn Bank Public Company Limited
- **2008 - 2012** Executive Vice President, SME Business Division Head, Kasikorn Bank Public Company Limited

OTHER PRESENT POSITIONS

- Independent Director, Jubilee Enterprise Public Company Limited
- Independent Director, TIP IB Company Limited
- Director, Money DD Company Limited
- Advisor to Board of Directors, Mee Tee Mee Ngern Company Limited

HOLDING OF SECURITIES (SHARES) OF COMPANIES/ JURISTIC PERSONS IN CONNECTION WITH GSB’S BUSINESS

- None

**MR. PAKORN
PARTANAPAT****58** years old

- Independent Director
- Chairman of Executive Committee
- Chairman of Nomination of GSB Board of Directors Committee



ASSOCIATE PROFESSOR ANAMAI DAMNET, PH.D.

62 years old

- Independent Director
- Member of Good Corporate Governance and Sustainability Committee
- Member of Risk Oversight Committee
- Member of Nomination of GSB Board of Directors Committee



EDUCATION

- Doctor of Philosophy, Ph.D. (Concentration: Applied Linguistics and Intercultural English Language Learning), Victoria University, Australia
- Master of Arts (Teaching English as a Foreign Language), Srinakharinwirot University
- Graduate Diploma (Teaching English as a Foreign Language) Srinakharinwirot University
- Bachelor's Degree in Home Economics (Hotel and Restaurant Management), Sukhothai Thammathirat Open University
- Bachelor's Degree in Education (English), Srinakharinwirot University

TRAINING

- The Executive Program in Energy Literacy for a Sustainable Future, Class 19, Thailand Energy Academy (TEA), current under training
- Board Essentials Program (BEP), Class 4, Institute of Research and Development for Public Enterprise (IRDP)
- Super Series, Class 4, "Board's Best Practices and Future Top Challenges" Institute of Research and Development for Public Enterprises (IRDP) in Collaboration with Australian Institute of Management: AIM
- A Governance on Land and Real Estate Management, Institute for Good Governance Promotion
- Advanced Certificate Course in Public Economics Management for Executives, Class 21, King Prajadhipok's Institute
- Director Leadership Certification Program (DLCP), Class 6/2022, Thai Institute of Directors (IOD)
- Senior Executive Justice Administration Course, Class 12 (Director General of Public Prosecution Program), Office of the Attorney General
- Corporate Governance Program for Directors and Senior Executives of Regulatory Organizations (Regulators), State Enterprises and Public Organizations (PDI), Class 23, The Collaboration of King Prajadhipok's Institute and State Enterprise Policy Office and Office of the Public Sector Development Commission
- Certificate of Advanced Audit Committee Program (AACP), Class 37/2020, Thai Institute of Directors (IOD)
- Certificate of Director Certification Program (DCP), Class 295/2020, Thai Institute of Directors (IOD)
- Certificate of Risk Management Program for Corporate Leader (RCL), Class 20/2020, Thai Institute of Directors (IOD)
- Senior Executive Budget Program, Class 5, Budget Bureau

- Financial and Fiscal Management Program for Senior Executives (FME), Class 7, The Comptroller General's Department, Ministry of Finance
- Diploma, National Defense College, The National Defense Course, Class 58,
- Advanced Security Management Program (ASMP), Class 10, National Defense College

WORK EXPERIENCE

- **2023 - Present** Dean of Faculty of Service Industry, Kasetsart University, Kamphaeng Saen Campus
- **2016 - Present** Professional, National Research Council of Thailand
- **2019 - 2023** Dean of Faculty of Liberal Arts and Science, Kasetsart University, Kamphaeng Saen Campus, 2nd Term
- **2019 - 2023** Academic Committee, Kasetsart University, Internal Experts Selected from Deans
- **2020 - 2023** Director, University Council, Kasetsart University, Administrative Member Representatives, 4th Term
- **2021 - 2022** Director and Member of Audit Committee, The Transport Company Limited
- **2018 - 2021** Honorary Director, Board of Tourism Authority of Thailand
- **2019 - 2020** Member of Internal Audit Committee, Member of Committee of Remuneration Assessment for Governor of Tourism Authority of Thailand, Tourism Authority of Thailand (TAT)
- **2019 - 2020** Director, University Council, Kasetsart University, Executive, Kasetsart University, 3rd Term
- **2018 - 2019** Vice President for Special Affairs and Establishment Project of Kasetsart University, Suphanburi Campus
- **2018 - 2019** Acting Dean of Faculty of Sports Science, Kasetsart University, Kamphaeng Saen Campus
- **2015 - 2019** Public Relations Committee of National Legislative Assembly. The Secretariat of National Legislative Assembly
- **2014 - 2018** Dean of Faculty of Liberal Arts and Science, 1st Term, Kasetsart University Kamphaeng Saen Campus
- **2015** Acting Dean of Kasetsart University, Kasetsart University
- **2013 - 2015** Director, University Council, Kasetsart University, Administrative Member Representatives
- **2011 - 2014** Assistant to the President of International Affairs and Academic Affairs, Kasetsart University, Kamphaeng Saen Campus

- **2011 - 2013** Director, University Council, Kasetsart University, Faculty Member Representative of Kasetsart University
- **2006 - 2011** Associate Dean for International Affairs and Special Affairs, Faculty of Liberal Arts and Sciences, Kasetsart University, Kamphaeng Saen Campus

OTHER PRESENT POSITIONS

- Dean, Faculty of Hospitality Industry, Kasetsart University
- Director, Industrial Estate Authority of Thailand
- The subcommittee to study approach for reforming armed force and allocate personnel appropriately and efficiently, House of Representatives
- Advisor to the Committee on Agriculture and Cooperatives, House of Representatives

HOLDING OF SECURITIES (SHARES) OF COMPANIES/ JURISTIC PERSONS IN CONNECTION WITH GSB'S BUSINESS

- None

EDUCATION

- Master's Degree (MBA), University of Pittsburgh, USA
- Bachelor of Science, Brigham Young University, USA

TRAINING

- Corporate Governance for Directors and Senior Executives of Regulators, State Enterprises and Public Organizations, Class 27, King Prajadhipok's Institute

MR. RANGSAN THAMMANEEWONG

62 years old

- Independent Director
- Member of Audit Committee



- Advanced Audit Committee Program (AAP), Class 50/2023, Thai Institute of Directors (IOD)
- Director Certification Program (DCP), Class 325/2022, Thai Institute of Directors (IOD)
- Certification of PHASE IV – MISSION: Identify an organization's value added and competitive advantage; build a sense of mission for achieving a common direction, 2022, Adizes Institute, USA
- Certification of PHASE V – STRUCTURE: Design a structure to support the mission, match the organization's technology, and respond to the environment with the goal of producing vitality, 2022, Adizes Institute, USA
- Certification of PHASE VI – ACCOUNTABILITY: Redesign information system to match the responsibilities of the new structure and deliver the useful information for decision making of the middle managers, 2022, Adizes Institute
- Seminar on Cyber Resilience Leadership: SMART GOAL, Bank of Thailand, 2022
- Certification of PHASE I – (SYNDAG) SYNERGETIC DIAGNOSIS: A comprehensive analysis of problems or development of organization and the current stage of organization life cycles, 2017, 2009, Adizes Institute, USA
- Certification of PHASE II – SYNERTEAM INTERGRATION: Facilitation of the Synerteams formed to address the priority problems indentified in Phase I that required teamwork, 2017, Adized Institute, USA
- Certification of PHASE II – PARTICIPATIVE ORGANIZATIONAL COUNCIL (POC): Create and formalize a bottom-up communication channel to establish more responsive and creative organization, 2017, Adizes Institute, USA
- Director Accreditation Program (DAP), 2017, Thai Institute of Directors Association (IOD)
- Blue Ocean Strategic Program, 2012, Blue Ocean Strategic Initiative Center

WORK EXPERIENCE

- 1998 - 1999 Assistant Managing Director, Investment Banking, SCF Finance and Securities Company Limited
- 1992 - 1995 Director of Investment Banking, PERIGRINE LTD.
- 1990 - 1992 Department Director, Provident Fund
- 1988 - 1990 Credit Officer, TISCO Bank
- 1985 - 1986 Sri Nakorn Bank, New York

OTHER PRESENT POSITIONS

- President and Founder of Prudent Advisory Limited
- Director, Sermasuk Public Company Limited
- Director, Patkol Public Company Limited

HOLDING OF SECURITIES (SHARES) OF COMPANIES/ JURISTIC PERSONS IN CONNECTION WITH GSB'S BUSINESS

- None

EDUCATION

- Ph.D. Engineering, University of Utah at Salt Lake City, United States of America
- Master of Engineering, University of Utah at Salt Lake City, United States of America
- Bachelor of Engineering, Chulalongkorn University

TRAINING

- Anti-Corruption The Practical Guide (ACPG), Class 60/2022, Thai Institute of Directors (IOD)
- Financial Statements for Directors (FSD), Class 46/2022, Thai Institute of Directors (IOD)
- Directors Certification Program (DCP), Class 308/2021, Thai Institute of Directors
- Role of the Chairman Program (RCP), Class 48/2021, Thai Institute of Directors
- The Program for Senior Executives on Justice Administration, Class 6/2014, The Administrative Court
- Broadcasting Executive Forum (BCF), Class 1/2013, Office of the National Broadcasting and Telecommunication Commission

WORK EXPERIENCE

- **Mar. 2021 – Sep. 2023** Director, Provincial Waterworks Authority
- **2014 - 2022** Advisor to NBTC's Board of Directors in the Economics (Assistant Professor Thawatchai Jittrapanun Ph.D.)
- **2014 - 2020** ICT Sub-Committee, Social Security Office, Ministry of Labor
- **2013 - 2022** Government ICT Procurement Committee, Ministry of Digital Economy and Society

OTHER PRESENT POSITIONS

- Director, National Savings Fund
- Executive Committee, ICT Procurement Committee Members, Ministry of Justice
- Executive Committee, ICT Committee Members, Office of The Attorney General
- Information Technology Advisor, Office of the Auditor General
- Information Technology Advisor, Office of the Narcotics Control Board
- Member of the Online Crime Prevention and Suppression Committee, Ministry of Digital Economy and Society
- Director, The Telecommunications Association of Thailand under the Royal Patronage (Set 14)
- The Sub-Committee on Promotion and Development of Access and Utilization of Information, Communication, Telecommunications, Technology and Communication Services and Public Media Services for people with disabilities, Office of the National Digital Economy and Society Commission (ONDE)
- Information Technology Sub-Committee of National Savings Fund (NSF)
- Member of the Academic Council, Rajamangala University of Technology Suvarnabhumi

- Board of Directors of the Institute of Creative Industries and Innovation, Rajamangala University of Technology Rattanakosin
- Director, Money DD Co., Ltd.

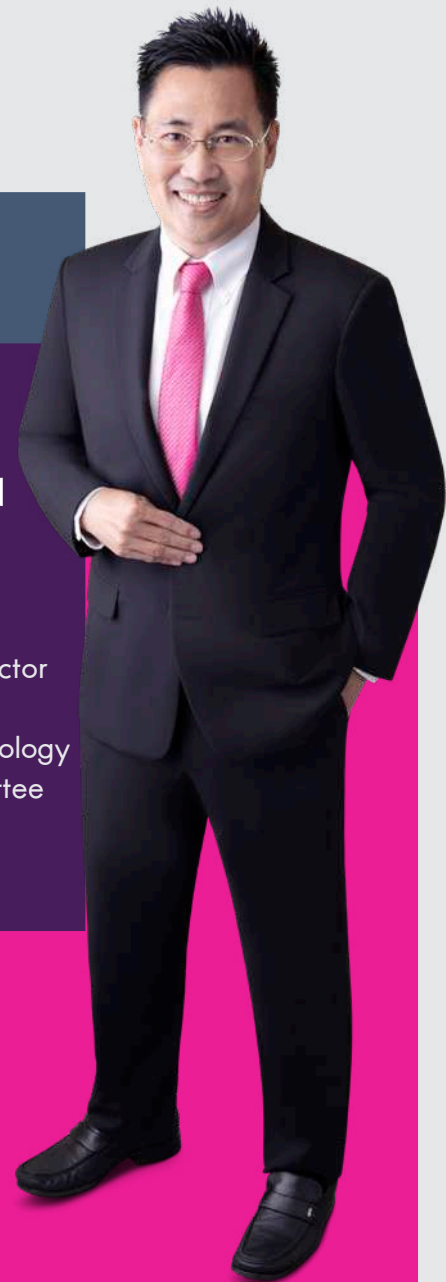
HOLDING OF SECURITIES (SHARES) OF COMPANIES/ JURISTIC PERSONS IN CONNECTION WITH GSB'S BUSINESS

- None

**MR. WISANU
TUNTAWIROON**

59 years old

- Independent Director
- Chairman of Information Technology Executive Committee



MR. TAWEESIN VISANUYOTHIN

59 years old

- Independent Director
- Member of Audit Committee



EDUCATION

- Ph.D.
 - Ph.D. of Philosophy, Honorary Doctorate of Public Health Program, Khon Kaen University
 - Certificate in Preventive Medicine (Community Mental Health), The Medical Council of Thailand
 - Diploma of Thai Board of Psychiatry, The Medical Council of Thailand
- Master Degree
 - Higher Graduate Diploma in Clinical Medical Sciences (Psychiatry), Mahidol University
- Bachelor Degree
 - Doctor of Medicine, Khon Kaen University

TRAINING

- Constitution Court Academy Class 11: Training on “The Rule of Law for Democracy”
- Advanced Audit Committee Program (AACP), Class 45/2022, Thai Institute of Directors (IOD)
- Director Certification Program (DCP), Class 327/2022, Thai Institute of Directors (IOD)
- Fellow in Neuropsychiatry University of Illinois of Chicago, USA
- The Program for Senior Executives on Justice Administration, Class 24/2020, Judicial Training Institute
- Advanced Security Management Program, Class 9/2018, National Defense College
- The National Defence Course, Class 58, National Defense College
- The Civil Service Executive Development Program: Visionary and Moral Leadership, Class 82/2015, Office of the Civil Service Commission
- Certificate Course in Good Governance for Medical Executive, Class 3/2014, King Prajadhipok’s Institute and the Medical Council of Thailand
- The Columbia Senior Executive Program (Government Scholarship – OCSC), 2011, Columbia University, United States of America

- Senior Executive Medical and Public Health Administrators Course, Class 26/2010, Praboromarajchanok Institute, Office of the Permanent Secretary, Ministry of Public Health
- Advanced Certificate Course in Politics and Governance in Democratic System for Senior Executives, Class 12/2009, King Prajadhipok's Institute

WORK EXPERIENCE

- **2023 - Present** Director General, Department of Thai Traditional and Alternative Medicine, Ministry of Public Health
- **2022 - Present** Chairman of the Sub-Committee for Implementing Organizational Policy Personnel and Corporate Communications, Ministry of Public Health
- **2022 - Present** Chairman of the Public Health Manpower Remuneration Committee, Ministry of Public Health
- **2022 - Present** Vice Chairman of the Cremation Welfare Committee, Ministry of Public Health
- **2022 - Present** Chairman of the Welfare Committee, Office of the Permanent Secretary, Ministry of Public Health
- **2021 - Present** Medical Director, Social Security Office Ministry of Labor
- **2020 - Present** Member of National Reform Commission on Public Health
- **2019 - Present** The Sub-Committee for Administration of the Safe and Creative Media Development Fund (Professional in Social Development for Psychology)
- **2019 - Present** Advisory Working Group for the Preparation of Action Plans and Annual Budget Plan, the Safe and Creative Media Development Fund
- **2018 - Present** Advisory Committee of the National Medical Association of Thailand under His Majesty the King's Patronage 2018 - 2019
- **2015 - Present** Member of the Medical Council of Thailand Agenda 2015 – Present
- **2015 - Present** Professional Director, the Safe and Creative Media Development Fund Committee (Expert in Psychology)
- **2015 - Present** Director of Steering Committee, Intermediate Certificate Course of Young Leadership in Democratic Governance, King Prajadhipok's Institute
- **2022 - 2023** Deputy Permanent Secretary of the Ministry of Public Health
- **2020 - 2022** Inspector - General, Ministry of Public Health
- **2020 - 2022** Spokesman of the Centre for COVID-19 Situation Administration (CCSA)

- **2015 - 2017** Member of the Committee (Election), the Royal College of Psychiatrists of Thailand
- **2013 - 2015** Vice Chairman of the Sub-Committee to Produce and Develop Safe and Creative Media
- **2013 - 2015** Member of Executive Committee, Preventive Medicine Association of Thailand

OTHER PRESENT POSITIONS

- None

HOLDING OF SECURITIES (SHARES) OF COMPANIES/ JURISTIC PERSONS IN CONNECTION WITH GSB'S BUSINESS

- None

EDUCATION

- Master of Arts (Political Economy), Chulalongkorn University
- Master of Laws (Business Law), Chulalongkorn University
- Master of Finance, Drexel University, USA
- Bachelor of Economics, Thammasat University

TRAINING

- Top Executive Program in Commerce and Trade : TEPCoT, Class 15, University of the Thai Chamber of Commerce
- Top Executive Program, Class 28, Capital Market Academy (CMA)

- Advanced Management Strategies for the Prevention and Suppression, Class 7, Office of the National Anti-Corruption Commission
- The Program for Senior Executives on Justice Administration, Class 17, Judicial Training Institute, Court of Justice
- Leadership Succession Program (LSP), Class 5, Institute of Research and Development for Public Enterprise (IRDP)
- Director Certificate Program (DCP), Class 7, Thai Institute of Directors Association (IOD)
- The Executive Program for Senior Management (EX-PSM), Class 3, Fiscal Policy Research Institute Foundation

WORK EXPERIENCE

- **2020 - Present** President & CEO, Government Savings Bank
- **2021 - 2022** Director, Supervising on Retail Customers Debt Restructuring Committee
- **2018 - 2020** Secretary-General, Government Pension Fund
- **2017 - 2018** Director and Acting President, Islamic Bank of Thailand
- **2017 - 2018** Professional Director on Economy, Digital Economy Promotion Agency (Depa)
- **2017 - 2018** Director, Thanachart Fund Management Company Limited
- **2016 - 2018** Chief Financial Officer (CFO), Government Savings Bank (GSB)
- **2015 - 2016** Senior Executive Vice President, Business and Public Sector Customers Group, Government Savings Bank (GSB)
- **2011 - 2014** Chief Financial Officer, Nok Airlines Public Company Limited
- **2010 - 2011** Senior Deputy Managing Director, Charoen Pokphand Group Company Limited
- **2007 - 2010** Director, Siam City Asset Management Company Limited (Currently renamed to Phatra Asset Management Company Limited)

OTHER PRESENT POSITIONS

- Vice Chairman, Chairman of Investment Committee and Executive Director, Dhipaya Life Assurance Public Company Limited
- Director and Executive Director, Dhipaya Insurance Public Company Limited, Dhipaya Group Holdings Public Company Limited
- Director and Executive Director, Mee Tee Mee Ngern Company Limited
- President of Association of Provident Fund
- Employee Representative, The State Enterprise Labour Relations Committee, Employer and Employee Representatives
- Chairman, the Government Financial Institutions Association
- Chairman of the Executive Committee and Advisor to the Board of Directors, Money DD Co., Ltd.

HOLDING OF SECURITIES (SHARES) OF COMPANIES/ JURISTIC PERSONS IN CONNECTION WITH GSB'S BUSINESS

- None

**MR. VITAI
RATANAKORN****53** years old**President and CEO**

- Director and Secretary
- Member of Executive Committee
- Member of Information Technology Management Committee
- Member of Risk Oversight Committee
- Member of Good Corporate Governance and Sustainability Committee



EDUCATION

- Master of Public Administration, Political Science, Chulalongkorn University
- Bachelor of Accounting, Finance, University of the Chamber of Commerce

TRAINING

- Aesthetics Top Executive Program in Aesthetics and Art: ToP-ART, Class 1, Aesthetics Top Art 1 (ATA) Association of Aesthetics and Arts in cooperation with the University of the Thai Chamber of Commerce
- Director Leadership Certification Program (DLCP), Class 6/2022 Thai Institute of Director Association (IOD)
- Director Certification Program (DCP), Class 312/2021, Thai Institute of Directors Association (IOD)
- The National Defence Course, Class 63, The National Defence College Institute
- The Executive Program in Energy Literacy for a Sustainable Future, TEA, Class 11, Thailand Energy Academy
- Corporate Governance for Directors and Senior Executives of Regulators State Enterprises and Public Organizations, Class 15, King Prajadhipok's Institute
- Tourism Management Program for Executive (TME), Class 3/2019 TAT Academy, Tourism Authority of Thailand

WORK EXPERIENCE

- **2020 - Present** State Enterprise Development Consultant, State Enterprise Policy Office, Ministry of Finance
- **2018 - 2020** Deputy Director of the State Enterprise Policy Office, Ministry of Finance

OTHER PRESENT POSITIONS

- Vice Chairman, the Financial Institutions Development Fund (FIDF) Committee
- Director, National Credit Bureau Company Limited
- Member of Organizational Development Sub-committee, Provincial Waterworks Authority of Thailand
- Member of Good Corporate Governance and CSR Sub-committee, Metropolitan Waterworks Authority

HOLDING OF SECURITIES (SHARES) OF COMPANIES/ JURISTIC PERSONS IN CONNECTION WITH GSB'S BUSINESS

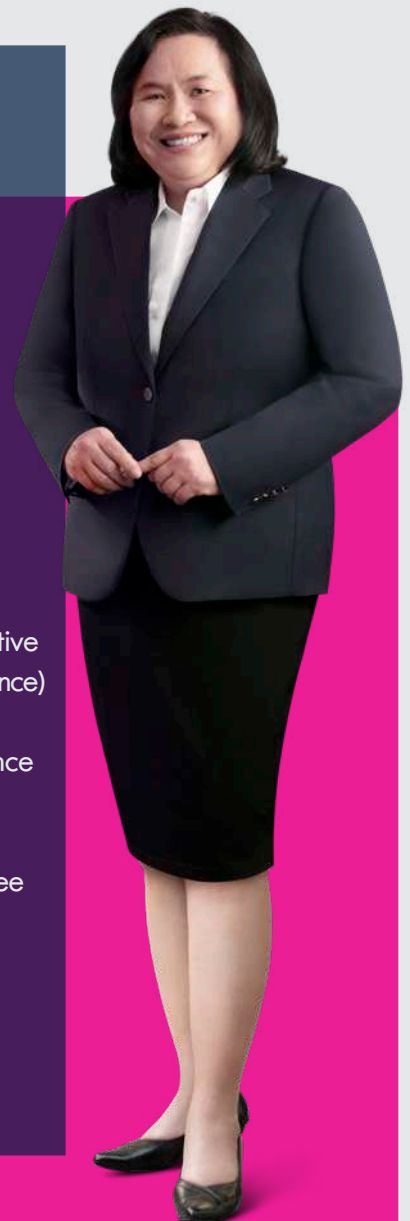
- None

MISS PIYAWAN LAMKITCHA

58 years old

(Serving until
1 February 2024)

- Director (Representative of the Ministry of Finance)
- Chairman of Good Corporate Governance and Sustainability Committee
- Member of Committee of Performance Evaluation and Remuneration of President and CEO



EDUCATION

- Master of Laws, Chulalongkorn University
- Certificate in Thai Barrister, the Institute of Legal Education of the Thai Bar Association, Period 34, Academic Year 1981
- Bachelor of Laws, Chulalongkorn University

TRAINING

- Advanced Audit Committee Program (AAP), Class 48/2023, Thai Institute of Directors Association (IOD)
- Workshop on Promoting Knowledge and Awareness on Cyber Resilience, Bank of Thailand
- How to Develop a Risk Management Plan Program (HRP 26), Thai Institute of Directors Association (IOD)
- Risk Management Program for Corporate Leaders (RCL), Class 16/ 2019, Thai Institute of Directors Association (IOD)
- Corporate Governance for Directors and Senior Executives of State Enterprises and Public Organizations, Class 16, Public Director Institute (PDI), The Collaboration of King Prajadhipok's Institute and State Enterprise Policy Office in 2017
- Board that Make a Difference Program (BMD), Thai Institute of Directors in 2016
- The Program for Senior Executives on Justice Administration, Class 20, Judicial Training Institute in 2015
- Training Course on Administrative Justice for Provincial Prosecutor, Class 31, The Office of the Administrative Courts of Thailand in 2011
- Diversity Human Resources Management Program, Office of the Civil Service Commission in 2011
- Executive Finance Management Program, Class 1, Fiscal Policy Research Institute Foundation, Ministry of Finance in 2010
- High Level Administrator Course, Class 53, Interior College, Ministry of Interior in 2009
- Directors Certification Program (DCP), Class 124/2009, Thai Institute of Directors
- High Level Police Management Program, Class 27, Police College, Police Education Bureau in 2007
- Graduate Diploma Program in Public Law, Class 1, Thammasat University in 1999

WORK EXPERIENCE

- 2015 - 2018 Legal Affairs and Fiscal Regulation Advisor (Eminent Person)
- 2010 - 2014 Director, Office of Law, The Comptroller General's Department

OTHER PRESENT POSITIONS

- Commissioner of the Civil Aviation Authority of Thailand
- Director of Risk Management Subcommittee, Defence Technology Institute (Public Organization)
- OCSE Extraordinary on Personnel Assessment for Academic Positions

HOLDING OF SECURITIES (SHARES) OF COMPANIES/ JURISTIC PERSONS IN CONNECTION WITH GSB'S BUSINESS

- None

**MISS YAOWANOOCH
WIYAPORN**

65 years old

(Serving until
1 September 2023)

- Independent Director
- Chairman of Audit Committee



EDUCATION

- Master of Business Administration, International Business, University of the Thai Chamber of Commerce
- Bachelor of Arts, Accounting, Chiang Mai University
- Bachelor of Laws, Sukhothai Thammathirat Open University

TRAINING

- Cyber Resilience Leadership: SMART GOAL, Bank of Thailand
- Corporate Governance for Directors and Senior Executives of Regulators, State Enterprises and Public Organizations, Class 25, King Prajadhipok's Institute
- Board Essentials Program (BEP), Class 2, Institute of Research and Development for Public Enterprises (IRDP)
- Certificate Course in Good Governance for Medical Executives, Class 9/2020, King Prajadhipok's Institute and Medical Council of Thailand
- Advanced Audit Committee Program (AAP), Class 32/2019, Thai Institute of Directors Association (IOD)
- Advanced Master of Management Program, AMM, Class 2/2018, National Institute of Development Administration (NIDA)
- The Executive Program in Energy Literacy for a Sustainable Future, Class 11/ 2017, Thailand Energy Academy (TEA)
- Top Executive Program, Class 25/2016, Capital Market Academy (CMA)
- The Board's Role in Strategic Formulation Governance Matters Austria, 2015
- Director Certification Program (DCP), Class 204/2015, Thai Institute of Directors Association (IOD)
- Successful Formulation and Execution of Strategy (SFE), Class 21/2014, Thai Institute of Directors Association (IOD)
- Corporate Governance for Executive (CGE), Class 1/2014, Thai Institute of Directors Association (IOD)
- Director Accreditation Program (DAP), Class 111/2014, Thai Institute of Directors Association (IOD)
- TLCA Executive Development Program (EDP), Class 4/2009, Thai Listed Companies Association
- NIDA-Wharton Executive Leadership Program, 2008, The Wharton School of University of Pennsylvania

WORK EXPERIENCE

- 2021 - 2021 Director, Thailand Privilege Card Co., Ltd.
- 2020 - 2020 Director, MCOT Public Company Limited
- 2018 - 2018 Director, WHA Industrial Estate Rayong Company Limited
- 2015 - 2018 Director, IRPC OIL Company Limited
- 2015 - 2018 Director, IRPC Polyol Company Limited
- 2015 - 2018 Director, UBE Chemicals (Asia) Public Company Limited
- 2015 - 2018 Director, IRPC Clean Power Company Limited
- 2015 - 2018 Director, IRPC A & L Company Limited
- 2015 - 2018 Senior Executive Vice President, Corporate Accounting & Finance, IRPC Public Company Limited

OTHER PRESENT POSITIONS

- Director and Chairman of Audit Committee, Thai Union Feedmill Public Company Limited
- Director and Chairman of the Audit Committee, TRC Construction Public Company Limited
- Director and Chairman of Audit Committee, TTK Corporation Co., Ltd.

HOLDING OF SECURITIES (SHARES) OF COMPANIES/ JURISTIC PERSONS IN CONNECTION WITH GSB'S BUSINESS

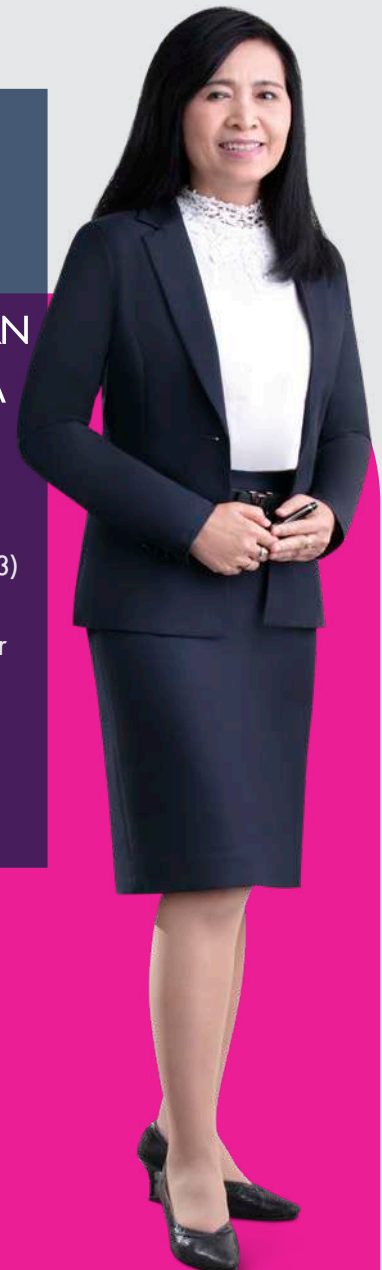
- None

**MRS. RACHADAPORN
RAJCHATAEWINDRA**

65 years old

(Serving until 17 July 2023)

- Independent Director
- Member of Audit Committee



EXECUTIVES

EDUCATION

- Master of Arts (Political Economy), Chulalongkorn University
- Master of Laws (Business Law), Chulalongkorn University
- Master of Finance, Drexel University, USA
- Bachelor of Economics, Thammasat University

TRAINING

- Top Executive Program in Commerce and Trade : TEPCoT, Class 15, University of the Thai Chamber of Commerce
- Top Executive Program, Class 28, Capital Market Academy (CMA)

- Advanced Management Strategies for the Prevention and Suppression, Class 7, Office of the National Anti-Corruption Commission
- The Program for Senior Executives on Justice Administration, Class 17, Judicial Training Institute, Court of Justice
- Leadership Succession Program (LSP), Class 5, Institute of Research and Development for Public Enterprise (IRDP)
- Director Certificate Program (DCP), Class 7, Thai Institute of Directors Association (IOD)
- The Executive Program for Senior Management (EX-PSM), Class 3, Fiscal Policy Research Institute Foundation

WORKING EXPERIENCES

- **2020 - Present** President & CEO, Government Savings Bank
- **2021 - 2022** Director, Supervising on Retail Customers Debt Restructuring Committee
- **2018 - 2020** Secretary-General, Government Pension Fund
- **2017 - 2018** Director and Acting President, Islamic Bank of Thailand
- **2017 - 2018** Professional Director on Economy, Digital Economy Promotion Agency (Depa)
- **2017 - 2018** Director, Thanachart Fund Management Company Limited
- **2016 - 2018** Chief Financial Officer (CFO), Government Savings Bank (GSB)
- **2015 - 2016** Senior Executive Vice President, Business and Public Sector Customers Group, Government Savings Bank (GSB)
- **2011 - 2014** Chief Financial Officer, Nok Airlines Public Company Limited
- **2010 - 2011** Senior Deputy Managing Director, Charoen Pokphand Group Company Limited
- **2007 - 2010** Director, Siam City Asset Management Company Limited (Currently renamed to Phatra Asset Management Company Limited)

OTHER PRESENT POSITIONS

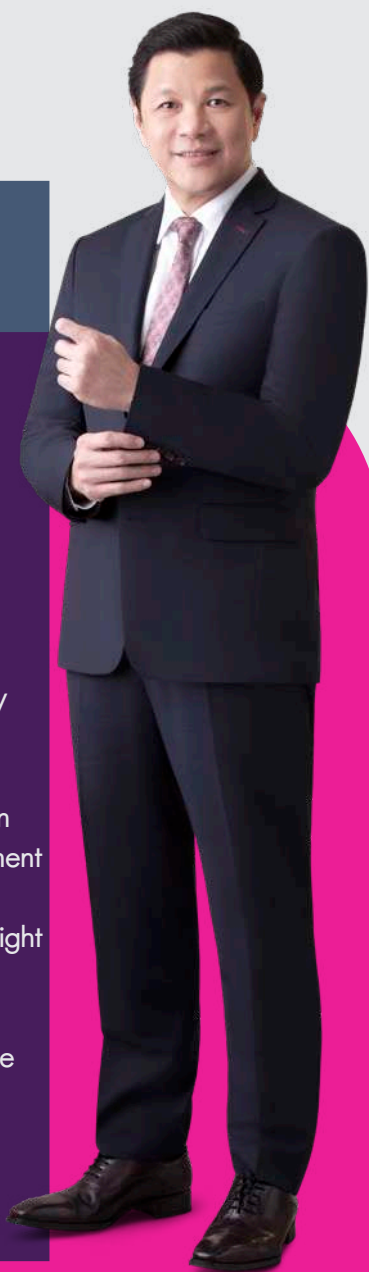
- Vice Chairman, Chairman of Investment Committee and Executive Director, Dhipaya Life Assurance Public Company Limited
- Director and Executive Director, Dhipaya Insurance Public Company Limited, Dhipaya Group Holdings Public Company Limited
- Director and Executive Director, Mee Tee Mee Ngern Company Limited
- President of Association of Provident Fund
- Employee Representative, The State Enterprise Labour Relations Committee, Employer and Employee Representatives
- Chairman, the Government Financial Institutions Association
- Chairman of the Executive Committee and Advisor to the Board of Directors, Money DD Co., Ltd.

MR. VITAI RATANAKORN

53 years old

President and CEO

- Director and Secretary
- Member of Executive Committee
- Member of Information Technology Management Committee
- Member of Risk Oversight Committee
- Member of Good Corporate Governance and Sustainability Committee



EDUCATION

- Master of Sciences (Industrial Engineering and Industrial Management), Asian Institute of Technology
- Bachelor of Science (Mathematics), Kasetsart University

TRAINING

- Director Certificate Program (DCP), Class 149/2011, Thai Institute of Directors Association (IOD)
- Top Executive Program in Commerce and Trade (TEPCoT), Class 6, Commerce Academy, University of the Thai Chamber of Commerce
- Leadership Succession Program (LSP), Class 1, Institute of Research and Development for Public Enterprises (IRDP)
- Executive Certification Program on Administrative Justice, Class 6, The Office of the Administration Courts of Thailand
- Advanced Insurance Program, Class 6, Office of Insurance Commission (OIC)
- Top Executive Program for Creative and Amazing Thai Services (ToPCATS), Class 1, University of the Thai Chamber of Commerce
- Corporate Governance Program for Director and Senior Executive of Regulators, State Enterprises and Public Organization (PDI), Class 23, King Prajadhipok's Institute
- Thailand Insurance Super Leadership Program (Super OICAll), Class 2

WORKING EXPERIENCES

- **2015 - Present** First Senior Executive Vice President (Information Technology Group), Government Savings Bank
- **2010 - 2015** Senior Executive Vice President (Information Technology Group), Government Savings Bank

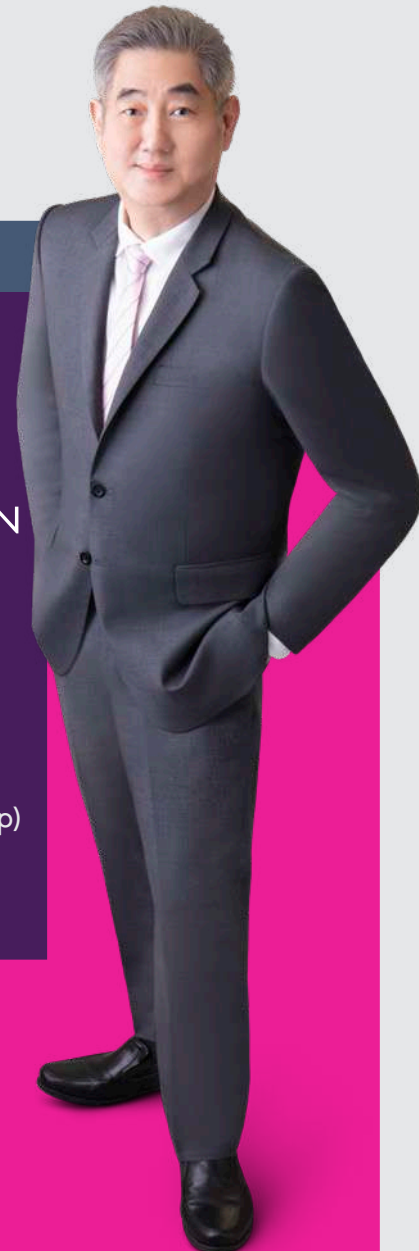
OTHER CURRENT POSITIONS

- Director, MCOT Public Company Limited
- Director, ASL Securities Company Limited

**MR. BOONSON
JENCHAIMAHAKOON**

60 years old

**First Senior Executive
Vice President
(Information Technology
and Digital Banking Group)**



EDUCATION

- Bachelor of Law, Faculty of Law, Chulalongkorn University
- Master of Business Administration (MBA), Faculty of Commerce and Accountancy, Chulalongkorn University

TRAINING

- Advanced Management Strategies for the Prevention and Suppression, Class 13, Office of the National Anti-Corruption Commission
- Advanced Certificate Course in Politics and Governance in Democratic Systems for Executive, Class 21, King Prajadhipok's Institute
- Intermediate Certificate Course - Good Governance for Medical Executives, Class 7, King Prajadhipok's Institute
- Leadership Succession Program (LSP), Class 8, Institute of Research and Development for Public Enterprise (IRDP)
- Director Certification Program (DCP), Class 262/2018, Thai Institute of Directors (IOD)
- Thai and ASEAN Economic Community Course, Class 5 (AEC5), King Prajadhipok's Institute
- 2021 Governance Course on Securities Business for Persons Responsible for Compliance Units, Thai Bankers' Association
- Financial Executive Development Program – FINEX, Class 22, The Thai Institute of Banking and Finance Association (TIBFA)
- Advanced Financial Management, Class 2, Faculty of Commerce and Accountancy, Chulalongkorn University
- IT Governance and Cyber Resilience Program (ITG), Class 18/2021, Thai Institute of Directors (IOD)
- How to Develop a Risk Management Plan : HRP, Class 28/2020, Thai Institute of Directors (IOD)
- Board that Make a Difference (BMD), Class 10/2020, Thai Institute of Directors (IOD)
- Board Matters and Trends (BMT), Class 8/2019, Thai Institute of Directors (IOD)
- Risk Management Program for Corporate Leaders (RCL), Class 9/2017, Thai Institute of Directors (IOD)
- Commercial Credit Skills Assessment (2004) : Omega Performance Corporation

WORKING EXPERIENCES

- **2023 - Present** First Senior Executive Vice President (Operation Group), Government Savings Bank
- **2022 - 2023** Senior Executive Vice President (Operation Group), Government Savings Bank
- **2021 - 2022** Senior Executive Vice President (Risk Oversight and Management Group), Government Savings Bank
- **2020 (Oct. – Dec.)** Senior Executive Vice President (Risk Management Group), Government Savings Bank
- **2016 - 2020** Senior Executive Vice President (Operation Group), Government Savings Bank

OTHER CURRENT POSITIONS

- Chairman of TFRS9 Working Group, the Government Financial Institutions Association
- Chairman of Risk Management Committee, Dhipaya Life Assurance Public Company Limited
- Director, Dhipaya Life Assurance Public Company Limited
- Member of Committee of the GSB Foundation

**MR. CHOKCHAI
KUNAWAT**

59 years old

First Senior Executive
Vice President
(Operation Group)



EDUCATION

- Master of Business Administration (Business Administration), Chulalongkorn University
- Bachelor of Accountancy (Banking and Finance), Chulalongkorn University

TRAINING

- Senior Executive Program, Class 33, Capital Market Academy (CMA)
- Intermediate Certificate Course - Good Governance for Medical Executives, Class 8, King Prajadhipok's Institute
- Director Certification Program (DCP) Class 279/2019, Thai Institute of Directors Association (IOD)
- Ethical Leadership Program (ELP), Class 14/2018, Thai Institute of Directors Association (IOD)
- Driving Company Success With IT Governance (ITG), Class 6/2017, Thai Institute of Directors Association (IOD)
- Financial Executive Development Program Class 21 by Bank of Thailand (BOT), The Thai Bankers' Association and The Thai Institute of Banking and Finance Association
- Training for Successor, Nanyang Technological University, Singapore

WORKING EXPERIENCES

- **2018 - Present** Senior Executive Vice President (Investment and Financial Management Group), Government Savings Bank
- **2016 - 2018** Executive Vice President (Investment), Government Savings Bank
- **2015 - 2016** Executive Vice President (Policy and Strategy), Government Savings Bank
- **2014 - 2015** Inspector General (Investment and Financial Management Group), Government Savings Bank

OTHER CURRENT POSITIONS

- Director, MFC Asset Management Public Company Limited
- Chairman of the Accounting and Finance Subcommittee, the Government Financial Institutions Association


 A full-length portrait of Ms. Paphakorn Ratanasate, a woman with dark hair, wearing a black blazer over a white collared shirt and a black skirt. She is standing with her hands clasped in front of her. The background is a solid magenta color.

MS. PAPHAKORN RATANASATE

59 years old

Senior Executive
Vice President
(Investment and Financial
Management Group)

MRS. NONGNUCH PUPIPATPHOL

58 years old

Senior Executive
Vice President
(Audit Group)



EDUCATION

- Master of Business Administration/Accountancy, Ramkhamhaeng University
- Bachelor of Business Administration/Accountancy, Sukhothai Thammathirat Open University

TRAINING

- Advanced Insurance Program, Class 11, Advanced Insurance Institute
- The Program for Senior Executives on Justice Administration, Class 26, Judicial Training Institute, Court of Justice
- Director Certification Program (DCP), Class 302/2021, Thai Institute of Directors Association (IOD)
- Board Reporting Program (BPR), Class 33/2020, Thai Institute of Directors Association (IOD)
- Leadership Succession Program (LSP), Class 11, Institute of Research and Development of Public Enterprises (IRDP)
- Advance Master Management Program (AMM), Class 4, NIDA
- Advanced Certificate Course in Public Economics Management for Executives, Class 16, King Prajadhipok's Institute
- Company Reporting Program (CRP), Class 24/2019, Thai Institute of Directors Association (IOD)
- Financial Statement for Director (FSD), Class 39/2019, Thai Institute of Directors Association (IOD)
- Ethical Leadership Program (ELP), Class 14/2018, Thai Institute of Directors Association (IOD)
- Corporate Governance for Executives (CGE), Class 9/2017, Thai Institute of Directors Association (IOD)
- Thammasat Leadership Program (TLP), Thammasat for Society, Class 7, Thammasat University
- Training for Successor Nanyang Technological University, Singapore
- GSB Management Leadership Program Marshall School Of Business, USA
- GSB Middle Management Leadership Program, Singapore

WORKING EXPERIENCES

- **2020 – Present** Senior Executive Vice President (Audit Group), Government Savings Bank
- **2015 - 2020** Executive Vice President (Finance), Government Savings Bank

EDUCATION

- Master of Public Administration (Project Analysis and Evaluation), National Institute of Development Administration
- Bachelor of Science (Agricultural Economics), Kasetsart University

TRAINING

- Wealth of Wisdom : WOW, Class 2
- Advanced Certificate Course in Public Economics Management for Executives, Class 2, King Prajadhipok's Institute
- Director Accreditation Program (DAP), Class 185
- Successful Formulation & Execution of Strategy (SFE), Class 33/2020
- Boardroom Success through Financing and Investment (BFI), Class 7/2019
- Intermediate Certificate Course - Good Governance for Medical Executives, Class 6

WORKING EXPERIENCES

- **2019 – Present** Senior Executive Vice President (Business and Public Sector Customer Group), Government Savings Bank
- **2018 - 2019** Executive Vice President (Corporate and Public Sector), Government Savings Bank

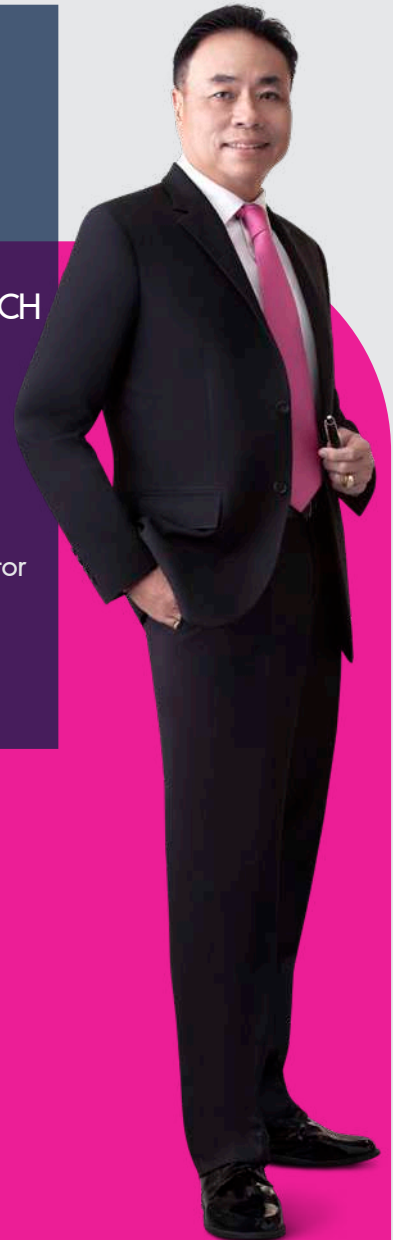
OTHER CURRENT POSITIONS

- Director and Business Oversight Committee, TSFC Securities Public Company Limited
- Executive Director, Mee Tee Mee Ngern Co., Ltd.

**MR. VEERACHAI
AMORNTAKOLSUWECH**

59 years old

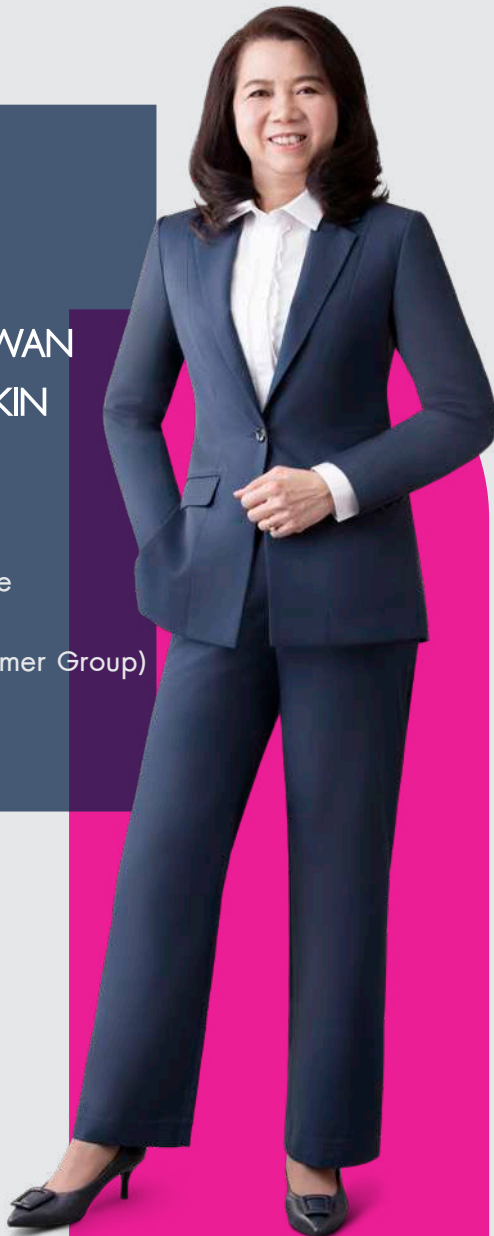
Senior Executive
Vice President
(Business and Public Sector
Customer Group)



MS. NOPPAWAN RATANAWEKIN

60 years old

Senior Executive
Vice President
(Personal Customer Group)



EDUCATION

- Master of Science (Applied Statistics), National Institute of Development Administration (NIDA)
- Bachelor of Science (Economics), Kasetsart University
- Bachelor of Law, Sukhothai Thammathirat Open University

TRAINING

- Training for Successor, Nanyang Technological University, Singapore
- GSB Leadership Program for Senior Management, Nanyang Technological University, Singapore
- Competency for GSB Executive GSB Advanced executive Program, New York, USA

WORKING EXPERIENCES

- **2022 - Present** Senior Executive Vice President (Personal Customer Group), Government Savings Bank
- **2021 - 2022** Executive Vice President, Personal Customer Business Management, Government Savings Bank
- **2021 - 2021** Executive Vice President, Digital and Information Business, Government Savings Bank
- **2018 - 2020** Executive Vice President, Research and Customer Information Management, Government Savings Bank
- **2015 - 2018** Executive Vice President, Personal Customer Business Management, Government Savings Bank
- **2013 - 2015** Inspector (Marketing Group), Government Savings Bank

OTHER CURRENT POSITION

- Director, ASL Securities Company Limited
- Executive Director, Money DD Company Limited

EDUCATION

- Master of Business Administration, Management, Kasetsart University
- Bachelor of Arts, General Management, Bansomdejchaopraya Rajabhat University
- Vocational Technical Certificate in Accounting, Thonburi Vocational College

TRAINING

- Organizational Transformation for Success Course
- PDPA for HR Course
- Data & Digital Transformation Course
- Top Executive Program for Creative & Amazing Thai Service : TOPCATS
- Company Secretary Program (CSP)
- Executive Transformation Future Leader Course
- Advanced Master of Management Program
- Successful Formulation and Execution of Strategy (SFE)
- Corporate Governance for Executive Course (CGE)
- Digital Economy for Management Course (DE4M)
- Digital Economy for Executive Course
- Ethical Leadership Program: EPL
- Strategic Manager Course
- Change Management Digi-Thai
- Senior Budget Executive Program

WORKING EXPERIENCES

- **2023 - Present** Senior Executive Vice President (Human Resources Group), Job Description: Formulate policies strategies for the implementation of organizational potential development and human resources, initiate and lead the development of the work of the Bank's work related to human resources group, manages and supervise the operations of the responsible units, manage risks in accordance with the Bank's risk management policies and strategies, as well as manage personnel, assets and expenses for the maximum benefit to the Bank from October 2023.
- **2022 - 2023** Senior Executive Vice President (Corporate Strategy and Sustainability Group), Job Description: Formulate policies and strategies for strategic operations, research, plan and budget management, business proportion management, innovation, sustainability, savings promotion and financial discipline, social and environmental development, and organization assessment from October 2022 – September 2023.
- **2017 – 2022** Executive Vice President (Policy and Strategy), Job Description: Formulate policies and strategies for strategic operations, research, plan and budget management, business proportion management, innovation, and organization assessment from October 2017 – September 2022.

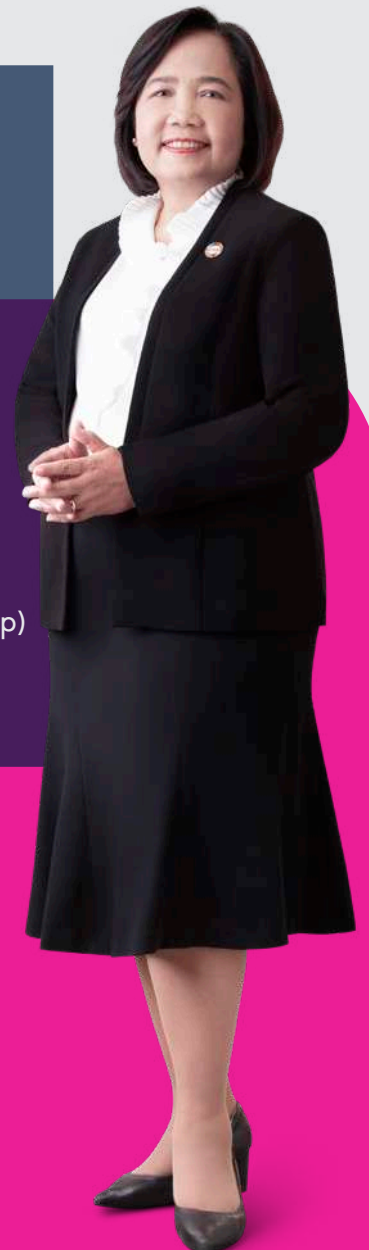
OTHER CURRENT POSITION

- Director, MFC Asset Management Public Company Limited (MFC)

**MRS. BOONRAK
UDOMITTIPONG**

59 years old

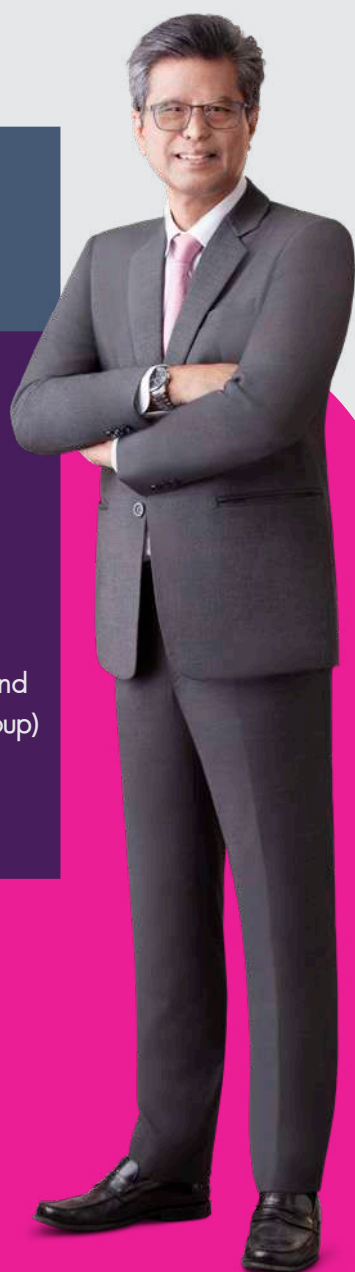
Senior Executive
Vice President
(Human Resource Group)



MR. PINIJ DANMANEE

59 years old

Senior Executive
Vice President
(Retail Loan Approval and
Quality Management Group)



EDUCATION

- Master of Business Administration, Kasetsart University
- Bachelor of Accountancy, Thammasat University

TRAINING

- Successful Formulation & Execution of Strategy (SFE), Class 33/2020
- Advanced Master of Management Program (AMM), Class 5
- Financial Statement for Director (FSD), Class 39/2019
- Boardroom Success through Financing and Investment (BFI), Class 7/2019
- Better IT for Good Government (BIGG), Class 3
- Development Finance Seminar (OECD's Two step Loan for SME Financing)
- Venture Capital Workshop (Canadian International Development Agency & The Industry Finance Corporation of Thailand)

WORKING EXPERIENCES

- **2023 - Present** Senior Executive Vice President (Retail Loan Approval and Quality Management Group), Government Savings Bank
- **2022 - Dec 2022** Executive Vice President, Small Entrepreneur and SMEs Start up Business Development, Grassroots Customer and Government's Policy Supporting Group, Government Savings Bank
- **2021 - Sep 2022** Executive Vice President, Retail Customer and Community Organization, Grassroots Customer and Government's Policy Supporting Group, Government Savings Bank
- **2021 - Oct 2021** Executive Vice President, Government Officers Customer, Grassroots Customer and Government's Policy Supporting Group, Government Savings Bank
- **2020 - Dec 2020** Executive Vice President, Personal Customer Operation, Personal Customer Group, Government Savings Bank
- **2019 - Oct 2020** Executive Vice President, SMEs Business Customer, Business and Public Sector Customer Group, Government Savings Bank
- **2018 - Aug 2019** Executive Vice President, Corporate and Public Sector Customer Operation, Business and Public Sector Customer Group, Government Savings Bank
- **2017 - Dec 2018** Inspector, Business and Public Sector Customer Group, Government Savings Bank
- **2016 - Aug 2017** Executive Vice President, SMEs Business Customer, Business and Public Sector Customer Group, Government Savings Bank
- **2015 - Nov 2016** Senior Vice President, SMEs Credit Risk Analysis 2 Department, Credit Risk Analysis, Risk Management Group, Government Savings Bank
- **2012 - Feb 2015** Senior Vice President, SMEs Credit Risk Control Department, Credit Risk Analysis, Direct Report to President & CEO, Government Savings Bank

OTHER CURRENT POSITION

- Director, National Digital ID Co., Ltd.

EDUCATION

- Master of Science Program in Corporate Governance (M.SC.) Chulalongkorn University
- Higher Diploma in Finance and Banking University of Birmingham, United Kingdom
- Master of Laws (LL.M), University of Aberdeen, United Kingdom (Scholarship of Kasikorn Bank Public Company Limited)
- Bachelor of Laws (LL.B), Thammasat University

WORK EXPERIENCE

- **Oct 2023 - Present** Senior Executive Vice President, Debt Management and Legal Group
- **Sep 2022 - Oct 2023** Executive Vice President, Debt Management
- **Aug 2021 - Sep 2022** Executive Vice President, Legal and Property Management
- **Feb 2021 - Aug 2021** Inspector, Debt Management and Legal Group
- **Aug 2020 - Feb 2021** Advisor to the President & CEO

Hunton Andrews Kurth (Thailand) Co., Ltd.

- **Aug 2018 - Nov 2019** Senior Lawyer specializing in Banking and Finance

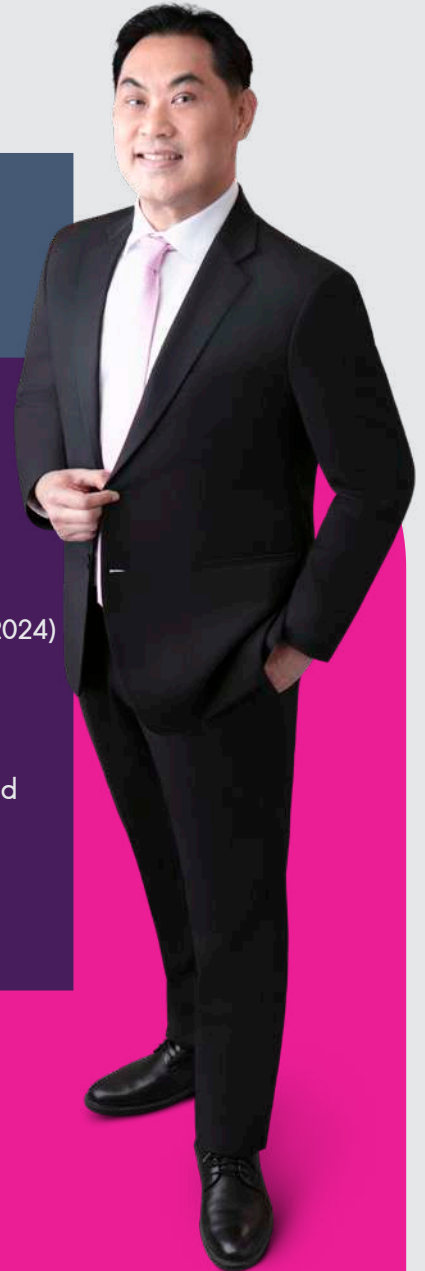
TMB Bank Public Company Limited

- **June 2017 - June 2018** Assistant Managing Director in charge of credit policy and risk control

**MR. CHEEWIN
PRANGCHAIKUL****52** years old

(Serving until 17 April 2024)

Senior Executive
Vice President
(Debt Management and
Legal Group)



MRS. JEERANAN KHETSAKUN

60 years old

Senior Executive
Vice President,
Corporate Strategy and
Sustainability Group



EDUCATION

- Master of Development Administration in Financial Administration, National Institute of Development Administration
- Bachelor of Laws, Ramkhamhaeng University
- Bachelor of Accounting, Thammasat University

TRAINING

- Advanced Master of Management Program, Class 9
- Digital Economy for Management (DE4M), Class 15
- IT Governance and Cyber Resilience Program (ITG), Class 18/2021
- Thailand Quality Award 2020 Winner Conference
- HR Business Partner Program, Class 2
- Corruption Risk and Control Workshop (CRC), Class 7/2020
- How to Develop a Risk Management Plan, Class 27/2020
- Leadership Succession Program (LSP), Class 11
- How to Develop a Risk Management Plan, Class 27/2020
- Successful Formulation & Execution of Strategy (SFE), Class 32/2020
- Financial Statement for Director (FSD), Class 39/2019
- Ethical Leadership Program (ELP), Class 15/2019
- Risk Management Program for Corporate Leaders (RCL), Class 12/2018
- Advanced HR: Thriving Now and Tomorrow, Class 6
- Thailand HR Forum 2019: The Age of Future Workforce: Transformation & Execution of People Leaders and Organization Synergy for Management
- TRIS Academy Forum: Leaders VS the 4.0 Movement
- HR Challenges: Agile Human Capital Towards Business Transformation

WORK EXPERIENCE

- **Oct 2023 - Present** Senior Executive Vice President, Corporate Strategy and Sustainability Group
- **Apr 2021 - Sep 2023** Executive Vice President, Human Resource Management, Human Resources Group
- **Dec 2018 - Mar 2021** Executive Vice President, Organizational Potential Development, Human Resources Group
- **Oct 2015 - Nov 2018** Executive Vice President, Human Resource Management, Human Resources Group
- **Mar 2015 - Sep 2015** Senior Vice President, Human Resource Management Department, Human Resource Management, Human Resources Group
- **Feb 2015** Senior Vice President, Customer Data Management Department, Policy and Strategy, Corporate Strategy Group
- **Nov 2010 - Jan 2015** Senior Vice President, Credit Accounting Department, Finance, Investment and Treasury Group
- **Apr 2010 - Oct 2010** Senior Vice President, SMEs Credit Department 2, SMEs Customer Credit Business, Credit Group
- **2007 - Oct 2010** Senior Vice President, Credit Operation Department, Credit Operation and Financial Management, Operation Group

OTHER PRESENT POSITIONS

- Director, TSFC Securities Public Company Limited

EDUCATION

- Master of Development Administration, National Institute of Development Administration
- Bachelor of Business Administration, Ramkhamhaeng University

TRAINING

- TEN X
- Financial & Fiscal management program for senior executives, Class 8
- Successful Formulation & Execution of Strategy (SFE), Class 33/2020
- Corporate Government for Executive (CGE), Class 15/2019
- Leadership Succession Program (LSP), Class 10
- Training for Successor
- Financial Executive Development Program: Finex

WORK EXPERIENCE

He joined GSB in 1986 until present and holds senior management positions as follows:

- **Oct 2023 - Present** Senior Executive Vice President, Compliance and Risk Management Group
- **Jan 2021 - Sep 2023** Executive Vice President, Financial Management
- **Dec 2018 - Dec 2020** Executive Vice President, Investment
- **Oct 2017 - Dec 2018** Inspector, Investment and Financial Management Group
- **Feb 2015 - Oct 2017** Senior Vice President, Asset and Liability Management Department
- **Nov 2008 - Feb 2015** Senior Vice President, Treasury Department
- **May 2008 - Nov 2008** Senior Vice President, Fixed Income and Government Credit Business Department

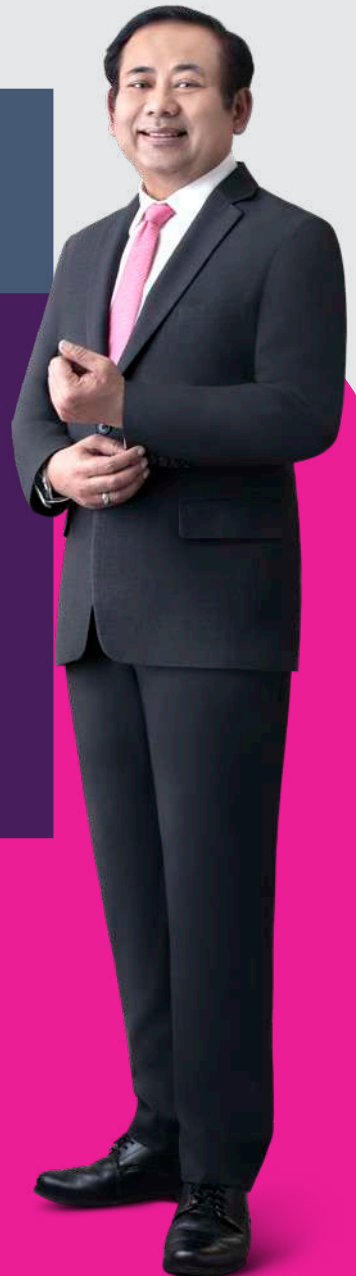
OTHER PRESENT POSITIONS

- Representative Director of the Bank in ASL Securities Company Limited

**MR. KITTI
PINROD**

59 years old

Senior Executive
Vice President,
Compliance and
Risk Management Group





Mrs. Piyahatai Piyaram
Executive Vice President
Branch Operation 1



Mrs. Benjaporn Nilrat
Executive Vice President
Branch Operation 2



Mr. Seksan Thaveekasikum
Executive Vice President
Branch Operation 3



Mr. Sornchai Chanthowong
Executive Vice President
Branch Operation 4



Ms. Nuannat Saisuttiwong
Executive Vice President
Branch Operation 5



Mrs. Yadaporn Sripat
Executive Vice President
Branch Operation 6



Mrs. Benjamaporn Chanprasit
Executive Vice President
Business Management
Personal Customer Group



Ms. Siriporn Lertsattayasuksai
Executive Vice President
Sales Management



Mr. Ka-Chen Boonwong
Executive Vice President
Government Personnel Customers



Mr. Somchai Arpornpong

Executive Vice President
Business Development for
Small Entrepreneurs and SME Start up



Mrs. Sujintana Hongtong

Executive Vice President
Retail Customers
and Community Organizations



Mr. Phirom Phocharoen

Executive Vice President
SME Business



Mrs. Lapawan Jankrajang

Executive Vice President
Corporate and Public Sector



Mrs. Janjira Trairat

Executive Vice President
Debt Management



Mr. Nitipoom Suwanchairob

Executive Vice President
Law and Asset Management



Ms. Saadsri Surachai

Executive Vice President
Finance



Mr. Nattorn Phothipat

Executive Vice President
Financial Management



Mr. Parawee Maolanonda

Executive Vice President
Investment



Ms. Thanita Viroonhagul
Executive Vice President
General Administration



Mrs. Raksaya Siriboriraksa
Executive Vice President
Business Operation



Ms. Vachira Karasuddhi
Executive Vice President
Sustainable Development



Ms. Suchanand Sudchainark
Executive Vice President
Policy and Strategy



Mr. Anurak Wongwatana
Executive Vice President
Human Resource Management



Mrs. Amornwan Thedthong
Executive Vice President
Organizational Potential Development



Mr. Mana Suangthonglang
Executive Vice President
Information Technology Operation



Mrs. Sunida Apacuppakul
Executive Vice President
Information Technology Planning
and Development



Mr. Thawat Boonyarat
Executive Vice President
Digital Business



Mr. Apiwat Kaveeruttachaveng
Executive Vice President
Oversight and Control



Ms. Jenjit Sawekwatanopas
Executive Vice President
Credit Risk Analysis



Mr. Somchai Tansuwan
Executive Vice President
Risk Management



Mr. Wachirawach Mahatapakrit
Executive Vice President
Cyber Security



Ms. Phimchaya Pheeraaroonroj
Executive Vice President
Internal Audit



Mrs. Chutima Suksawadamnuay
Executive Vice President
Retail Loan Approval
and Quality Management



Mr. Tawatchai Pramualcharoenkij
Inspector
Risk Oversight and Management Group



Mr. Theerasak Khemanuchet
Inspector
Grassroots Customer
and Government's Policy Support Group



Mrs. Sompus Pengchan
Inspector
Risk Oversight and Management Group



Industry Landscape



INDUSTRY LANDSCAPE

The global economy in 2024 is expected to expand by 3.1%, overall remaining at the same level as in 2023. The global economy in the future will face a number of risks and pressures, in particular, the effect of high interest rates in major economies such as the US and Europe will be passed on to consumption and investment figures for at least the first half of the year before the US Federal Reserve (FED) and European Central Bank (ECB) begin to ease monetary policy in the second half of the year, the tightening of the financial system will gradually begin to decline, increasing liquidity in the financial system. In addition, prolonged geopolitical tensions and conflicts that may escalate into regional issues, as well as the election results of many countries, which may lead to changes in the administrative policies and political positions of many countries on the world stage, will drive and create volatility in the economy, energy and commodity prices, and pressure the overall global trade volume to recover more slowly than it should.

The Thai economy in 2024 is expected to expand by 2.5-3.0% (Not included results of the digital wallet project), an increase from 2023 that expanded only 1.9% after the Thai economy faced several undermining factors, including a decrease in government spending, and a slowdown in merchandise

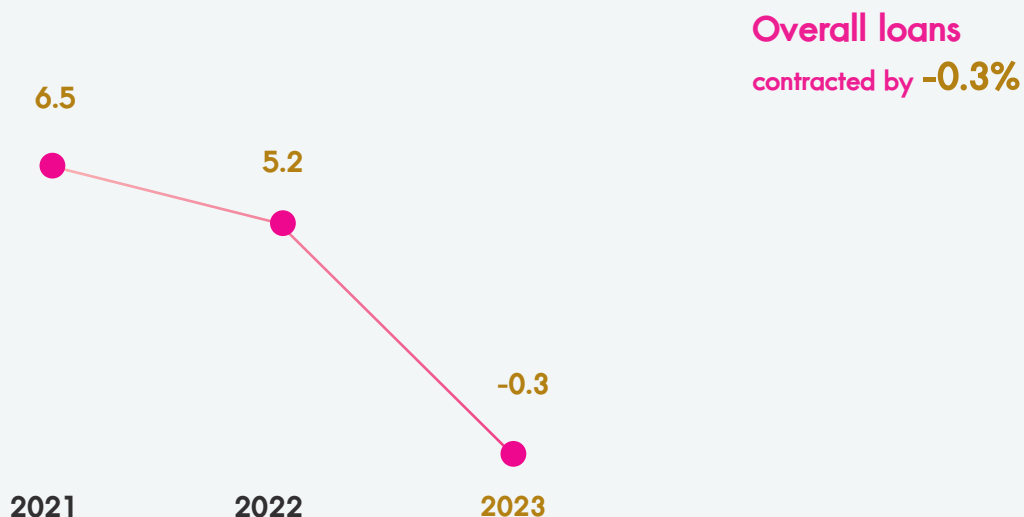
exports in line with global economic conditions. In addition, the recovery in the number of foreign tourists was lower than expected, especially tourists from China. However, the Thai economy in 2024 is likely to return to expansion due to domestic demand, and positive results from the government's economic stimulus policies, employment and labor income improved, coupled with the recovery of merchandise exports, which shows positive sign recently. Meanwhile, the tourism sector may recover slightly more slowly than expected. This is partly due to the Chinese economy, which has not fully recovered and is still in trouble. As a result, the overall number of foreign tourists in 2024 is expected to be 34.5 million. Although it has increased from 2023, it was still below Thailand's potential level before the COVID-19 crisis. Headline Inflation in 2024 is likely to remain low near 1% before gradually rising next year, while core inflation is likely to remain close to the same level. Exchange rate depreciated in line with regional currencies at the beginning of the year, but it's expected to strengthen due to the FED's interest rate cut in 2024, together with internal factors including the economic recovery and government stimulus as well as an increase in the number of foreign tourists.

BANKING INDUSTRY LANDSCAPE AND OUTLOOK

The whole commercial banking system in 2023 recorded a total net profit of 251 Billion Baht, an increase of 5.5% from the same period last year mainly from an increase in net interest income in line with rising interest rates. Moreover, commercial banks still have high levels of capital, reserves, and liquidity which are strong and stable to maintain financial stability, being important mechanisms to support the continuous economic recovery and can support the loan needs for businesses and households in the next phase.

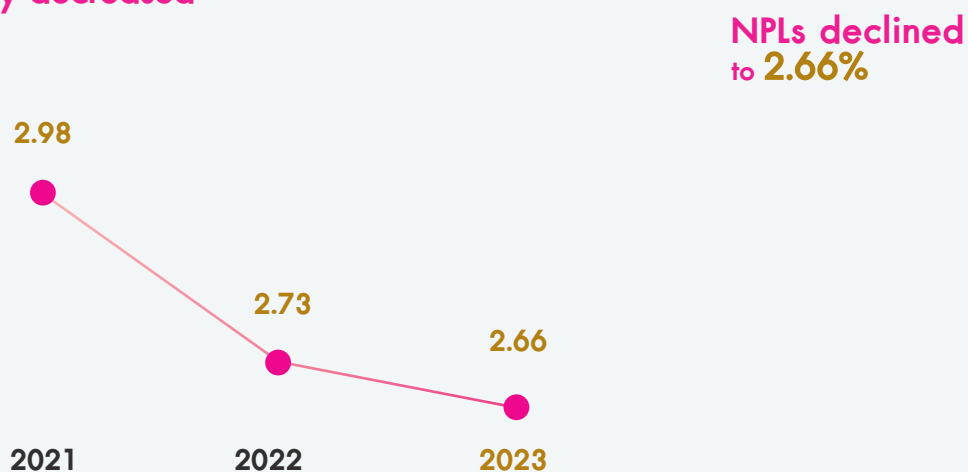


Loan Contracted



- Overall loans contracted by -0.3% compared to the same period last year because the debt repayment of the business sector has gradually accelerated to enhance liquidity during the COVID-19 pandemic, especially for SMEs, large businesses, the industrial sector and the public sector. However, there are a trend of increasing lending in many business sectors. Meanwhile, consumer loans expanded from personal loans.

NPL slightly decreased



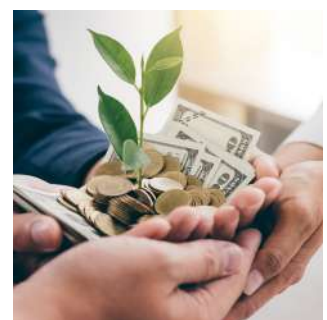
- Non-performing loans (NPLs) declined slightly from the end of 2022 to 2.66%, mainly due to business loans due to debt quality management and debt repayment. Meanwhile, NPLs of consumer loans continued to increase across all portfolios.

The banking industry outlook in 2024 is expected to grow in line with the Thai economy's more balanced expansion direction, driven by domestic demand, tourism, and export recovery, which resulted in an improvement in debt service capacity. However, the Bank remains prepared for possible uncertainties from the level of recovery of different business sectors amid risks from the global economic slowdown, Thai household debt problems, including some groups of debtors who are still vulnerable due to the high cost of living.

As Thai household debt remains high accounting for 90.9% of household debt to Gross Domestic Product (GDP), which is an economic problem that needs to be addressed urgently. Therefore, the BOT has introduced measures to solve the problem of Thai household debt sustainably, namely Responsible Lending that include taking care of Persistent Debt. It will raise the standard of lending business to debtors from "Before they are in debt", "About to be in debt", "During debt", "When there is a problem with the debt", and "When the debt is sold/sued". The Responsible Lending came into effect on 1 January 2024, while those relevant to solving persistent debt will come into effect from 1 April 2024. In addition, additional household debt management approaches such as risk-based pricing (RBP) and debt

service ratio (DSR) are also being considered which will help to promote a healthy credit culture.

In the next phase, financial institutions have placed more emphasis on the concept of sustainable banking by emphasizing qualitative development that takes into account the long-term impact and overall benefit to the public to support the economic transition towards sustainability and align with the government's goal of driving Thailand towards carbon neutrality by 2050 and net zero greenhouse gas emissions by 2065. Therefore, financial institutions which have an important role in allocating capital to the economy play an important role in supporting each sector to adapt. Financial institutions have systematically incorporated environmental factors into their decision-making processes and business strategies. It emphasizes qualitative development that takes into account long-term impacts and overall benefits to the public to support the economic transition towards sustainability. They also encourage businesses and people to gradually adapt and reduce economic activities that are not environmentally friendly smoothly, especially SMEs, which will be able to adapt to the transition to environmental sustainability equally. This will enable businesses to achieve stable and sustainable long-term growth under a supportive economic ecosystem.





Operating Performance and Financial Position Analysis



OPERATING PERFORMANCE AND FINANCIAL POSITION ANALYSIS

1. PERFORMANCE OVERVIEW

In 2023, the Bank has continued to operate its business towards becoming a “Social Bank”, with the aim of “Reducing financial inequality, creating access to fair capital source” by considering the alignment with international goals and guidelines, along with linking with important plans of Thailand. The Bank has focused on the UN’s Sustainable Development Goals (SDGs) especially 2 key goals i.e. “SDG 1 No Poverty and SDG 10 Reduced Inequality”, along with the adoption of the United Nations Environment Programme Office’s “Responsible Banking Principle” on Financial Initiatives. In addition, it also linked with the 20-year National Strategic Plan, the Master Plan under the National Strategy, the 13th National Economic and Social Development Plan, the Country Reform Plan

and the Thailand 4.0 Policy, the Digital Economy and Society Plan, BCG-Economy-Driven National Development Plan, State Enterprise Development Plan on Financial Institutions, and SFI Operating Policy, as well as trends in various situations to enhance management to international standards and create sustainable growth for the organization.

According to the 2023 financial statements duly audited by the State Audit Office of the Kingdom of Thailand, the Bank recorded total assets as at 31 December 2023 amounting to 3,238,682 Million Baht, the 5th rank among Thai banks, and recorded net profit of 33,544 Million Baht, an increase of 6,420 Million Baht or 23.7% increase from the previous year.

Unit: Million Baht

	2023	2022	Change (yoy)	
			Increase (Decrease)	%
Net interest income	75,652	63,211	12,441	19.7
Net fee and service income	4,122	3,648	474	13.0
Other operating income	6,538	8,223	(1,685)	(20.5)
Other operating expenses	32,113	31,219	894	2.9
Bad debts, doubtful accounts, impairment loss	20,655 ^{1/}	16,739 ^{1/}	3,916	23.4
Net Profit	33,544	27,124	6,420	23.7
Other comprehensive (loss) income - net	(7,818)	1,832	(9,650)	(526.7)
Total comprehensive income	25,726	28,956	(3,230)	(11.2)
Average Return on Asset (ROA)	1.07%	0.91%		

Remark

^{1/} The Bank increased General Provision according to BOT’s directives and recommendations and to support vulnerable debtors whose quality were deteriorated, including provision for sustainable debt restructuring measure and support TFRS9 compliance. In 2022, additional provision of 10,197 Million Baht, and in 2023 additional provision of 9,928 Million Baht.

KEY ITEMS IN INCOME STATEMENT

1.1 NET INTEREST INCOME

Unit : Million Baht

	2023	2022	Change (yoy)	
			Increase (Decrease)	%
Interest income	105,363	83,073	22,290	26.8
Loans	89,499	75,070	14,429	19.2
Interbank and money market items	6,393	1,946	4,447	228.5
Investments	9,471	6,057	3,414	56.4
Interest expenses	29,711	19,862	9,849	49.6
Deposits	15,268	6,200	9,068	146.3
Premium Savings Certificate Prize money	8,105	9,172	(1,067)	(11.6)
Interbank and money market items	2,397	515	1,882	365.4
Debt issued and borrowings	679	861	(182)	(21.1)
Remittance to the Specialized Financial Institution Development Fund	3,228	3,076	152	4.9
Interest paid under the lease	34	38	(4)	(10.5)
Net interest income	75,652	63,211	12,441	19.7
Yield on earning assets	3.40%	2.86%		
Financial cost	1.03%	0.71%		
Net interest income to average interest-earning assets (NIM)	2.46%	2.18%		

In 2023, the Bank recorded a net interest income of 75,652 Million Baht, an increase of 12,441 Million Baht or 19.7% from 2022 due to interest income on loans, interbank and money market items, and interest income on investments that were higher than previous year according to the rising interest rate. Interest expenses were higher than the previous year due to additional reserve of life insurance deposits higher than the previous year, as well as increase of deposit interest rates and special Premium Savings Certificates prize money according to direction of interest rates in the market. Cost of Fund was managed to be at an appropriate level. As a result, net interest income to average interest-earning assets (NIM) was 2.46%, an increase from 2.18% in 2022, while the financial cost was 1.03%, an increase from 0.71 in the previous year.

1.2 NET FEE AND SERVICE INCOME

Unit : Million Baht

	2023	2022	Change (yoy)	
			Increase (Decrease)	%
Fee and service income	6,105	5,846	259	4.4
Fee and service expenses	1,983	2,198	(215)	(9.8)
Net fee and service expense	4,122	3,648	474	13.0
Net fee and service income to net total income	4.77%	4.86%		

In 2023, the Bank recorded net fee and service income of 4,122 Million Baht, an increase of 474 Million Baht or 13.0% from 2022 due to an increase of income from commission fee, loan management fee, and insurance premium payment fee from the previous year. In addition, PromptPay service expenses, credit card business expenses, promotion cost, and Mobile Banking service costs were lower than the previous year. The ratio of net fee and service income to net total income represents 4.77%.

1.3 OTHER OPERATING INCOME

Unit : Million Baht

	2023	2022	Change (yoy)	
			Increase (Decrease)	%
Other operating income				
Net profit (loss) on trading and foreign exchange	(88)	(27)	(61)	(225.9)
Net profit (loss) on investments	22	58	(36)	(62.1)
Dividend income	1,502	1,525	(23)	(1.5)
Income from other operations	5,102	6,667	(1,565)	(23.5)
Total other operating income	6,538	8,223	(1,685)	(20.5)
Operating income to net total income	7.57%	10.95%		

In 2023, the Bank recorded other operating income of 6,538 Million Baht, a decrease of 1,685 Million Baht or 20.5% due to other operating income lower than the previous year especially income from NPLs compensation from PSA project loans. In addition, foreign exchange losses were higher than the previous year, as well as net profit from investment units and dividend income were lower than the previous year.

1.4 OPERATING EXPENSES

Unit : Million Baht

	2023	2022	Change (yoy)	
			Increase (Decrease)	%
Other operating expenses				
Employee expenses	15,362	15,048	314	2.1
Gratuity of Directors and employees	3,970	3,333	637	19.1
Plant and equipment expenses	4,639	4,729	(90)	(1.9)
Expenses for right-of-use assets under lease agreements	1,578	1,826	(248)	(13.6)
Agency compensation for loan payments	95	127	(32)	(25.2)
Other expenses	6,469	6,156	313	5.1
Total other operating expenses	32,113	31,219	894	2.9
Operating expenses to net total income	37.13%	41.53%		

In 2023, the Bank recorded other operating expenses of 32,113 Million Baht, an increase of 894 Million Baht or 2.9% from 2022. Significant items were as follows:

- Gratuity of Directors and employees increased by 637 Million Baht (According to the Bank's performance)
- Employee expenses increased by 314 Million Baht.
- Other expenses increased by 313 Million Baht.
- While Expenses for right-of-use assets under lease agreements decreased by 248 Million Baht.
- Plant and equipment expenses decreased by 90 Million Baht (Depreciation, ATM installation space service fee, and computer materials cost).
- Agency compensation for loan payments decreased by 32 Million Baht.

1.5 BAD DEBTS, DOUBTFUL ACCOUNTS, AND LOSS ON IMPAIRMENT AND DEBT RESTRUCTURING

Unit : Million Baht

	2023	2022	Change (yoy)	
			Increase (Decrease)	%
Bad debts	7,556	8,126	(570)	(7.0)
Doubtful accounts	13,099	8,613	4,486	52.1
(Reversal) Loss on impairment of debt securities	-	-	-	-
Total	20,655	16,739	3,916	23.4

In 2023, the Bank recorded bad debts, doubtful accounts and loss on impairment and debt restructuring of 20,655 Million Baht, an increase of 3,916 Million Baht or 23.4% from 2022 mainly due to gradual increase of General Provision in accordance with the BOT's directives and recommendations and sustainable debt restructuring measures to accommodate vulnerable debtors whose quality were deteriorated in 2023 amounting to 8,328 Million Baht from the previous year, coupled with additional provision according to the BOT's observations for debtors related to Lao PDR amounting to 600 Million Baht, and additional provisions for risky debtors according to the BOT's observations amounting to 1,000 Million Baht, totaling additional provision of 9,928 Million Baht.

2. FINANCIAL POSITION

Unit : Million Baht

STATEMENT OF FINANCIAL POSITION	2023	2022	Change (yoy)	
			Increase (Decrease)	%
Total assets	3,238,682	3,107,283	131,399	4.2
Net interbank and money market items	410,064	301,593	108,471	36.0
Net investments	470,716	479,356	(8,640)	(1.8)
Loans ^{1/}	2,330,347	2,296,928	33,419	1.5
Total liabilities	3,002,172	2,880,355	121,817	4.2
Deposits and debt issued ^{2/}	2,733,707	2,646,049	87,658	3.3
Equity	236,510	226,928	9,582	4.2

Remark

^{1/} Including loans for financial institutions and cooperatives under the Interest on Loan of Financial Institutions Act in 2023 amounting to 70,947 Million Baht and in 2022 amounting to 56,910 Million Baht

^{2/} Including deposits from financial institutions and cooperatives under the Interest on Loan of Financial Institutions Act in 2023 amounting to 18,154 Million Baht and in 2022 amounting to 16,807 Million Baht

At the end of 2023, the Bank's total assets were 3,238,682 Million Baht, an increase of 131,399 Million Baht or 4.2% from the end of 2022 due to raising of deposits with products popular among customers and investing money to gain benefits from granting credit and investment in debt and equity instruments.

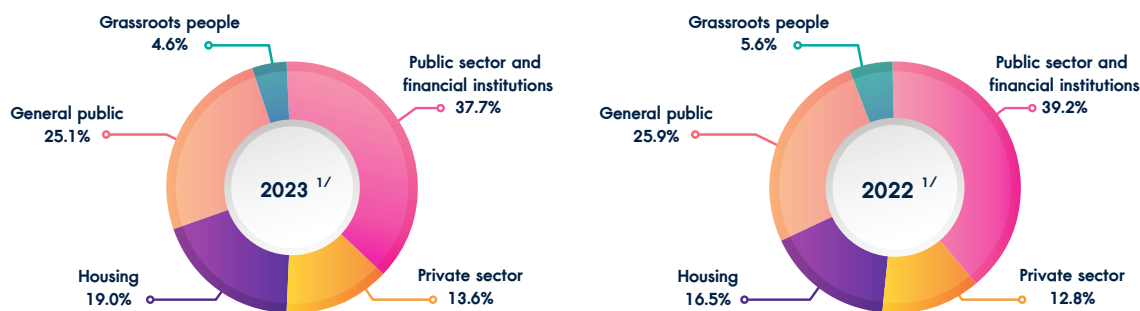
KEY ITEMS IN THE STATEMENT OF FINANCIAL POSITION

2.1 LOANS

As of 31 December 2023, the Bank's outstanding loans were 2,330,347 Million Baht (including loans to financial institutions and cooperatives), an increase of 33,419 Million Baht or 1.5% from the end of 2022, from the total loan amount of over 605,000 Million Baht. The proportion of loans to individuals was 48.7%, loan to public sector and financial institutions was 37.7%, and loans to private sector was 13.6%, the important ones were:

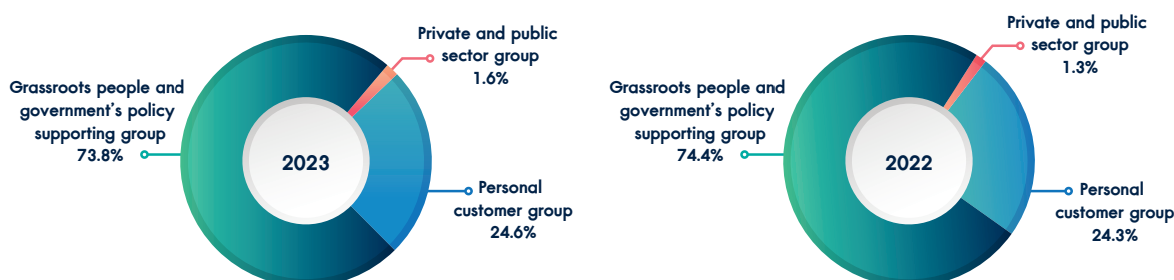
- Retail loans increased by 31,952 Million Baht (2.9%) especially from housing loans and personal loans (Sai Thong Loans).
- Loans to private sector increased by 23,624 Million Baht, (8%) especially from loans to large corporate customers including loans to SMEs with a credit line not more than 50 Million Baht approved through SME Credit Center, which were mainly general business loans, GSB for BCG Economy loans, SMEs BOT Soft Loan for business rehabilitation, Soft Loan for Re-Open Hotel Business (PSA), and SMEs liquidity loans.
- Loans to public sector, state enterprises, and financial institutions decreased by 22,157 Million Baht, (2.5%) mainly due to higher repayment amount than loans to the Ministry of Finance which were mainly short-term promissory notes and long-term loans, while the savings cooperative loans and local government administration loans increased.

PROPORTION OF LOANS



^{1/} Including loans for financial institutions and cooperatives under the Interest on Loan of Financial Institutions Act in 2023 amounting to 70,947 Million Baht and in 2022 amounting to 56,910 Million Baht

PROPORTION OF LOAN CUSTOMERS



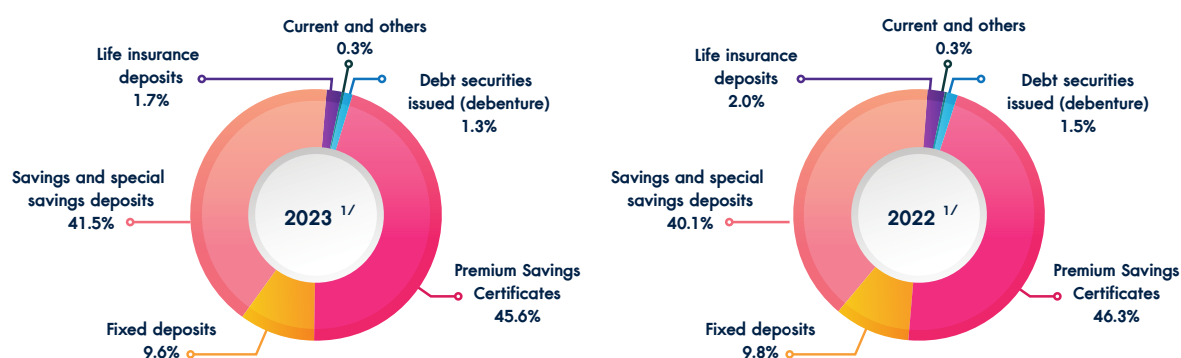
2.2 DEPOSITS AND DEBT SECURITIES ISSUED

As of 31 December 2023, the Bank recorded deposits (including deposits from financial institutions and cooperatives) of 2,697,407 Million Baht, an increase of 91,858 Million Baht or 3.5% from the end of 2022 from special savings deposits with specified period, 12-months fixed deposit, Premium Savings Certificates, and deposits for retirement to promote savings, build financial discipline, make a financial plan for retirement, and use it as a reserve for future allocation to enhance the quality of life sustainably. In addition, the Bank has issued special interest rate deposits product for the money expo and organized promotional activities as well as increased special prize money for the special Premium Savings Certificates and Digital Salak, as well as the piggy bank distribution activity to

promote savings on the establishment day of the GSB and National Savings Day. In 2023, the Bank managed liquidity and financial costs to be at an appropriate level. The deposit interest rates and prize money for special Premium Savings Certificates have been increased in line with market interest rates, which were adjusted in line with the policy rate hike by the Monetary Policy Committee to suit the economic and inflation outlook.

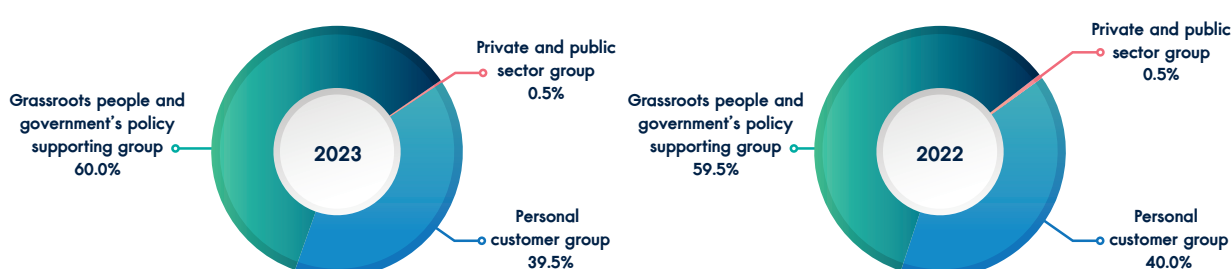
As of 31 December 2023, the Bank's debt securities (debentures) was 36,300 Million Baht (with maturity in the amount of 4,200 Million Baht). After including debt securities issued (debentures), the deposits and debt securities issued were 2,733,707 Million Baht, an increase of 87,658 Million Baht or 3.3% from the end of 2022.

PROPORTION OF DEPOSITS



^{1/} Including deposits from financial institutions and cooperatives under the Interest on Loan of Financial Institutions Act in 2023 amounting to 18,154 Million Baht and in 2022 amounting to 16,807 Million Baht.

PROPORTION OF DEPOSIT CUSTOMERS



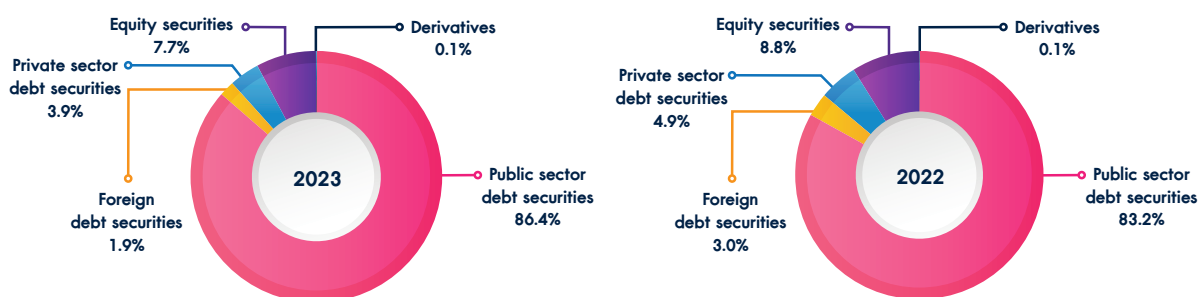
2.3 NET INVESTMENTS

As of 31 December 2023, the Bank recorded net investments of 470,716 Million Baht, a decrease of 8,640 Million Baht or 1.80% from the end of 2022, from a total investment maturity of more than 122,000 Million Baht especially long-term BOT bonds, short-term BOT bonds, foreign securities, debentures, investment units, investment in associates, and ordinary shares, respectively.

The Bank has managed liquidity at an appropriate level which focuses on investing in low-volatility

instruments especially in government debt instruments, in order to create a rate of return that is in line with the market direction within an acceptable risk level. The Bank also maintained the investment proportion in accordance with the Bank's investment policy framework. The investment policy is reviewed at least once a year or when there is a significant change, in order to be able to manage liquidity appropriately for business changes and generate returns to the Bank under appropriate risk.

PROPORTION OF INVESTMENTS



2.4 EQUITY

As of 31 December 2023, the Bank recorded equity of 236,510 Million Baht, an increase of 9,582 Million Baht from the end of 2022, with the net profit for 2023 of 33,544 Million Baht. Losses from employee benefits estimation in accordance with actuarial principles (TAS 19) were 3,283 Million Baht, while the remittance to the Ministry of Finance was 16,144 Million Baht, and the capital surplus from changes in the value of available-for-sale investments (Mark to Market) decreased by 4,535 Million Baht.

2.5 STATUTORY CAPITAL FUND

The Bank has calculated capital maintenance based on Basel II principles according to BOT's supervision criteria for Specialized Financial Institutions which cover types of risks and reflecting risks of all assets and total obligations of the Bank. As at 31 December 2023, the Bank had a total capital

fund of 230,106 Million Baht, accounted for 17.71% of risk weighted assets, which was higher than the BOT's minimum requirement of 8.5%, with Tier-1 capital of 205,578 Million Baht, accounted for 15.82 % of risk-weighted assets (mainly from retained earnings after annual deduction of remittance to Ministry of Finance) and Tier-2 capital of 29,735 Million Baht, accounted for 2.29% of risk weighted assets, and a loss on valuation of available-for-sale equity securities in the amount of 5,207 Million Baht.

Net profit for the second half of the year was not included in the said ratio. If including the net profit of the second half of the year as additionally appropriated by the Ministry of Finance after the State Audit Office of the Kingdom of Thailand had audited and certified the financial statements, and the Bank remitted as state income, the Bank will have additional capital.

Unit : Million Baht

	2023	2022	Change (yoy)	
			Increase (Decrease)	%
Tier-1 capital	205,578	191,623	13,955	7.3
Tier-2 capital	29,735	29,135	600	2.1
Loss on the valuation of available-for-sale equities	(5,207)	(700)	(4,507)	(643.4)
Total capital	230,106	220,058	10,048	4.6
Risk-weighted assets	1,299,161	1,251,153	48,008	3.8
Total capital : Risk-weighted assets	17.71%	17.59%		
Tier-1 capital : Risk-weighted assets	15.82%	15.32%		

2.6 QUALITY OF LOANS

Unit : Million Baht

NON-PERFORMING LOAN (NPL)	2023	2022	Change (yoy)	
			Increase (Decrease)	%
NPL before allowance for doubtful accounts (Gross NPLs)	66,849	58,457	8,392	14.4
Proportion to total loans (%)	2.87	2.55		
NPL after allowance for doubtful accounts (Net NPLs)	27,504	23,064	4,440	19.3
Proportion to net loans (%)	1.21	1.03		
Allowance for doubtful accounts under the financial statements	114,970	101,878	13,092	12.9
Proportion to NPL (%)	171.98	174.28		
Minimum allowance for doubtful accounts under the BOT's criteria.	58,817	55,653	3,164	5.7
Reserve to required reserve (%)	195.47	183.06		

As at 31 December 2023, the Bank had NPL before allowance for doubtful accounts (Gross NPLs) amounted to 66,849 Million Baht, or 2.55% of total loans (including loans for financial institutions that were interbank and money market items), an increase of 8,392 Million Baht from the end of 2022 which had Gross NPLs at 2.55%. Net NPL after allowance for doubtful accounts at the end of 2023 amounted to 27,504 Million Baht or 1.21% of net loans, an increase of 4,440 Million Baht from the end of 2022 which had NPL of 1.03%. This was the result of an increase in outstanding debt from business loans, housing loans, and occupation development loans. However, the Bank has implemented measures to help alleviate debt burden for debtors in accordance with the sustainable debt restructuring measures to prevent the occurrence of non-performing loans. The Bank also had strategies and measures to ease debt repayment conditions according to debtor's ability to repay debts in order to control debt quality at

the level lower than the average level of the Thai commercial banking system.

Allowance for doubtful accounts according to the financial statements as at 31 December 2023 amounted to 114,970 Million Baht, an increase of 13,092 Million Baht from the end of 2022 due to gradual setting up of additional provisions (General Provision) according to the Bank's policy and directives/recommendation of the BOT to accommodate NPL that may increase and impact of TFRS9 in the amount of 9,928 Million Baht. Allowance for doubtful accounts of personal loans, public debt correction loans, and housing loans increased from the increase in provision of outstanding debts, while the allowance for doubtful accounts of people's bank loans, social and community loans, and financial institution loans decreased from measures to help to alleviate debt burden for debtors under sustainable debt restructuring measures, and the loan balance decreased.

2.7 SOURCES AND UTILIZATION OF CAPITAL

As at 31 December 2023, the Bank had assets according to the financial statement of 3,238,682 Million Baht, with total liabilities of 3,002,172 Million Baht, and equity of 236,510 Million Baht, representing liabilities to equity ratio of 12.7 times.

The Bank's major sources of capital fund consisted of deposits representing 93%, interbank and money market items representing 5.7%, debts issued and borrowings representing 1.3% of total sources of capital. Major utilization of the Bank's capital included loans representing 71.1%, net investments representing 14.6%, and net interbank and money market items representing 14.3% of total utilization of capital.

Deposits with maturity of less than 1 year were more than the utilization of the capital fund with a maturity of less than 1 year, which is considered normal in banking business. However, most of the Bank's term deposits are continuously renewed upon maturity. Therefore, it is likely that such deposits will be with the Bank for longer than the contract period. As a result, the Bank can allocate deposits, investments, loans to maintain the Bank's liquidity at an appropriate level and meet its financial obligations.

Unit : Million Baht

SOURCES AND UTILIZATION OF CAPITAL	2023	Proportion (%)	2022	Proportion (%)	Change (yoy)	
					Increase (Decrease)	%
Sources of capital						
Maturity ≤ 1 year	1,878,659	65.2	1,892,668	68.3	(14,009)	(0.7)
Deposits	1,731,702	60.1	1,774,515	64.1	(42,813)	(2.4)
Net interbank and money market items	136,337	4.7	113,953	4.1	22,384	19.6
Debt issued and borrowings	10,620	0.4	4,200	0.1	6,420	152.9
Maturity > 1 year	1,001,610	34.8	877,775	31.7	123,835	14.1
Deposits	947,550	32.9	814,227	29.4	133,323	16.4
Net interbank and money market items	28,380	1.0	27,248	1.0	1,132	4.2
Debt issues and borrowings	25,680	0.9	36,300	1.3	(10,620)	(29.3)
Total	2,880,269	100.0	2,770,443	100.0	109,826	4.0
Utilization of capital						
Maturity ≤ 1 year	966,613	30.2	832,876	27.1	133,737	16.1
Net interbank and money market items	454,281	14.2	325,949	10.6	128,332	39.4
Net investments	101,640	3.2	166,512	5.4	(64,872)	(39.0)
Loans	410,692	12.8	340,415	11.1	70,277	20.6
Maturity > 1 year	2,241,936	69.8	2,241,078	72.9	858	0.0
Net interbank and money market items	4,349	0.1	5,849	0.2	(1,500)	(25.6)
Net investments	366,685	11.4	309,179	10.1	57,506	18.6
Loans	1,870,902	58.3	1,926,050	62.6	(55,148)	(2.9)
Total	3,208,549	100.0	3,073,954	100.0	134,595	4.4

2.8 MAINTAINING OF LIQUID ASSETS

As at 31 December 2023, the Bank's liquid assets increased from the previous year. The liquid assets to deposits ratio, the loan to deposits and debentures ratio, and the major funding dependency ratio were in line with the bank's risk limit and trigger.

Liquidity risk management is important to the Bank's operations because it poses a significant risk to the confidence in financial institutions if they are unable to pay their existing obligations to depositors and creditors, it may cause them to be unable to continue its business. Therefore, the Bank has designated liquidity risk management as part of enterprise risk management according to the Enterprise Risk Management Policy by developing a system for identifying, measuring, controlling, monitoring, and reporting liquidity risks, including establishing an internal control system for liquidity risk management and conveys to the Board of Directors, executives, officers, and employees of Government Savings Bank to have understanding, be able to apply it as a guideline, cultivate a risk management system as part of the corporate culture (Risk Culture), and to enable the Bank to operate its business continuously. The Bank will review at least once a year or when there is a change event that has a significant impact.

In addition, the Bank has an Asset and Liabilities Management Committee (ALCO) to set guidelines for asset and liability management and supervise operations in accordance with the risk management framework to control risks within the risk appetite. Moreover, the liquidity management working group is responsible for determining guidelines for liquidity management by allocating deposits, investments, and loans in line with business plans to ensure that the Bank's liquidity is at an appropriate level and that financial obligations can be met.

2.9 CASH FLOW ANALYSIS

For the year ended 31 December 2023, the Bank recorded cash and cash equivalent amounted to 25,419 Million Baht, an increase of 1,284 Million Baht or 5.32% from the end of 2022, consisting of:

- Net cash from operating activities amounted to 15,888 Million Baht, with operating profits before changes in operating assets and liabilities amounted to 57,701 Million Baht. Operating assets increased

by 156,378 Million Baht and operating liabilities increased by 114,565 Million Baht.

- Net cash from investing activities amounted to 5,228 Million Baht, mainly from cash received from the sale of investment in securities amounted to 175,448 Million Baht, cash received from the sale of investment in associates amounted to 1,499 Million Baht, cash received from dividends received from associates amounted to 100 Million Baht, and cash received from the sale of property, plant and equipment amounted to 24 Million Baht, while cash paid for purchase of investment in securities amounted to 170,676 Million Baht, cash paid for purchase of property, plant and equipment amounted to 945 Million Baht, cash paid for purchase of investment in subsidiaries amounted to 147 Million Baht, cash paid for purchase of intangible assets amounted to 72 Million Baht, and cash paid for right-of-use assets of 3 Million Baht.

- Net cash used in financing activities amounted to 19,831 Million Baht from remittance for state income amounted to 16,144 Million Baht, cash repayment for long-term debt securities amounted to 4,200 Million Baht, cash repayment for long-term interbank loans amounted to 1,358 Million Baht, and cash payment for lease liabilities amounted to 863 Million Baht. Cash received from long-term interbank loans amounted to 2,734 Million Baht.

- The effect of exchange rate changes on cash decreased by 1 Million Baht.

2.10 CREDIT RATINGS

As at 31 December 2023, the Bank's credit ratings have been stable at "AAA" since the end of 2022 rated by TRIS Rating. The ratings reflect the Bank's legal status as State Enterprise and Specialized Financial Institutions (SFIs) which have "integral" linkage with the government and "critical" role in implementation of public policy. In addition, they also reflect the government's guarantee covering all financial obligations under the Government Savings Bank Act (the Act) B.E. 2489 (1946) which stipulates that, various obligations of the Government Savings Bank in terms of repayment of principal, loans, interest on deposits, and payment of other debts will be guaranteed by the government. Details are as follows:

CREDIT RATING AGENCY	31 December 2023	31 December 2022
TRIS Rating		
Credit Rating	AAA	AAA
Rating Outlook	Stable	Stable

3. COMPARISON OF PERFORMANCE WITH PLAN TARGET

Government Savings Bank has prepared a 5-year corporate plan, annual action plan and budget plan, and business plan for each customer group to use as guidelines in its operations. The planning process complies with BSC, EVM, Risk Management, and State Enterprise Assessment (SE-AM) system principles. The Bank has organized workshops for different levels including the Board of Directors, senior executives, executives of group/function/department/region. The plans have been communicated into action through various channels including transferring into Key Performance Indicators (KPIs) from the Bank level to individual level.

At the end of 2023, the Bank's key performance was as follows:

Unit : Million Baht

FINANCIAL	PLAN	PERFORMANCE	ANALYSIS OF DIFFERENCE FROM PLANS
Net Profit	28,000	33,544	Due to total net income higher than plan, including net interest income, other operating incomes, and net fee and service income. In addition, other operating expenses were lower than planned.
Net deposits increase	41,000	87,658	Due to term-special savings deposits, special Premium Savings Certificates, and fixed deposits following the upward trend of interest rates. The Bank has continuously launched new products, including increasing interest rates on deposits and prize money for special Premium Savings Certificate in line with the direction of interest rate adjustment in the market. It included management of financial costs to be at an appropriate level, as well as managing liquidity to support lending and investment.
Net loans increase	46,090	33,419	Due to return of government loans (promissory notes and long-term loans of the Ministry of Finance) together with high household debt, which led banks to tighten credit provision to SMEs business and retails (grassroots) to control debt quality. However, housing loans, personal loans, and large corporate loans grew higher than planned.
NPLs of total loans (%)	3.20	2.87	Due to follow up debtors to participate in measures to alleviate debt burden under sustainable debt restructuring measure, by focusing on yellow and red group of debtors according to the Credit bureau continuously throughout the year and closely monitoring customer debt payments by the Debt Control and Management Center, including improving the integrated debt management process.
NIM (%)	2.14	2.46	Due to net interest income higher than plan, mainly due to the management of assets and liabilities structure to have appropriate returns and costs (Matching Fund), and Cost of Fund management to be in line with market interest rates.
Cost/Income (%)	44.09	37.13	Due to the total net income higher than the plan, with the management of operating expenses as necessary / important / urgent and considering the worthiness.

4. PERFORMANCE OF THE PUBLIC SERVICE ACCOUNT PROJECTS

PUBLIC SERVICE ACCOUNT PROJECTS	PERIOD	CREDIT LINE (Million Baht)	NUMBER OF PARTICIPANTS	OUTSTANDING LOANS (Million Baht)
1. Loan project to assist self-employed persons affected by floods and storms in 2010	2010-2016	2,000	3	0.005
2. Financial assistance project for business operators in the 3 southern border provinces.	2010 - 2013 Period extension 1 st : End of 2014 2 nd : End of 2017 3 rd : End of 2022 4 th : 30 Jun. 2025	25,000	115	13,726
3. Loan project for flood protection system development by the GSB for industrial estates/ parks/zones	2013 - 2028	15,000	5	816
4. Loan project for the construction of flood protection systems in industrial estates	2013 - 2028	3,546	1	97
5. Measures to promote well-being at the village level	2015 - 2023	30,000	4,660	1,529
6. Soft loan project for working capital of Small and Medium Enterprise (SMEs)	2015 - 2023	100,000	-	-
7. Soft loan project for working capital of Small and Medium Enterprise (SMEs) Phase 2	2015 - 2023	50,000	-	-
8. “Pracharat” housing loan project	2016 - 2046	20,000	4,878	2,872
9. Soft loan project to help fisherman “Thai Fishery advances to the World”	2016 - 2024	500	186	86
10. “Pracharat Loan for People” project	2016 - 2021	Unspecified	2,742	15
11. Soft loan project to modify machinery and increase productivity for Small and Medium Enterprises (SMEs)	2016 - 2025	30,000	16	1,215
12. “Pracharat” measure to solve the public debt problem under the government’s policy.	2016 - 2036	Unspecified	5,899	3,623
13. “Pracharat Loan For People” project (Disaster victims)	2017 - 2022	4,000	374	4
14. Retail loans for emergency expenses	2017 - 2023	5,000	24,426	48
15. Strengthening Transformation Loan Project (Soft loan to modify machinery, Phase 2)	2018 - 2025 Period extension 1 st : End of 2027 2 nd : End of 2028	20,000	77	8,044
16. Retail loans for emergency expenses, Phase 2	2018 - 2025	10,000	130,224	1,263

PUBLIC SERVICE ACCOUNT PROJECTS	PERIOD	CREDIT LINE (Million Baht)	NUMBER OF PARTICIPANTS	OUTSTANDING LOANS (Million Baht)
17. Measures to improve the quality of life of state welfare card holders - Loan for the development of the state welfare card holders (3 projects) 1) GSB Home Stay loan 2) Franchise business loan 3) Street Food loans	2018 - 2025 2018 - 2025 2018 - 2028	Unspecified	200	2
18. Soft loan measures to help entrepreneurs directly and indirectly affected by the COVID-19 pandemic 1) Loans through financial institutions 2) Loans to Non – Bank operators 3) Loans to entrepreneurs	2020 - 2023 2020 - 2023 2020 - 2031	150,000 72,000 60,000 18,000	2,709	6,463
19. Loan for expense project for Regular Income earners affected by COVID-19. 1) Loan for expense project for Regular Income earners affected by COVID-19. 2) Foundation Empowerment Loan 3) Soft Loan GSB to revitalize Thai tourism	2020 - 2023 2020 - 2023 2020 - 2030	20,000 5,000 10,000 5,000	309,845	4,848
20. Loan for expense project for self-employed persons affected by COVID-19	2020 – 2024 1 st extension until 24 March 2025	20,000	857,713	2,062
21. Loan project to enhance liquidity of fishery entrepreneurs	2020 - 2028	5,000	158	257
22. Soft loan project SMEs “Mee Tee Mee Ngern” for tourism business	2021 - 2024	10,000	869	5,772
23. “Fight for COVID-19” loan project	2021 - 2024	10,000	454,937	2,837
24. “Imjai” loan project measure	2021 - 2026	2,000	29,854	1,268
25. “Job creation and Career Development” loan project	2021 - 2027	5,000	121,719	3,664
26. Soft loan project for re-opening Hotel Business and Hotel Supply Chain	2020 - 2028	5,000	3,359	4,203
27. Debt resolution and increase capital loan project	2021 - 2024	2,000	95,782	1,323
28. Loan project to enhance liquidity of fishery entrepreneurs Phase 2	2022 - 2030	2,000	91	305
29. Pracharat Thai Home Loan Project	2023 - 2054	2,000	3	1
30. Thai Labour Return Loan Program (Israel)	2023 - 2044	1,000	456	42
Total			2,051,301	66,385

BUSINESS AND SERVICE DEVELOPMENT OVERVIEW

In 2023, Government Savings Bank has driven its operational direction to become a Social Bank with social mission integration in all key processes in terms of products, services and processes. This included developing partnerships with different forms of partner agencies. It aims to help small businesses and grassroots group to access capital sources continuously, with the mission to promote savings and create financial discipline, for people to be aware of the need for long-term savings as a security for life as they move towards an aging society, to achieve tangible positive results on a large scale for Thai society as follows:

PROMOTING SAVINGS AND STRENGTHENING FINANCIAL DISCIPLINE

The Bank aims to promote savings for people of all ages through the development of Premium Savings Certificates and deposit products that cover a variety of purposes and offer high return along with various benefits to incentivize customers to save more money. The interest received is tax-free and stable with the government as full guarantee.



- **11-months special savings deposit** are available for individuals and juristic persons, deposit period 11 months, Step up interest rate: Step 1 (month 1-7) interest rate 0.80% per annum, Step 2 (month 8-10) interest rate 1.15% per annum, and Step 3 (month 11) interest rate 1.65% per annum, or an average interest rate of 1.36% per annum. The interest is not taxed for individual depositors (equivalent to a fixed deposit interest rate of 1.60% per annum).

- High-interest deposits products, both short-term and long-term, to welcome the New Year 2023 including **9-months special savings deposit** with interest rate of 0.90% per annum (equivalent to a fixed deposit interest rate of 1.05% per annum) and **15-months special savings deposit** with the step up interest rates up to 4.99% per annum (equivalent to a fixed deposit interest rate of 1.47% per annum), open an account with minimum of 10,000 Baht, deposit at least 1,000 Baht at a time, with no maximum deposit limit.





- 9-years special savings deposit for retirement with an average interest rate of 2.99% per annum (equivalent to a fixed deposit interest rate of 3.51% per annum). Interest paid every ayear by transferring to a savings deposit account that is a dual transfer account. After 9 years of depositing, the Bank will transfer the deposit amount and interest to the savings deposit account that is a dual transfer account notified by the depositors. The depositor must be an individual with Thai nationality aged 50 years or older.



- In addition, on the occasion of GSB's 111th year, the Bank has introduced **111-days special savings deposit** that offer a step up interest rate of up to 21% per annum at various financial expo such as Money Expo 2022, Thailand Smart Money 2022, Money Expo 2023 Bangkok Year-End.



- For Premium Savings Certificates (PSC), The Bank has increased special prize for PSC to incentivize savings and have a chance to win. 1-year Digital Salak added special prize of 100,000 Baht for a total of 4 times, 20 prizes each (on 16 February 2023, 16 May 2023, 16 August 2023, 16 November 2023) and 2-year PSC (both paper and digital) added special prize of 1 Million Baht for 28 prizes, and Increase prize money of 2-years special PSC, both paper and digital by increasing 1st prize from 10 Million Baht to 30 Million Baht, and increase prize money for last 3 digits from 20 Baht to 40 Baht, and add 1 special prize worth 50 Million Baht.





- In addition to high-yield deposit products, the Bank offered deposit products in the form of life insurance. The Bank collaborated with Dhipaya Insurance Public Company Limited as an important partner to launch **TIP Touch Saving 10/1 savings life insurance product**, a one-time premium payment with coverage for up to 10 years, and receive returns every year at an interest rate of 1.75% per annum of the sum insured and **Happy Sure 10/1 savings life insurance**, a one-time premium payment with coverage for up to 10 years with life coverage of 110% of the sum insured. In addition, there is also a life insurance product for retirement planning, namely **Double Happy Retirement Life Insurance 90/1** receive a pension of 10% per annum of the sum insured from the age of 60 or **85/60 pension life insurance**, which can choose to receive a monthly or annual pension up to 12.24% per annum of the sum insured with the right to open happy retirement savings deposit account with a deposit period of 6 months (for individuals aged 40 years and over) Interest rate 1.99% per annum (equivalent to fixed deposit interest rate of 2.34% per annum).

- In addition to savings products, the Bank has also promoted savings through savings promotion activities on various important occasion as follows:

- On **GSB Establishment Day “Entering its 111th year” on 1 April 2023**, Thai people were invited to raise awareness of savings. Those who deposit 500 Baht, or more are eligible to receive “The planet in your hands” “Green Piggy Bank” as a souvenir. The depositors also contributed to environmental protection. The piggy bank prepared on this occasion is made from rice straw pulp, which is a waste raw material from rice harvesting, to be produced into a piggy bank without wasting new resources and reducing the burning of rice straw that destroys the soil. Throughout the production process, 1 green piggy bank reduced greenhouse gas emissions by 2.5 gCO₂e.



- On **National Savings Day 31 October 2023**, GSB invited Thai people to pay more attention to saving money. Those who deposited with the Bank from 500 Baht or more will receive a piggy bank “Baan Chuan Rak Lok” as a souvenir.



- To make the youth pay more attention to learning and see the importance of savings by organizing **Savings Promotion Activity “Pee Aoi Pee Chod Om Tour Om Jai”** which is a new savings promotion program that will be toured to educational institutions in Bangkok to mentor and listen to school-age students.

PROMOTING ACCESS TO FUNDING SOURCE



- GSB moves forward with policies to promote people's dream of owning a home by launching **Housing Loans First Home** product, home loans for working age or start-up families who want to have their first home, with a fixed interest rate of 3.990% per annum (first 3 years) or installments as low as 4,000 Baht per month, exemption from the cost of preparing legal contracts, loan service fees, and support mortgage fee.



- GSB has launched a **multi-purpose welfare loan for consumption or repayment of other liabilities with special conditions especially for personnel in government agencies**, with maximum loan amount of 500,000 Baht, installment up to 10 years, special interest rate of 6.245% (MRR-0.25%) or 6.495% (MRR) per annum. No guarantor required to help alleviate debt and interest burden for government officials.



- To expand the creation of broader positive impact to cover high-risk retail customers who do not have access to formal financial resources to be able to access non-bank loans with interest costs lower than market at 3-5% per year through the establishment of Money DD Co., Ltd. or Good Money which plan to provide both P-Loan and Nano Finance as well as Digital Lending in the future.

- To assist taxi drivers, public bus drivers and self-employed people affected by the high cost of living and decrease in revenue, the Government Savings Bank has issued **loans for small self-employed people** to finance or enhance liquidity in their occupations to be able to access formal financial services, and relax the approval criteria. No collateral is required, and no guarantor is required. The Thai Credit Guarantee Corporation (TCG) assisted in guaranteeing. rance Corporation (TCO). Loan amount is not exceeding 100,000 Baht per person, with an interest rate of 1% percent per month (Flat Rate), a maximum loan repayment period of 8 years or 96 installments.

ASSISTING, MITIGATING, AND RESOLVING DEBT PROBLEMS

GSB drives the mission of “solving informal debt problem” as a national agenda according to the government policy and help informal loan borrowers who suffered from using loans for their careers. The Bank has launched the “People’s Bank Loan to Solve Informal Debt” for regular income earners or self-employed persons aged 20 years and over but not more than 65 years old, with the loan limit of not more than 50,000 Baht, interest rate at 0.75% per month (Flat Rate), maximum loan repayment period of 5 years or 60 installments. Other persons or securities can be used as collateral.

- In addition, the Bank has implemented debt resolution measures by issuing **Measures to resolve NPLs receivable of unsecured retail loans with a loan amount not exceeding 1 Million Baht** where all unpaid interest, fees and other expenses will be waived on the date the customer enters into the debt restructuring agreement. For the remaining debt, the Bank will reduce the installment limit to help the debtor by reducing the interest rate for the first year to 0% per annum and then using the installment paid by the debtor to deduct the principal in whole amount. Then, in the second year onwards, a fixed interest rate of 3% per annum throughout the contract period will help the debtor to have sufficient balance to cover living expenses and maintain normal debt status without having bad credit history, allowing them to make financial transaction in the future. In addition, the Bank will delay the legal proceedings against NPLs debtors with the “4 No” measure, i.e. No sue, No foreclosure, No auction, and No bankruptcy filing, depending on the case status of each debtor. In debt restructuring, the Bank will charge a special interest rate according to the conditions and allow installments up to 10 years.

PRODUCTS AND SERVICES THAT OPERATE FOR THE ECONOMY, SOCIETY AND ENVIRONMENT

GSB places importance on conducting business that takes into account economic, social and environmental responsibilities in order to create sustainability for the organization and society as a whole by launching products and creating projects that promote sustainability as follows:

- **“Contributing special savings deposit”** product to enable depositors to participate in contributing to society. The highlight is higher interest rates than usual at an interest rate of 1.20 percent per annum. The depositor will receive an interest rate of 1% per annum without tax, and another 0.20% per annum that the depositor can choose to donate to 4 participating foundations namely Baannokkamin Foundation, Phyathai Babies Home Foundation, Foundation for the Blind in Thailand Under the Royal Patronage of H.M. The Queen, and Seub Nakhasathien Foundation which are foundation that align with SDGs on poverty eradication, health and well-being, inequality reduction, and protection and restoration of natural resources and the environment.
- **GSB Go Green Personal Loan** is a loan for those who intend to change the way they use energy in their daily lives to encourage the use of renewable energy such as installing solar cells to use solar power to save electricity costs, buying electronic vehicles (EV), hybrid cars, or installing EV Charger to reduce fuel consumption, as well as buying No.5 energy-saving devices, with minimum fixed interest rate of 1.99% per annum (for the first 3 months). In addition, the Bank continues to support green businesses to grow and drive green energy for a livable society together with GSB for BCG Economy loans, which aim to support environmentally friendly businesses and create a sustainable society through the new economic theory. BCG will focus on applying science, technology and innovation to build on its strengths in business development according to BCG: Bio Economy, Circular Economy, Green Economy.

เงินก้อนพร้อมใช้ ตอบโจทย์สายกรีน

ด้วย สินเชื่อบุคคล GSB Go Green

ติดตั้ง Solar Cell หรือ Solar Rooftop

ซื้อรถยนต์ไฟฟ้า (EV), ไฮบริด (Hybrid) รถจักรยานยนต์ไฟฟ้า หรือติดตั้ง EV Charger

ซื้ออุปกรณ์หรือใช้ไฟฟ้าเบอร์ 5

เพื่อกดต้นทุนหรือซื้อ อุปกรณ์ที่ช่วยลดมลภาวะ หรือ ประหยัดพลังงาน

- **Holistic Area-Based Development under the name of “GSB Huam Jai Hug Khun Nan” Phase 1** (2022-2023) in 5 villages of Khun Nan Sub-district, Chalerphra Kiat District, Nan Province i.e. Ban Piang So, Ban Huai Fong, Ban Sajuk, Ban Sakieng, and Ban Huai Tei to be model target areas of development under 9-D mission. Currently, more than 90% of the progress has been made in laying the foundation and various structural works according to the project plan including career promotion, create job create income, capital source and savings promotion, health and quality of life, basic infrastructure, education and religion, as well as tourism enhancement. The Bank is preparing to move forward with Phase 2 of the work to expand participation and transfer knowledge to the community to have the knowledge to be able to take care of themselves in the future.

The main progress of the project includes **promoting additional income for households**. The construction of a coffee processing plant by GSB in collaboration with the Mae Fah Luang Foundation under the royal patronage has been completed 100% percent, which farmers will be able to use this processing plant to reduce costs and increase the selling price of harvested coffee produce by more than 10 times. This includes encouraging community members to start homestay businesses as an additional income during the tourism season to generate additional income outside the agricultural season for more than double. In terms of **savings promotion**, the Bank has supported the establishment of savings group of Ban Huai Fong community to start savings for the first time, as well as the establishment of special school bank as a source of savings for students and teachers of Ban Huai Fong school and Ban Piang So school. In just 8 months, a small community in this remote area can have a combined savings of over 800,000 Baht, which is the beginning of building a strong foundation for the community. In addition, it has **supported the improvement of the consumption water system** to solve the problem of water shortage during the dry season by installing large water storage tanks with clean water filtration

systems for consumption, **Installation of solar lighting systems** in communities and schools, **Support of medical equipment**, motorcycles and work buildings for village health volunteers including medical standard air systems for dental clinics and emergency room medical equipment, etc.

- In order to extend the concept of holistic area-based development, GSB has launched a **holistic market project under the name “GSB Ruam Jai Market”**. It is a collaboration of GSB with market owners and government agencies and the private sector participating in the selection of private and municipal markets at 18 pilot locations nationwide. This is to assist entrepreneurs in the market including traders, hawkers, stallholders, and small entrepreneurs to have strength, income, and better quality of life, and access to formal financial source with fair conditions, and get out of informal debt by providing knowledge and consultation through various activities, covering development in 7 areas namely 1) Solving debt problem by providing knowledge and consultation on formal/informal debt resolution, debt restructuring, and debt prevention approach, 2) Promoting savings to create saving discipline, 3) Accessing to financing or credit with fair interest rates and conditions and not dependent on informal debt, 4) Providing financial literacy on financial management and savings planning, 5) Encouraging a second career as a side occupation and adding specific skills where necessary, 6) Providing knowledge on increasing sales/marketing channels through online channels, and 7) Supporting trading infrastructure, including market re-branding, renovation of premises, shops, signage for trading zones, and market environment, etc.



OTHER ASSISTANCE MEASURES

- Due to the flash flood situation in many provinces nationwide, especially Ubon Ratchathani, Yasothon, Roi Et, Khon Kaen, Kalasin, Chaiyaphum, Amnatcharoen, Sukhothai, Kamphaeng Phet, Lamphun, Rayong, etc., the Bank has issued credit measures to alleviate the suffering of the victims with emergency loans with lenient terms and low interest rates for housing repairs, purchase of essential items. This includes **Housing Loans for Existing Customers or the General Public** whose house/ residence was damaged and needs to be repaired by lending 100% of the appraised value of the damaged part and wanting to repair/renew it, with the first-year interest rate at 2% per annum, Personal Loans to Disaster Victims for multi-purpose expenses, purchase of home facilities to replace damaged. The maximum loan amount is 90% of the appraised value or not exceeding 500,000 Baht. Land/House with Land/Condominium that are mortgage-free can be used as collateral. The first-year interest is 2% per annum. Disaster Relief Loans are emergency loans for flood/disaster relief with a loan not exceeding 50,000 Baht per person with no installment payments in the first 3 months.



- According to the government's policy to help Thai workers ease their worries about debt and expenses incurred from working in Israel, GSB has launched **Thai Labour Return Loan Program** to help Thai workers in Israel who are affected. Thai workers are encouraged to use it to pay off loans for going to work in Israel and/or investing self-employed, non-farmer trades to replace the lack of income. Special lenient loan conditions are a maximum loan of 150,000 Baht per person, low effective interest rate

of 1% per annum, loan repayment period not more than 20 years, the first year only interest payment no principal payment, and no collateral or personal guarantor.

GSB will continue to develop and offer products and services to create access to capital at fair interest costs, while also playing a role in developing and enhancing the quality of life of customers and the public through various activities to provide customers with income, savings, and financial discipline to create well-being and sustainable stability.



Risk Management



1. RISK MANAGEMENT OVERVIEW

The Bank has emphasized on a comprehensive risk management process in accordance with the rules of regulatory agencies and international standard practices in line with the Bank's operational direction framework. The Bank has placed great importance on integrating the Governance, Risk Management, and Compliance (GRC) to enhance the efficiency of its good governance, risk management, and internal control. In addition, the Bank has developed tools, work systems, and information to be able to manage risk in all dimensions effectively and create business opportunities and prevent risks (Intelligent Risk Management) under the risk appetite. The Bank also strengthened a check and balance mechanism and supervised to ensure that the control, supervision, and monitoring (Three Line of Defense) were in place to ensure effective risk management, covering all important issues, and to cultivate a risk-conscious corporate culture to be able to cope with and recover from crises smoothly and efficiently cope with risks arising from competition, building confidence among stakeholders and grow steadily and sustainably.

2. RISK MANAGEMENT STRUCTURE

The Bank has established a committee structure that oversees the risk management strategy and policy level, as well as monitored the management's implementation to ensure that the risk management is in line with the corporate governance principles (Governance) and compliance with the requirements of laws, rules, regulations, announcements, criteria (Compliance) and is the key mechanism that drive operations to achieve the success. The main committees that oversee risk management include:

(1) GSB BOARD OF DIRECTORS has a role in formulating the organizational policy and overall risk management framework covering the Bank's risk management, including establishing the subsidiary governance policy and appointing a risk oversight committee to provide opinions and recommendations to the management to ensure that ensure that the Bank's risk management is carried out appropriately in accordance with the established policies and in line with international standards, as well as ensuring that

the risks and key issues of the organization are fully covered. The Bank has overseen and managed significant risks covering all types of risks in accordance with regulatory guidelines and international standards.

(2) RISK OVERSIGHT COMMITTEE plays a role in formulating policies to propose to the GSB Board of Directors for consideration for overall risk management according to key risk categories, including risk management policies that are consistent with strategies as well as assessing, monitoring, and supervising the Bank's risk volume to be at an appropriate level both in normal case and when special circumstances occur, reviewing the adequacy and effectiveness of the overall risk management policy and strategy, including acceptable risk level, at least once a year or when there are significant changes. The Risk Oversight Committee discusses and exchanges opinions with the Audit Committee to assess whether GSB's risk management policies and strategies cover all types of risks, including emerging risks, and that such policies and strategies are implemented efficiently and effectively. The Committee reports to the Board of Directors on risk status, risk management efficiency, and compliance status with a corporate culture that takes into account risks, as well as significant factors and problems and what needs to be improved to align with GSB's risk management policies and strategies.

(3) GOOD CORPORATE GOVERNANCE AND SUSTAINABILITY COMMITTEE has a role to formulate policies, strategies, goals, action plans, as well as rules and regulations on good corporate governance, sustainable development according to ESG approach, stakeholder management, business governance and compliance, credit review, and anti-corruption to comply with laws and regulations, rules and procedures for good civil administration and international standards to propose to the GSB Board of Directors. The Committee also supervise and monitor the implementation of good corporate governance, sustainable development according to ESG approach, stakeholder management, business governance and compliance, credit review and anti-corruption to ensue efficiency and effectiveness in accordance with the established framework.

(4) AUDIT COMMITTEE plays a role in reviewing the efficiency and effectiveness of internal control process, good corporate governance process, risk management process; reviewing the Bank's compliance with laws, rules, regulations, operational procedures, Cabinet's Resolutions, announcements, or orders related to operations; reviewing the organization's operations in all areas of significant risk that affect the Bank's strategic objectives and align with significant changes to the Bank's risk environment.

(5) EXECUTIVE COMMITTEE has a role in considering and recommending policies, strategies, business plans, management follow-up control plans; considering directions and criteria for investment, lending, and other business operation and propose to the GSB Board of Directors; including

considering and recommending appropriate and effective organization structure and formulating policies on the use of creativity and innovation management.

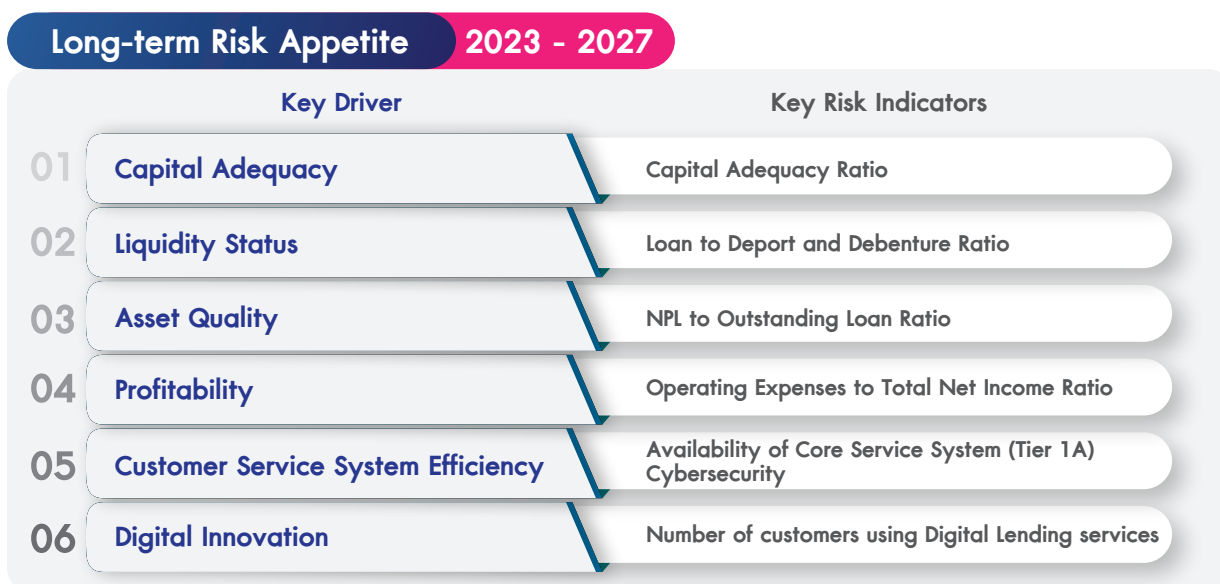
The Risk Oversight Committee, the Good Corporate Governance and Sustainability Committee, the Audit Committee, and the Executive Committee also play a role in integrating Governance, Risk Management, and Compliance to achieve the Integrity-Driven Performance.

Furthermore, there are additional committees who oversee risk management in core business operation such as Asset and Liability Management Committee, Credit Committee, Investment Committee, Business Continuity Management Committee, Fraud Risk Prevention Committee, and Information Technology Management Committee, etc.

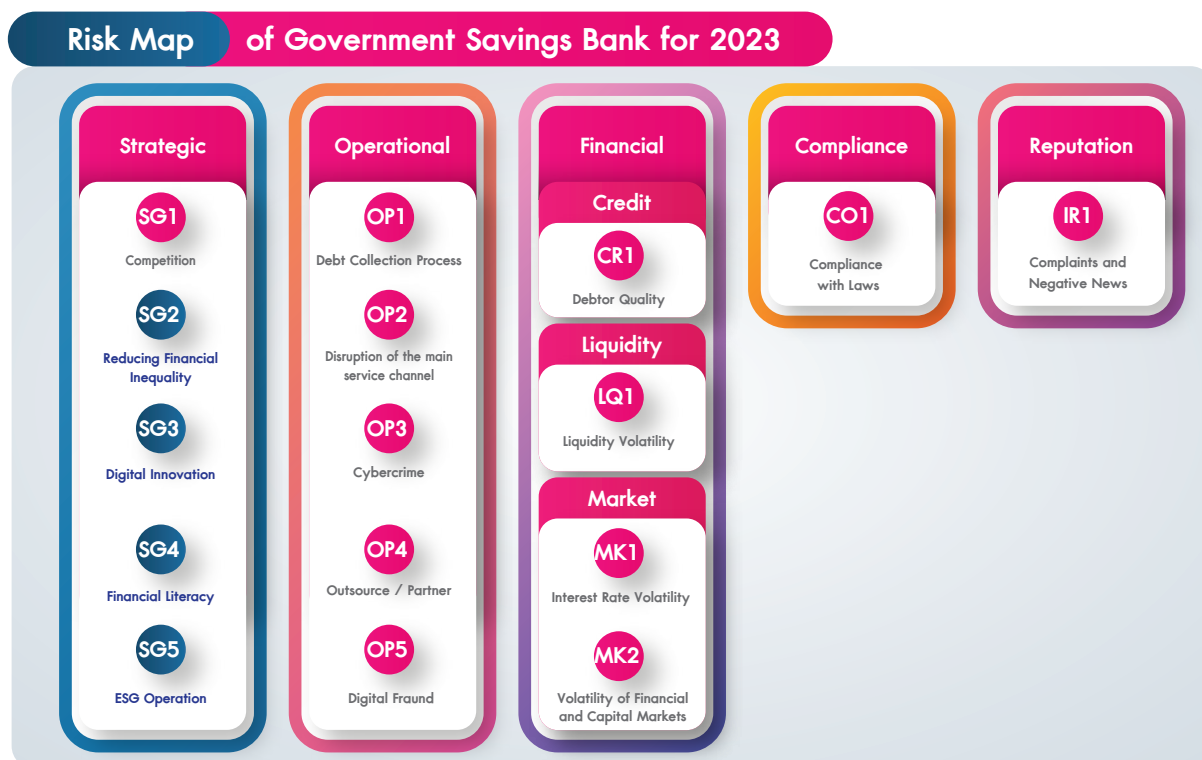
3. ENTERPRISE RISK MANAGEMENT

The Bank has adopted the COSO ERM 2017 principles and Risk and Security Supervision Criteria for Specialized Financial Institutions as announced by the Bank of Thailand as guidelines for Enterprise Risk Management to control/reduce, and prevent risks that may affect Objective Setting, both financial and non-financial, to an acceptable level to ensure that the Bank's business operations efficiently achieve its goals.

1) DETERMINATION OF LONG-TERM RISK APPETITE in accordance with the strategic goals (long-term plan), overall Risk Profile, including capital funds strength, and liquidity position of the Bank to determine Risk Appetite and Risk Tolerance to be used as long-term risk management framework. It will be considered to be consistent with criteria of regulatory agencies, key financial projection (Financial Targeting & Positioning), and key impacts including impact of credit stress test and impact of TFRS 9, etc.

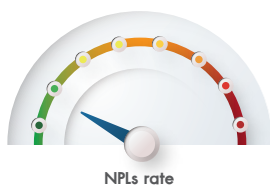


2) PREPARATION OF RISK MAP that identifies important risk factors that the Enterprise need to manage within the Risk Appetite. The Business Unit and the Support Unit, who are the Risk Owner will review the risks and set up the targets and annual action plans/projects. The identification of key factors is related to the Strategy Map and Key Performance Indicators (KPIs) of the Bank. The risk measurement criteria must be consistent with the financial projection. In 2023, the Bank's risk factors were as follows:



The Bank has placed importance on the determination of Key Risk Indicators (KRIs) to serve as Early Warning. If KRIs exceed the Risk Appetite and/or Risk Tolerance, the risk status report will be sent to the E-mails of executives of the relevant group, functional line, and department so that they can monitor and review the risk level in a timely manner, review risk management measures/plans in accordance with the current situation and effectively reduce/control risks by considering appropriate Cost of Risk. Examples of KRIs are as follows:

Financial Key Risk Indicators



Non-Financial Key Risk Indicators



4. STRATEGIC RISK MANAGEMENT

Strategic Risk is the risk arising from formulation of strategic plans, action plans, and their implementation that are inappropriate and inconsistent with internal factors and external environments, making it unsuccessful in the specified direction. This adversely affects the Bank's revenue and capital. Therefore, the Bank places importance on establishing Strategic Risk Policy and Guidelines as well as following up on strategic risk reports regularly to ensure that risks will not exceed Risk Appetite.

In 2023, the overall Thai economy continued to recover but income distribution remained uneven. There were risk factors from high level of household debt, rising inflation due to energy costs and shortage raw materials from natural disasters and geopolitical conflicts, policy rate hikes to slow down the severity of inflation, volatility in bond markets and impacts on the banking sector in the US and Europe, and volatility in global capital market. The geopolitical conflicts are likely to have broader impacts. In addition, in 2023, the Bank has been affected by digital disruption including competition from new players with high technological potential and a large customer base, and tighter and more complex supervision. The banking sector is accelerating its strategy adjustments to maintain its customer base, revenue levels, turnover and financial stability in a riskier environment.

Government Savings Bank places importance on strategic risk management from setting guidelines and operational goals in the form of Scenario Planning and defining clear and appropriate KPIs to convey to operator's unit to set goals and supporting plans to drive operations to achieve the goals. There is systematic monitoring of performance, reviewing and adjusting strategies in accordance with the changing environment to ensure that the performance is in line with the target within risk appetite such as improving the retail lending process by reducing redundancy and controlling the quality of new loans

using more effective risk screening tools, investing in low-risk assets with appropriate returns, along with measures to help affected debtors continuously. Proactive provisions have been set up to support degraded vulnerable debtors and debt classification in accordance with TFRS 9 which will be applicable to specialized financial institutions in 2025. The retail debt collection process has been improved to be more efficient with a clear structure of supporting units, including liquidity management, control and management of financial and operating costs to an appropriate level.

In 2023, GSB has focused on continuously developing digital technology to upgrade to full Digital Banking, such as, using Alternative Credit Score to consider lending through Mobile Banking to low-income group to provide more opportunities to access formal funding sources. It also controlled 3 aspects of information technology risks namely 1) Confidentiality, 2) Reliability, and 3) Availability of Customer Service System. There is the Information Technology Steering Committee (ITSC) overseeing overall development of IT to supervise risk management and assess potential impacts from changes in information technology strategies or directions, new product and service launches that will affect the Bank's technological structure, laws and regulations. The Bank also focuses on listening to customer voices by increasing channels for listening and reporting service problems 24 hours a day and has a tool to monitor customer voices via social media to respond to customer needs in a timely manner. This is to build confidence and satisfaction among customers, suppliers, partners, and all group of stakeholders, to use the service and cooperate to support the Bank's operations continuously.

The Bank is able to manage strategic risks to be under the risk appetite with key performance achieved targets in all indicators such as Net Increase in Loans, Retail Lending via Digital Lending, NPLs per Outstanding Loans, and Net Profit.

5. MARKET RISK MANAGEMENT

Market Risk refers to the risk arising from interest rate movements, fluctuation in foreign exchange rates, and changes in the price of instruments in money and capital markets that causes negative impacts on the Bank's revenue and capital.

In 2023, the overall financial market remains volatile, with significant pressures coming from the impact of protracted and violent geopolitical conflicts in many areas, such as the Russia-Ukraine conflict, Israeli-Hamas conflict, U.S.-China Conflict, South Korea-North Korea tensions, and China-Taiwan conflict. This resulted in fluctuations in commodity prices, energy prices while production costs and inflation continue to rise. This has led central banks to tighten monetary policy to control inflation, in particular the US Federal Reserve (Fed) raised the Fed Fund Rate 4 times from 4.50-4.75% to 5.25-5.50%, and the Monetary Policy Committee gradually raised interest rates five times from 1.25% to 2.50%. As a result, global financial conditions tightened for a longer period of time than expected, resulting in capital outflows from the bond and Thai Stock markets as well as pressure the Baht to depreciate. It was also affected by the property crisis in China, the banking sector in the US and Europe, concerns from negotiation to raise the US debt ceiling, the US Government Shutdown, the lack of liquidity of financial institutions in major economies, resulting in the risk of default in many countries, coupled with domestic factors from political uncertainty and concerns about government measures, household debt problems that are likely to continue to rise, a slowdown in investment sector, and slow down export problems from economic slowdown of trading partners. However, there were factors that support the recovery of consumer confidence after the government was formed and there were government stimulus measures such as measure to reduce the cost of living, measure to drive tourist revenue generation (Free Visa), and 100-day Quick Win plan.

The Government Savings Bank closely monitors investment portfolio status and risk and carefully manages its investment portfolios in accordance with investment policies, trading account management policies, and risk management policies set by the Board of Directors. In addition, the Risk Oversight Committee is responsible for approving measurement and monitoring systems and control risks within the risk appetite. There is also an Asset and Liability Management Committee to oversee interest rate risk management to be in line with the situation. Summary of market risk management in 2023 is as follows:

1) REVIEW OF MARKET RISK MANAGEMENT POLICY AND INTEREST RATE RISK MANAGEMENT

in Banking Book Policy to ensure its alignment with the Bank's strategy, business plan, and regulatory criteria of the Bank of Thailand. Relevant guidelines have been developed to guide risk management to be in line with such policies and be more efficient.

2) DEVELOPMENT OF TOOLS TO MEASURE/ ASSESS AND CONTROL MARKET RISKS,

consisting of:

- Assessment of impacts from risk factors that may affect investment portfolio values such as Mark to Market and Present Value of 1 basis point (PV01).
- Assessment of potential maximum losses that may arise from normal transactions by using the Value at Risk (VaR) model under a confidence level and specified holding period. Back Testing was regularly conducted in accordance with the Bank of Thailand's guidelines.
- Assessment of interest rate risk by analyzing the difference in the timing of changes of new interest rates or the remaining contract period between assets and liabilities (Repricing Gap) and assessment of impact on the Bank's net interest income (NII Sensitivity).

- Setting Risk Limits and Risk Triggers for both trading and banking account transactions to suit the changing situation such as NII Sensitivity, PV01, VaR, etc

- Conducting Stress Test on market and interest rates by setting simulation situations that may arise from severe changes in risk factors which has a negative impact on the Bank's revenue and capital funds. The results of the Stress Test were reported quarterly. In addition, there was a stress test using a simulation scenario specified by the Bank of Thailand (Supervisory Stress Test). From the stress test results in 2023, it was found that the Bank had sufficient capital to support the crisis in all situations.

- Assessment of effectiveness of risk hedging derivatives to ensure that derivatives were effective for risk prevention.

- Preparedness for the cessation of the LIBOR interest rate.

3) MARKET RISK MONITORING AND REPORTING

- Preparation of investment and market risk status reports on daily, monthly, and quarterly basis and present to relevant committees and executives

- Utilization of information system such as Investment System to effectively monitor and control risks. The system could provide early warning before the incidents of damage or risks exceeding the risk appetite and suspend transactions before exceeding the specified risk limit

4) RISK CONTROL OF INVESTMENT IN SUBSIDIARIES

where the Bank has established a subsidiary governance policy and required regular monitor of subsidiaries' performance with risk control tools in the overall investment portfolio. The subsidiaries have established a risk management policy covering market risk in order to ensure proper risk management of the Company.



6. LIQUIDITY RISK MANAGEMENT

Liquidity Risk is the risk arising from the Bank's inability to pay its debts and obligations when they are due, due to the inability to convert assets into cash or inability to obtain sufficient funds or being able to obtain funds but at costs that are higher than an acceptable level (Funding Liquidity Risk), which may affect the Bank's current and future income and capital funds. In addition, liquidity risk arises from the inability to cancel or offset existing risks from the assets held, resulting in loss of value from selling assets at a price lower than the cost due to the low liquidity of the assets held or caused by the lack of market liquidity (Trading Liquidity Risk).

In 2023, the overall liquidity in the commercial banking system improved compared to the previous year due to the expansion of deposits in the last quarter of the year, mainly from savings deposits in the government and business sectors to support liquidity demand and reduce risks from volatility in financial and capital markets. This was supported by the increase in the deposit rate in line with the policy rate direction after the Monetary Policy Committee gradually raised the interest rate five times from 1.25% to 2.50% and the accelerated launch of the deposit campaigns at the end of the year. Overall, loans expansion was limited due to pressure from the fragile economic recovery and uneven recovery from the global economic slowdown that pressured trading partners' demand and continued tightening lending standards of banks, especially for SMEs business loans where income recovery remained fragile and household debt remained high, including the overall picture of car loans that tend to deteriorate. In addition, there were impacts from accelerated debt restructuring and NPLs management to support the BOT's Responsible Lending criteria in 2024, repayment of maturing Soft Loans (PSA). Large businesses also financed by issuing debentures and repaying loans to reduce financing costs.

GSB has continuously provided loans to the government sectors, loans for government policy projects and has developed loan products to support society and the environment as well as to respond

to customers in accessing financing such as debt resolution and increase capital loan, people's bank project to assist and support informal debtors, Thai labour return loan (Israel), Soft Loan Re-Open hotel business, land loan (mortgage), GSB BCG Economy loan, and GSB Go Green loan. In addition, the Bank has joint investment to establish Money DD Co., Ltd. as a non-bank company to provide unsecured retail loans in the form of P-loan and Nano Finance. In terms of deposits, the Bank has raised interest rates on deposits and return of Premium Savings Certificates in line with the policy interest rate direction and launched deposit products that are diversified in all age range. The Bank also developed deposit products to cover all ages and launched social deposit products such as 111-day and 8-month special savings deposit, 9-year special savings deposit for retirement, happy retirement savings deposit, 1-year special Premium Savings Certificate (Youth Salak) and contributing savings deposits. In addition, the Bank has allocated investments in social bonds, green bonds, and sustainability bonds for social and environmental businesses. The Bank focuses on asset and liability structure management and cost of fund and interest income margin (NIM) management to be appropriate and ensure the liquidity optimum sufficient to support operations in each period and to keep risks within risk appetite.

For the liquidity risk management, the Bank established a liquidity risk management policy which was approved by the Board of Directors. The Risk Oversight Committee is responsible for approving liquidity risk measurement, monitoring, and control systems. The Asset and Liability Management Committee (ALCO) is responsible for determining the asset and liability management guidelines, liquidity risk management strategy; and supervising operations to be in line with the risk management framework to control risks to be in accordance with Risk Appetite. Moreover, the liquidity management working group is responsible for managing liquidity by allocating deposits, investments, and loans in line with business



operations to ensure that the Bank has an appropriate level of liquidity. Summary of liquidity risk management in 2023 is as follows:

1) REVIEW LIQUIDITY RISK MANAGEMENT POLICY to ensure its alignment with the Bank's strategy, business plan, as well as regulatory criteria of the Bank of Thailand, and preparation of relevant Guidelines to serve as guidelines for liquidity risk management to be in line with such policies and be more efficient.

2) DEVELOPMENT OF TOOLS TO MEASURE/ ASSESS AND CONTROL LIQUIDITY RISKS, consisting of:

- Preparation of Liquidity Gap Report by preparing both remaining contractual period and behavioral pattern, including preparation of Funding Concentration Report.
- Measurement and assessment of liquidity risk using financial ratios, such as loans to deposits ratio, liquid assets to deposits ratio, large capital sources dependency ratio, etc. The liquid assets to deposits ratio as at 31 October 2023 was 26.31%, higher than the minimum threshold set by the BOT (not less than 6% of the deposit)
- Setting Risk Limit and Liquidity Risk Trigger as well as identifying level or quantity of high quality and high liquidity assets (Liquidity Cushion).
- Conducting Stress Test by setting 3 simulation situations according to the Bank of Thailand's guidelines i.e., (1) Institution-specific crisis, (2) Market-wide crisis, and (3) Combination of both. In each scenario, the assumption is that there is a larger outflow of deposits than usual, and the

discount rate used to reduce the securities' value from the market price (Hair Cut) is set in different proportions. Stress test results were reported quarterly. In addition, there was a stress test using a simulation scenario specified by the Bank of Thailand (Supervisory Stress Test). From the stress test results in 2023, it was found that the Bank had sufficient liquidity to support all crisis situations.

- Review of Contingency Liquidity Plan by defining roles and responsibilities of the Board of Directors, executives, and related departments, including operational procedures, as well as Early Warning Indicator to identify abnormal situations in liquidity; and testing of emergency liquidity plan to ensure preparedness to manage potential liquidity crisis appropriately and in a timely manner.

3) MONITORING AND REPORTING LIQUIDITY RISK consisting of:

- Preparation of liquidity risk monitoring reports on daily, monthly, and quarterly basis and estimation of key liquidity ratios to be presented to relevant executives and committees.
- Development of Asset and Liability Management (ALM) system for analyzing and assessing liquidity risk.

4) CONTROLLING THE RISK OF INVESTMENT in subsidiaries by establishing subsidiary governance policy and requiring regular monitoring of the management performance of the subsidiaries. The subsidiaries have established a risk management policy which covers liquidity risk to enable proper risk management.

7. CREDIT RISK MANAGEMENT

Credit Risk refers to the risk arising from the Bank's customers or counterparties failing to comply with the contract of repayment of debt or failing to comply with the agreement with the Bank or having a chance that the customer may not be able to repay the debt, causing the credit rating to be downgraded, which may affect the Bank's capital position and income.

The Bank is aware of the uncertainty of the current economic and social conditions, and has closely monitor it to appropriately improve the credit provision criteria and credit risk management by focusing on developing a systematic credit risk management process in accordance with the best practice standards, improving the credit facility process, developing credit risk management tools to support the quality growth of loans and investments, including monitoring and controlling credit risk within risk appetite. Summary is as follows:

1) Determine a credit risk management policy so that the Bank has good credit risk management in the same direction and consistent with the Bank's strategies and policies.

2) Determine a business credit policy to be used as a framework and standard guideline for efficient business loan operation of the Bank.

3) Determine a retail loan policy to be used as a framework and standard guideline for efficient retail loan operation of the Bank.

4) Determine the policy for classification and provisioning to be used as a guideline for classification and provisioning of the Bank and as a tool to create stability. Sufficient provisioning will allow the Bank to absorb losses that may arise from the impairment of assets held by the Bank.

5) Determine the policy and the minimum criteria for risk acceptance for credit cards and cash card loans to be used as a framework and guidelines for providing credit cards and cash card loans.

6) Setup a centralized credit analysis and approval process, determine credit approval authority

including authority to review and renew business credit limits in order to have a check & balance process in line with good risk management principle.

7) Set criteria for considering debt repayment ability as follows:

7.1) Set standard criteria for considering repayment ability of retail loan customers to ensure that borrowers still have enough money to support their living and reduce the chance of future NPLs.

7.2) Set net profit standards of each business to use as a basis for calculating the debt repayment ability of customers applying for loans in an appropriate and uniform manner.

7.3) Set criteria for calculating debt obligations for all types of loans under the credit information (NCB) to be used as criteria for calculating ability to repay debt to be the same standard.

8) Determine Credit Product Program (CPP) to be used as a preliminary guideline in considering business credit that the Bank will support and create a business credit risk consideration form in applying for credit approval and credit limit renewal with business credit limits and/or total investment (Total Exposure) not exceeding 20 Million Baht (Check List: CL) to serve as a guideline for determining the feasibility in considering loans for business credit customers.

9) Review qualification criteria of leading financial institutions to be used as a basis for considering interest rates for leading financial institutions.

10) Develop and improve credit risk measurement model which comprises Credit Scoring Model (namely Application Scoring, Behavior Scoring, Collection Scoring), Credit Risk Rating Model and Credit Risk Rating for Small Business Model to screen and evaluate customer risks appropriately and used in conjunction with Credit Bureau Score (Credit Score of National Credit Bureau) for more efficient credit approval consideration and test the model reliability at least once a year.

11) Develop work system to support the Bank's credit approval process to be standardized and increase the efficiency of risk management, including:

11.1) Loan Origination and Process System (LOPs) consists of Loan Origination System (LOR), Collateral Management System (CMS), and Litigation System (LS) to increase the efficiency of loan approval process and competitiveness.

11.2) System for analyzing information of corporate customers and credit risks, consisting of business data analysis system (Enlite) and financial analysis system (Optimist).

11.3) Credit scoring calculation system (Blaze Advisor) and score calculation system for credit card and cash card loans (Strategy Management).

11.4) Database system for risk management (Risk Data Mart) to support Capital Calculation, Stress Test, and Credit Portfolio Management)

11.5) Credit Criteria Processing System (CCPS) to process credit approval criteria in terms of criteria for all types of retail loan products and risk criteria as well as calculating debt obligations according to the criteria specified by the Bank.

12) Monitor and control credit risks such as

12.1) Set a Single Lending Limit to control risks in order to prevent the Bank from lending, investing, creating commitments or conducting transactions similar to granting credits to a single person and to avoid concentration risk in a particular debtor including related parties too much, and to ensure that the Bank has sufficient capital to continue its business operations in case of unexpected events, which may affect a particular group of debtors or any business sector.

12.2) Set and review the industry limit to serve as a guideline for consideration of credit approval and to diversify the risk so that it is not so concentrated in a particular business.

12.3) Set a limit or ceiling for credit granting, investing, or creating obligations to each counterparty country (Country Limit) to control the risk from concentration in one country or a particular group of countries that are economically related, and to allow the Bank to have sufficient and appropriate reserves to accommodate the impact that may arise from increased transactions.

12.4) Monitor the structure and quality of the credit portfolio to be in line with the Bank's policy as well as monitor credit concentration regularly such as credit concentration by industry limit, country limit, and single lending limit by using the standard according to the Bank of Thailand criteria.

12.5) Review loans to monitor credit operations to be in accordance with the rules prescribed by the Bank and in accordance with the guidelines of the Bank of Thailand.

12.6) Conduct Credit Stress Testing using economic and financial simulation scenarios as specified by the Bank of Thailand, which considers the impact of domestic and international economic risk factors including credit risk to assess the impact on the Bank in terms of credit portfolio, reserves, and capital adequacy.

13) Monitor and report risks to the Risk Oversight Committee and related committee regularly.

14) Develop employees' capabilities and skills in credit granting, investment, credit risk management and support the creation of credit risk management culture for relevant employees continuously.

15) Prepare to support the calculation of impairment according to TFRS 9 by developing/improving impairment model (ECL Model), including the reliability test of the model so that the Bank can calculate the reserves appropriately.

8. OPERATIONAL RISK MANAGEMENT

Operational Risk is the risk of damage caused by the inadequacy or defect of the internal control process, personnel, and work systems, or from external events, including legal risks such as risks of litigation, prosecution, or fines, but does not include Strategic Risk and Reputational Risk.

In 2023, the Bank has adopted information technology as the main mechanism to drive its business even more by adjusting its financial services through various digital channels to respond to the needs of customers to be able to conduct financial transactions anytime, anywhere, conveniently and quickly through the Bank's mobile banking. As a result, banks continue to face the increasing threat of fraud from various forms of financial transactions, such as fraud by third parties by fraudulently opening an account, using the bank's deposit account as a channel to receive and transfer the proceeds from scams, or the scam of clicking on a link to embed a phone control program remotely, and fraud from new forms of financial transactions.

Therefore, the Bank places importance on operational risk management and financial transaction fraud management in order to balance the convenience of financial transactions for the Bank's customers with the monitoring and management of digital fraud risks that are strong and adequate with changing financial technology. The Bank has established a standardized financial transaction fraud management policy in accordance with the guidelines of regulatory agencies and developed a system to detect and monitor irregularities from financial transactions continuously to monitor and limit damage from potential fraud in a timely manner. In addition, the Bank has communicated to raise awareness on the prevention and security of fraud in financial transactions to customers and the public, thus building confidence in the use of financial services and the Bank's products for all groups of customers and stakeholders. In addition, the Bank has developed a Business Continuity Plan

(BCP) of electronic fraud monitoring and detection processes to support the crisis, enabling the Bank to continue its operations.

The Bank also places importance on creating and developing an appropriate operational risk management environment so that all personnel in the organization are aware and give importance to risk management and apply it correctly to become a Risk Culture. The policy framework has been reviewed and the operational risk management has been developed continuously. In 2023, the Bank performed as follows:

1) REVIEW POLICIES RELATED TO OPERATIONAL RISK MANAGEMENT

The Bank has formulated policies related to operational risk management and best practice to serve as a framework for operational risk management. The policies are reviewed annually or reviewed when there are changes that have significant impacts, to enhance the Bank's operational risk management efficiency and be in line with the best practice and criteria of regulatory agencies. This includes:

- Operational Risk Management Policy
- Business Continuity Management Policy
- New Product Policy
- Business Facilitator Policy
- Insurance Policy
- Financial Transaction Fraud Management Policy
- Operational Risk Management Guidelines
- Business Continuity Management Framework

2) DEVELOP OPERATIONAL RISK MANAGEMENT SYSTEM

The Bank has established an efficient operational risk management system. All departments were required to identify, assess, monitor, control and reduce risk and report operational risks to relevant executives and committees regularly to keep them informed of the trend of risk levels in business operations through key operational risk management tools as follows:

(1) Risk Identification and Assessment:

The Bank defined Risk Control Self-Assessment (RCSA) as a tool for identifying, assessing, and controlling risks. In addition, a key risk management plan has been prepared to help the Bank manage operational risk to cover important risks and have adequate and appropriate risk control. It must be reviewed at least once a year or whenever there is a change in risk factors that affect the Bank's operations. The Bank followed up the efficiency of the Existing Control or operation result according to the risk management plan on a quarterly basis to control the risk within the risk appetite.

(2) Risk Monitoring: The Bank defined Key Risk Indicators (KRIs) as tools to monitor and alert critical operational risks. They are used as an early warning signal when the risk exceeds the risk appetite. This requires a review of the risk level/risk management measures, as well as preparation of additional risk management plan in accordance with the current situation to manage the risk in a timely manner.

(3) Storing and Reporting Operational Risk Data (Loss Data): It is a tool to store and report loss data caused by operational risks so that management and the Board of Directors are aware of trend and changes in operational risks and be able to prevent, control, or reduce damage appropriately. The Bank collects loss data caused by operational risks through the Loss Data system, which can effectively collect information on past and present damage and be able to use data to analyze and manage the Bank's operational risks in a timely manner.

(4) Business Continuity Management (BCM): It is a tool to mitigate the impact of the Bank's risk events by establishing policies, standards, and procedures for the Bank as a whole, and conveying and communicating Business Continuity Management Process to all groups of stakeholders. Risk Assessment (RA) and major threats that may affect the Bank's continuous operation are carried out. In addition, Business Impact Analysis (BIA) according to 8 Core Business Enablers is conducted

to determine the order of major transactions and use it to prepare Business Continuity Plan (BCP), Disaster Recovery Plan (DRP), and other Business Continuity Management related plans such as Cyber Incident Response Plan (CIRP), Crisis Communication Plan, Incident Management Plan (IMP), and Pandemic Plan. In addition, the Bank tests every plan annually, and every three years, the Bank conducts a Bank-wide BCP Testing Exercise with high level executives participating in the test. In 2023, the Bank has tested the Business Continuity Plan (BCP), Crisis Communication Plan and Incident Management Plan (IMP) to integrate Business Continuity Management (BCM) with safety, welfare, occupational health and work environment processes. In addition, the Disaster Recovery Plan (DRP) was tested in conjunction with the Cyber Incident Response Plan (CIRP) in cyber disaster situations to integrate the overall picture of incident management in information technology. The Bank has established test indicators to evaluate the efficiency and effectiveness of the plan and the testing of the plan, in which the test results showed that critical work transactions and critical work systems could be recovered within the specified time. In addition, lessons learned and exchanged from actual crisis testing and management and key process outcomes were used to systematically improve business continuity management processes and bringing it into the process of reviewing digital governance/preparing digital action plan (long-term).

3) MONITOR AND REPORT OF OPERATIONAL RISK

The Bank prepares monthly, quarterly, and annual operational risk analysis reports to monitor and report critical operational risks to submit to relevant executives and committees. Information technology systems are used to efficiently monitor and manage operational risks.

9. IT RISK MANAGEMENT

Information Technology Risk refers to the potential risks associated with the use of information technology in business operations. Failure to adequately manage and control may create IT Risk and Cyber Threat that affect the Bank in terms of monetary damage, damage on reputation and image on compliance with relevant laws and regulations. It may also affect the availability of the country's payment system and financial system, which will affect customer confidence in the use of financial services.

The Bank places great importance on information technology risk management, both risks from using the Bank's information technology internally and risk from using services from external service providers, by establishing a framework and process for information technology risk management under 3 key

principles namely Confidentiality, Integrity, and Availability, and based on protection of data and benefit of customers, which is in line with approach of risk management and information security according to international standards; and for information technology operations including cyber threat, to know the level of risk and consider making a risk management plan or risk improvement and prevention plan to ensure that the risk is within the risk appetite.

In addition, the Bank established an IT Risk Management Policy and IT Outsourcing Policy to determine the Bank's information technology risk management framework including the role, duty and responsibility of relevant committees and departments in accordance with the criteria of regulatory agencies and international standards.

10. CAPITAL ADEQUACY

Capital Adequacy Risk refers to the risk that the Bank's capital may be insufficient for business expansion, insufficient to accommodate unexpected loss or damage, including insufficient to accommodate changing regulations and other environmental conditions.

The Bank attaches importance to efficient capital management by maintaining the capital fund not lower than the capital supervision criteria for specialized financial institutions of the Bank of Thailand. The capital adequacy is calculated based on Basel II criteria, Pillar I, by using Standardized Approach (SA) for credit and market risks, and Basic Indicator Approach (BIA) for operational risks.

The Bank has established the ICAPP Policy and Guideline to serve as a framework for overseeing Internal Capital Adequacy Assessment Process (ICAAP) to be consistent with Regulations on Supervision of Capital (Pillar 2) announced by the BOT, to ensure that the Bank is able to manage the capital level in accordance with the operational framework and maintain the capital level at the ratio higher than the legal requirement. Capital adequacy to support the risk is regularly monitored, analyzed,

and reported to the senior executives, Risk Oversight Committee, and Board of Directors. Moreover, the Bank conducts test for the impact of various risk factors and events that may affect the capital adequacy (Portfolio View of Risk), stress test, and supervisory stress test according to risk types and assumptions set by the BOT to ensure that the Bank has an appropriate level of capital consistent with the Risk Profile and Business Model. In 2023, the GSB's capital adequacy ratio (BIS Ratio) continued to increase. The capital level has increased due to the Bank's better-than-expected net profit, proactive provisioning to increase capital adequacy sufficient to cover current and future risks.

As of 30 November 2023, the Bank had a BIS Ratio of 18.44%, higher than the minimum threshold set by the Bank of Thailand, of no less than 8.5%, with Tier-1 capital ratio of 16.34%, higher than the minimum threshold set by the Bank of Thailand, of no less than 4.25%. The composition of the capital is mainly derived from retained earnings, while most of the risk assets are credit risk assets, which are the main transactions of the Bank.



Internal Audit



INTERNAL AUDIT

The internal audit operation of the Audit Group is an honest, independent, and conflict-of-interest-free assurance and consulting services process that adds value and improves the operations of the organization by:

The internal audit will contribute to the achievement of the organizational goals by evaluating and improving the effectiveness of risk management, internal control and supervision processes in a systematic and orderly manner adhering to International Standards for Professional Practice of Internal Audit, State Enterprise Internal Audit Practice Handbook 2023, State Enterprise Performance Evaluation Handbook (Revised 2023) according to the State Enterprise Assessment Model (SE-AM) of the State Enterprise Policy Office (SEPO), Ministry of Finance, and Announcement and Policy Guidelines of the Bank of Thailand.

The Bank by the Board of Directors, the Audit Committee, and management team, placed importance and promoted the independence of internal auditors in planning and executing the audit work with a common goal to evaluate the efficiency and effectiveness of the internal control system to prevent or reduce operational risk.

In 2023, the audit group complied with the state enterprise internal audit framework as follows:

QUALIFICATIONS OF THE INTERNAL AUDITORS

All GSB internal auditors have at least a bachelor's degree. The audit group encourages internal auditors to acquire knowledge and skills and develop various abilities according to their assigned duties so that internal auditors can perform their duties with expertise and due care in their professional practice in accordance with standards and ethics of internal audit profession. Internal auditors are required to continuously develop their own knowledge and abilities and they are sent to participated in the training for not less than 40 hours per person per year. At present, internal auditors have received a total of 4 professional certifications

namely Certified Information System Auditor (CISA) of 5 persons, Certified Public Accountant (CPA) for 2 persons, Certified Professional Internal Auditors of Thailand (CPIAT) for 50 persons, Certified Information Security Management System Auditor/Lead Auditor Training Course (Based on ISO/IEC 27001:2005 standard) for 2 persons, ISO/IEC 27001:2013 for 26 persons, and ISO/IEC 27001:2022 for 3 persons.

STRUCTURE OF INTERNAL AUDIT UNITS

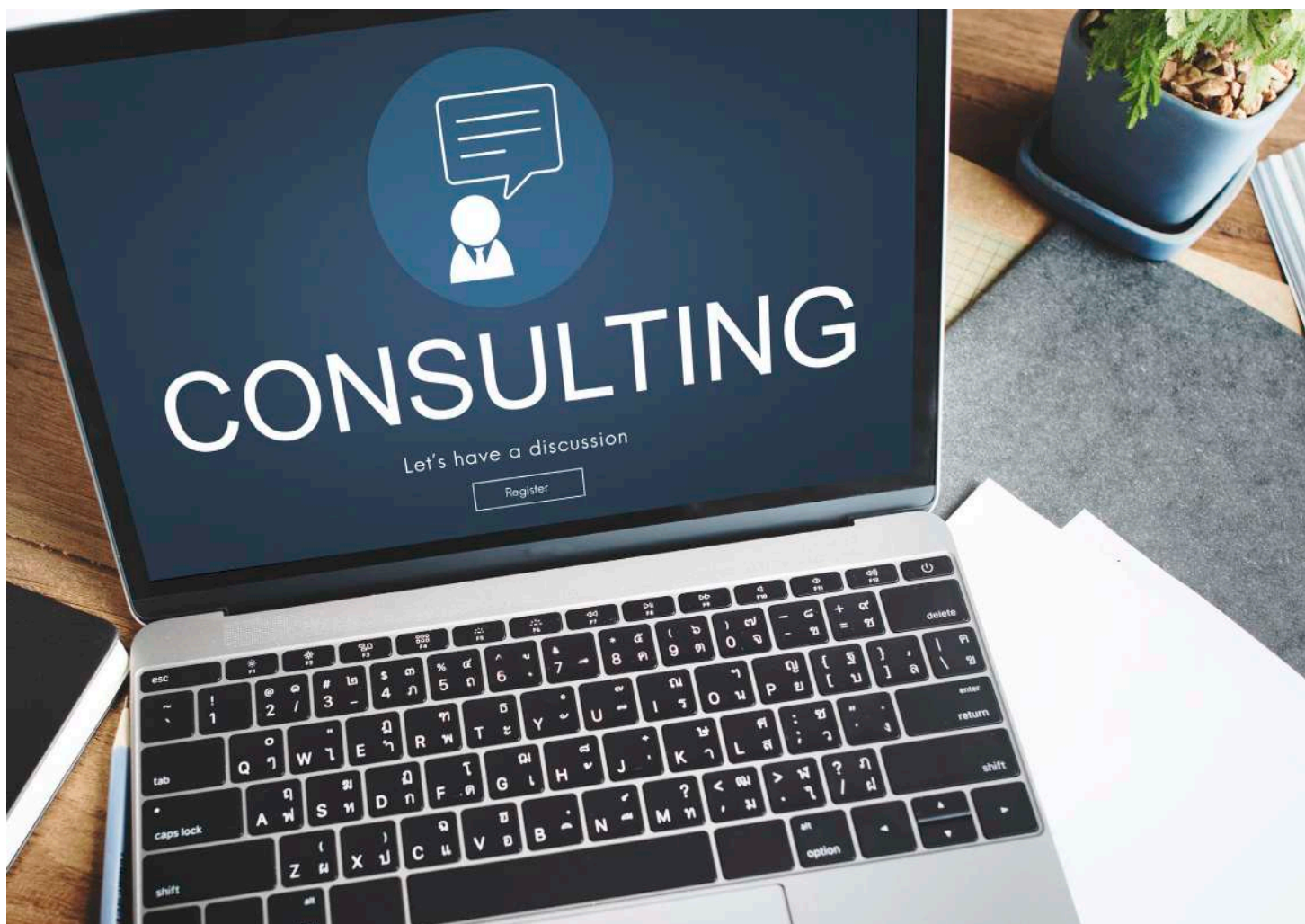
The audit group can perform their duties independently and report their audit work to the Audit Committee and the GSB President & CEO. In addition, the Audit Group Charter has been prepared, which clearly defines roles and responsibilities, and disseminated to all officers of the GSB. Moreover, internal auditors have disclosed conflicts of interest prior to performing every audit.

RELATIONSHIP WITH THE MANAGEMENT TEAM

The audit group discusses and plans audit with senior executives and executives of the relevant audited units and carries out the corrective actions of internal control according to recommendations in the audit report by the executives of the relevant audited units.

RELATIONSHIP WITH EXTERNAL AGENCIES

The audit group is assigned by the Bank to act as a coordinator with the auditors of the Bank of Thailand. In 2023, the Bank of Thailand has audited the business, assets and liabilities, information technology system, and fair customer service (Market Conduct). The Bank of Thailand has already reported the results of the audit. The audit group is in regular contact with the staff of the State Audit Office of the Kingdom of Thailand to acknowledge the observations made by the State Audit Office of the Kingdom of Thailand. The audit group has continuously monitored the observations of the State Audit Office of the Kingdom of Thailand and continuously reported the progress of the implementation to the State Audit Office of the Kingdom of Thailand.



RESPONSIBILITIES OF THE AUDIT GROUP

Internal audit operations cover the completeness and reliability of financial information; compliance with laws, rules, regulations, procedures, Cabinet's resolutions, notification, and orders related to the operations of Government Savings Bank; audit of transactions that may have conflict of interest; potential for corruption and efficiency of GSB in managing internal corruption risk; review of the Bank's operations in various aspects according to Criteria for Evaluating Operational Process and Management (Enablers) of GSB in 7 aspects namely Good Corporate Governance and Leadership (CG), Strategic Planning (SP), Risk Management and Internal Control (RM&IC), Stakeholder and Customer Focus (SCM), Digital Technology Development (DT), Human Capital Management (HCM), and Knowledge Management and Innovation Management (KM&IM);

Risk Management and Internal Control of Information Technology resulting from the provision of services by third parties; work process that has major impact on operations and reporting on the appropriateness of asset retention; and to assess whether the use of the Bank's resources is efficient and worthwhile. The audit group places importance on internal control system in accordance with the guidelines of COSO. In every audit operation, there will be an assessment of control environment, risk assessment, control activities, and monitoring. There is a review and assessment of adequacy and effectiveness of internal control, and review of the management process for providing fair customer services (Market Conduct) to ensure that the organization has a control system, as well as to prevent corruption that may occur in the organization.



MAINTAINING THE QUALITY OF INTERNAL AUDITORS' WORK

The Audit Group has arranged for a quality assessment after the audit operation by the audited units, self-evaluation of the executives of the audit group, and quality assessment from within the Bank, including assessment from an independent external agency every 5 years. In 2023, the Bank hired EY Corporate Services Co., Ltd. to assess the quality of the internal audit work of the audit group and analyze all the assessment results to improve the operational efficiency of the internal auditors. The audit group will regularly monitor the performance of the plan and report to the management of the audit group and the audit committee for acknowledgement on a quarterly basis.

OPERATION AND REPORT

The Audit Group prepared an internal audit master plan consisting of strategic audit plan, annual audit and budget plan, human resource management plan, personnel development plan, and other resource management plans, where the strategic audit plan will be in consistent with GSB corporate plan, including considering of risks that may prevent the objectives of the departments and the Bank from achieving the specified results. All risk factors of the risk management function are used in conjunction with the risk factors established by the audit group in order to prioritize the risks in determining the audit plan to match with the resource of the audit group to achieve efficiency and effectiveness for the organization. The audit group has improved the audit by applying modern tools, equipment, technologies to assist in the audit operation. In addition, a data management system has been implemented to collect various data to help plan the audit more efficiently. However, when internal auditors perform audit operations and provide recommendations for improvement, there will be a monthly follow-up on the results of corrective actions according to recommendation of internal auditors and prepare a quarterly and annual summary report of the follow-up of the corrective actions by the audited units to present to the GSB President & CEO and the Audit Committee.



PERFORMANCE REPORT OF THE AUDIT COMMITTEE OF GSB FOR 2023

The GSB Audit Committee consists of 3 independent directors who are qualified in various fields with sufficient knowledge and experience about the nature of GSB's operations, finance and accounting, risk management, internal control, internal audit, and laws, rules, regulations relating to Government Savings Bank. The Audit Committee has performed its duties with independence and fairness as assigned by the Board of Directors and in accordance with the scope of duties and responsibilities as specified in the Audit Committee Charter which is in line with the Operation Manual of the Audit Committee for State Enterprise 2023; State Enterprise Performance Evaluation Handbook (Revised 2023) according to the State Enterprise Assessment Model (SE-AM) of the State Enterprise Policy Office (SEPO), Ministry of Finance; Ministry of Finance Criteria on Internal Audit

Standards and Criteria for Government Agencies B.E. 2561 (2018); Ministry of Finance Criteria on Internal Audit Standards and Criteria for Government Agencies Issue 2 B.E. 2562 (2019); Ministry of Finance Criteria on Internal Audit Standards and Criteria for Government Agencies Issue 3 B.E. 2564 (2021); Ministry of Finance Criteria on Internal Audit Standards and Criteria for Government Agencies Issue 4 B.E. 2566 (2023); Bank of Thailand Guidelines on Guidelines for Internal Audit of Specialized Financial Institutions B.E. 2564 (2021), including relevant announcement of the Bank of Thailand. The Audit Committee placed importance on adequate risk management and internal control system, as well as regulatory compliance with a focus on transparency with an efficient and effective internal audit to enhance the internal audit quality that can create added value and prevent possible damage to the Bank.

In 2023, the GSB Board of Directors resolved to appoint the Audit Committee as follows:

1. According to the GSB Specific Order No. 2-78/2022 regarding the appointment of the Audit Committee dated 6 June 2022 effective from 17 May 2022 to 17 August 2023 consisting of:

Ms. Yaowanooch	Wiyaporn	Audit Committee Chairman
Mr. Taweessin	Visanuyothin	Audit Committee Member
Mrs. Rachadaporn	Rajchataewindra	Audit Committee Member
Mrs. Thida	Pattatham	Audit Committee Member

2. According to the GSB Specific Order No. 2-73/2023 regarding the appointment of the Audit Committee dated 21 September 2023 effective from 18 August 2023 to 1 September 2023 consisting of:

Ms. Yaowanooch	Wiyaporn	Audit Committee Chairman
Mrs. Thida	Pattatham	Audit Committee Member
Mr. Taweessin	Visanuyothin	Audit Committee Member
Mr. Rangsan	Thammanee Wong	Audit Committee Member

3. According to the GSB Specific Order No. 2-74/2023 regarding the appointment of the Audit Committee

Mrs. Thida	Pattatham	Audit Committee Chairman
Mr. Taweessin	Visanuyothin	Audit Committee Member
Mr. Rangsan	Thammanee Wong	Audit Committee Member

GSB Senior Executive Vice President, Audit Group, serves as the secretary to the Audit Committee.

In 2023, the Audit Committee held 13 meetings with executives, internal auditors, and the auditor (State Audit Office of the Kingdom of Thailand) in accordance with the relevant agenda, where 2 meetings were held via electronic. The Chairman and all members of the Audit Committee attended all meetings. However, in order to focus on creating good corporate governance processes, the Audit Committee has reported the results of all meetings to the GSB Board of Directors after every meeting. Summary of the performance of the Audit Committee is as follows:

1. REVIEW OF FINANCIAL REPORTS

The Audit Committee reviewed the financial reports before and after the review or audit of the auditor (State Audit Office of the Kingdom of Thailand) quarterly and annually, together with the audit group, auditors, and relevant management team. This included considering the analysis of the GSB's operating results and financial position on significant issues and provided useful suggestions to ensure that the financial report preparation process complies with accounting policies and accounting practices, Thai Financial Reporting Standards, accounting standards, generally accepted accounting principles, with the disclosure of material information that were sufficient, complete, timely, reliable, and useful to the users of financial statements. This included monitoring the Bank's preparation to support compliance with the TFRS 9 Financial Instruments as well as provisioning plans to accommodate potential impacts arising from compliance with TFRS 9 Financial Instruments (TFRS 9) continuously.

2. REVIEW OF THE EFFICIENCY AND EFFECTIVENESS OF INTERNAL CONTROL PROCESS AND GOOD GOVERNANCE PROCESS

The Audit Committee reviewed the adequacy of the internal control system based on the audit results of the internal auditors quarterly and annually in terms of operations, prevention or reduction of error, damage or corruption; the audit results of the banking regulator. The Committee placed importance on systematic internal control management including

the integration between the audit group and compliance and risk management group in accordance with the principle of Governance Risk and Compliance in order to create a good governance process for the Bank. This was to ensure that the internal control system and management of the GSB were appropriate and be cautious enough. Moreover, the Committee monitored the operation to ensure that corrective actions for issues found from internal and external audit have been taken appropriately and timely.

3. REVIEW OF RISK MANAGEMENT PROCESS

The Audit Committee reviewed the risk management process from the audit report of internal auditors quarterly and annually and monitored the risk status according to the risk map quarterly. It also conducted review of the efficiency and effectiveness assessment report of the liquidity risk management system, review of internal capital adequacy assessment process (ICAAP). This is to ensure that the Bank's risk management is appropriate, efficient and risk is at an acceptable level. The Committee also recommended an approach to establish a strong control system to prevent potential risks, damage, and corruption.

4. REVIEW OF COMPLIANCE WITH LAWS, REGULATIONS AND RULES OF THE BANK

The Audit Committee placed importance on the management and compliance with laws, regulations and rules of the Bank and regulatory agencies. It monitored the progress based on internal auditors' recommendations, customer complaints, corrective actions according to audit results of the Bank of Thailand and the State Audit Office of the Kingdom of Thailand. The Committee together with the management also reviewed and monitored compliance with regulations, rules, procedures, announcements, and orders relating to GSB operations regularly. The Committee focused on preventive audits and providing suggestions to improve efficiency of the Bank's operations to ensure that all departments comply with laws, regulations and rules of the Bank and regulatory agencies.

5. MONITORING THE IMPLEMENTATION OF THE OBSERVATIONS/RECOMMENDATIONS OF THE REGULATOR

The Audit Committee has continuously monitored the Bank's performance and corrective approaches in accordance with the Bank of Thailand's observations in order not to affect the Bank.

6. SUPERVISION OF INTERNAL AUDIT

The Audit Committee approved the 2024-2028 Strategic Audit Plan, 2024 Audit Plan and Budget, Human Resource Management Plan, Human Resource Development Plan, and Other Resource Management Plan. The appropriateness of the audit group's resource was assessed, and the internal audit efficiency improvement plan was approved to ensure that the audit group's internal audit operations are consistent with international standards for internal audit professions. The Committee also conducted a review of implementation of the plan and the audit result of the internal auditors and provided suggestions and followed up corrective actions on significant issues to achieve good governance and adequate internal control. The Audit Group Charter was reviewed and approved to determine the appropriateness of duties and responsibilities, scope of works, rights, and independence in performing duties. The Committee also approved revision of the internal audit manual. In addition, the Audit Committee also encouraged internal audit quality assessment, both internally and externally in order for the audit group to develop and improve its operations to be more efficient and effective. The external assessment must be conducted every 5 years. In 2023, the Bank hired EY Corporate Services Co., Ltd. to assess the quality of the internal audit work of the audit group. The Audit Committee also supported the development and enhancement of internal audit work in terms of providing confidence, consulting, proactive operation, supporting adoption of technology and developing technology used in the audit, to support the rapid changes in the digital age. Moreover, it also supported the adoption of the concept according

to ISO/IEC standards to adjust work processes to build confidence in the organization and be more acceptable and encouraged internal auditors to have special qualifications related to internal audit and to have continuous professional development to support the changing operations of the Bank. The Committee also considered the annual performance operation of the GSB Senior Executive Vice President, Audit Group.

7. DISCUSSION WITH THE AUDITOR

The Audit Committee had 2 meetings with the auditor to discuss scope and audit guidelines, findings, and recommendations, to prevent duplication of audit operation resulting in good cooperation. It also followed up the corrective actions as suggested by the auditor and considered audit fees as deemed appropriate and proposed to the Board of Directors for approval.

8. DISCUSSION WITH HIGH-LEVEL EXECUTIVES, GROUP EXECUTIVES, AND GSB REGIONAL OFFICES

The Audit Committee discussed with high-level executives, group executives. And GSB regional offices to be informed of policies and guidelines on management, internal control, and risk management of the Bank, the group, the functional line, and GSB regional offices, as well as problems and obstacles in management in order to jointly find the preventive measures, express opinion and provide suggestions for corrective actions to prevent any impact on the Bank.

9. REVIEW OF THE IMPLEMENTATION OF STATE ENTERPRISE ASSESSMENT MODEL (SE-AM) OF THE STATE ENTERPRISE POLICY OFFICE, MINISTRY OF FINANCE

The Audit Committee reviewed the GSB's operating process in accordance with the State Enterprise Assessment Model (SE-AM) of the State Enterprise Policy Office, Ministry of Finance together with the audit group and relevant unit once a year covering 8 aspects namely Good Corporate Governance and Leadership (CG), Strategic Planning (SP), Risk Management and Internal Control (RM&IC),

Stakeholder and Customer Focus (SCM), Digital Technology Development (DT), Human Capital Management (HCM), and Knowledge Management and Innovation Management (KM&IM), and Internal Control (IA). In addition, the Committee has monitored the implementation of relevant observations or recommendations to ensure that the Government Savings Bank has an operating process in accordance with the State Enterprise Assessment Model (SE-AM) with continuous process of improvement of operating process.

10. CONSIDERATION OF CONNECTED TRANSACTIONS OR TRANSACTIONS THAT MAY HAVE A CONFLICT OF INTEREST OR POTENTIAL FOR CORRUPTION

The Audit Committee will consider connected transactions or potential conflicts of interest in accordance with the rules, regulations, procedures, notifications or orders relating to the operation of the Government Savings Bank to ensure that such transactions are reasonable and in the best interests of the Government Savings Bank.

11. MAINTAINING THE QUALITY OF THE AUDIT COMMITTEE

The Audit Committee reviewed the Audit Committee Charter and evaluated the performance of the Audit Committee as a whole and individually according to the best practice guidelines of the State Enterprise Policy Office (SEPO), Ministry of Finance to ensure that the performance of the Audit Committee is efficient and achieve the specified results. There was a preparation of the performance development plan of the Audit Committee including the review of skills, knowledge, and expertise of the

Audit Committee (Skill Matrix) according to the specified elements and qualifications specified in accordance with the Bank's context at least once a year to provide appropriate training courses in line with the Skill Matrix and the roles and responsibilities of the Audit Committee.

12. AUDITOR'S REMUNERATION

Government Savings Bank is a state enterprise with the State Audit Office of the Kingdom of Thailand as the auditor receiving the remuneration of 10,150,000 Baht. The Audit fees for subsidiaries with KPMG Phoomchai Auditor Limited as an auditor amounted to 1,520,000 Baht.

The Audit Committee performed its duties and responsibilities as stipulated in the Audit Committee Charter by exercising its knowledge and experience with caution, prudence, and sufficient independence as well as providing opinion and recommendation in a constructive, straightforward, transparent, and verifiable manner. The Audit Committee was of the opinion that the financial reports of the Bank and information disclosure were complete, reliable, and comply with the financial reporting standards, accounting standards, and generally accepted accounting principles. The risk management and internal control system was effective and sufficient. The internal audit was independent, covering high-risk operations and in compliance with the audit standards. There was an appropriate supervision of the operations in accordance with laws and regulations for the best interest of the Bank without restrictions on obtaining information, resources, and cooperation from the Government Savings Bank.



(Mrs. Thida Pattatham)
Audit Committee Chairman



Good Corporate Governance



GOOD CORPORATE GOVERNANCE

Corporate governance is a key factor in building sustainability and enhancing organizational efficiency. The main objectives are to supervise, monitor, control, and oversee those who are authorized to perform administrative duties so that the organization's resources can be utilized efficiently and effectively in accordance with the goals, to achieve the utmost benefit to all stakeholders fairly.

Good Corporate Governance refers to corporate governance that leads to the creation of sustainable value for the businesses to achieve the following results:



GOOD CORPORATE GOVERNANCE PRINCIPLES

The Bank's Good Corporate Governance Principle focuses on the roles of the Board of Directors and senior executives in supervising business with full responsibility for the performance of their duties, creating added value for the business for both short-term and long-term competition, treating all stakeholders equally, having transparency in operations that can be verified by transparently disclosing information to relevant parties, promoting the development of good governance and ethics in conducting business operations, and providing opportunities for people to participate in expressing their opinions about any actions that may affect the environment, health, quality of life, and well-being of community and society.

GSB has always placed importance on the good corporate governance practice in State Enterprise by reviewing corporate governance principle to be in line with continuous changes in the socio-economic

environment in accordance with the five basic principles of good corporate governance as follows:

1. Integrity means management with honesty, credibility and adhering to correctness.
2. Fairness means the fair treatment of corporate stakeholders.
3. Transparency means an operation in which information is disclosed transparently to relevant parties and can be verified.
4. Responsibility means performing the roles and responsibilities within one's responsibility with full intelligence and ability, striving to accomplish the task and develop it better.
5. Accountability means liability and credit for the consequences of actions that occur as a result of actions, orders, assignments, and decisions based on one's own roles and duties where such decision can be clarified and explained.

GOOD CORPORATE GOVERNANCE POLICY

Good Corporate Governance Policy is a compilation of good corporate governance principles and best practices of the Board of Directors and senior executives considering the sustainable business operations in accordance with principles and guidelines for good corporate governance in state enterprise B.E. 2562, the Bank of Thailand's Notification No. Sor Kor Sor 12/2019 on Governance of Specialized Financial Institutions and criteria for evaluating operational process and managing Core Business Enablers of State Enterprise (Revised 2023).

The Bank has reviewed its good corporate governance policy by stipulating principles and practices for good corporate governance consisting of 8 sections as follows:

SECTION 1: ROLES OF THE GOVERNMENT SECTOR

The government sector, by the Ministry of Finance, has authority and responsibility to generally supervise the affairs of the Bank to provide a good balance of governance. The government sector takes part in setting policies and operating directions for the Bank to carry out its activities, measures or projects that require setting up of measures/or guidelines and supervise and monitor the Bank to operate according to its missions and objectives by granting the Bank the power and freedom in the management and not to interfere in the management of the Bank. The Bank must systematically report its performance according to policies and good governance guidelines to the government sector, including report on financial and non-financial performance, report on compliance with international standards of good governance and compliance with laws, rules and regulations related to the business.

SECTION 2: BOARD OF DIRECTORS

2.1 Duties and responsibilities of the Board of Directors

- 2.1.1 To formulate key strategies and policies.
- 2.1.2 To ensure that the Bank has effective

control, supervision and audit mechanisms.

- 2.1.3 To continuously monitor and supervise the Bank's operations, and ensure that the Bank has a clear policy to supervise its subsidiaries.

2.2 Duties and responsibilities of Directors

To perform duties with integrity, protect the Bank's interests, not seek personal benefits, do not engage in any transactions in which one has a stake in order to prevent conflicts of interest.

2.3 Duties and responsibilities of Senior Executives

To strictly adopt policies, strategies, risk management frameworks, and good corporate governance policies; supervise to comply with policies, rules, and regulations; control risks to an appropriate and acceptable level; report risk status, significant factors and problems that need to be solved to the Board of Directors.

SECTION 3: ROLES OF STAKEHOLDERS

To establish a policy on the treatment of stakeholders to ensure that the Bank conducts its business ethically, does not violate the rights of stakeholders, has fair market competition, anti-corruption, and is socially and environmentally responsible

SECTION 4: SUSTAINABILITY AND INNOVATION

To establish a policy, operational manual, long-term master plan, annual action plan on sustainable operation with social and environmental responsibility according to international standards (SDGs/ISO 26000-CSR in process) and prepare a sustainability report that takes into account the international standard framework, including promoting innovation to improve work processes.

SECTION 5: INFORMATION DISCLOSURE

To have a process for preparing important financial and non-financial information, and the disclosed information must be accurate, complete, sufficient,

reliable, consistent, timely, in accordance with the law and financial reporting standards through various channels in a way that is easily accessible.

SECTION 6: RISK MANAGEMENT AND INTERNAL CONTROL

6.1 Risk Management

The Bank has a well-established and efficient risk governance framework in place, with systems and risk management processes covering all significant risks. The Bank's risk appetite is classified in line with the risk profile of the Bank's business operations, with the objectives, main goals, and strategies that take into account the systematic importance of financial institutions, including both the strength of the Bank's capital and liquidity position. Besides, the Bank has communicated to all relevant persons to provide an operational framework for their implementation of the risk management process to be in the same direction.

6.2 Internal Control

The Board of Directors, executives at all levels, and all officers play a common role in effective internal control processes. There is an appropriate mechanism for Check and Balance. Responsibilities, duties, and scope of approval are clearly defined. There is supervision over the preparation and recording

of accounts and the protection of bank assets. There is a clear process for whistleblowing or receiving complaints considering confidentiality.

SECTION 7: ETHICS

To formulate a policy and practice guideline on ethics toward stakeholders strictly for the Bank to operate its business ethically, provide channels for complaints when there is misconduct, with measures to investigate and protect complainants.

SECTION 8: PERFORMANCE MONITORING

The Board of Directors supervises the Bank to achieve the performance appraisal agreements. The performance and goals are published to stakeholders for acknowledgment. Assessment results are used to improve the Bank's operation. Financial and non-financial performance is monitored on a regularly, including the adequacy of the Internal Audit system, Information and Digital Management system, and Human Resource Management system. The Board also provides observations or suggestions to improve and increase the standards and sufficiency of those work systems.



GOOD CORPORATE GOVERNANCE PLAN

The Bank annually reviews a Good Corporate Governance Master Plan and puts it into practice. The Good Corporate Governance Master Plan for 2023-2027 has established 4 strategic objectives (SO) as follows:



NOMINATION AND APPOINTMENT OF GSB DIRECTORS

DIRECTOR NOMINATION AND APPOINTMENT PROCESS

The Bank places importance on the director nomination process by conducting it with criteria and transparency in accordance with good corporate governance principle to ensure that the composition of the GSB Board of Directors consisting of qualified persons with skills, knowledge, expertise, diverse experience, that are modern and suitable for the Bank's short-term and long-term operations including state enterprise strategic plan, with the realization of driving the organization towards its mission and strategic goals. In the process of nomination and appointment of the Bank's directors, the GSB Board of Directors has assigned the Nomination of GSB Board of Directors Committee to perform the following actions:

1) To determine the criteria for the nomination of qualified persons to be the Bank's directors in accordance with the State Enterprise Policy Committee (SPC)'s Guidelines for the Appointment of State Enterprise Directors and relevant regulations.

2) To consider the nomination and screening of qualified persons suitable for nomination as Non Ex-officio Directors taking into account the proportion of appointment of Non Ex-officio Directors of the Bank based on the Director's Pool of the Ministry of Finance and/or qualified persons with experience working in business sectors at least one-third of the number of Non Ex-officio Directors. The Board of Directors should consider establishing the Board structure with at least one-third of the Board members being independent directors to comply with good corporate governance policy.

3) To consider nomination of qualified persons with skills, knowledge, expertise and experience by using the Board Skill Matrix as prescribed by the Bank which has been reviewed annually, and to consider areas that the Bank still lack or need persons with additional qualifications or expertise to be in line with the Bank's mission and strategy.

4) To examine the qualifications of qualified persons nominated as the Bank's directors by

considering qualified persons who do not have prohibited characteristics in being Non Ex-officio Directors as stipulated in the relevant laws, and provide opinion to the Board for selection consideration.

5) To submit a list of qualified persons considered suitable for nomination as the Bank's directors to the GSB Board of Directors, before proposing to the person authorized to appoint the Bank's directors for further approval, respectively.

DIRECTOR NOMINATION POLICY

The nomination of directors shall consider the following qualifications of the GSB Board of Directors:

- Persons who have qualifications to be directors as specified under the Standard Qualifications of State Enterprise Directors and Officials Act, laws and regulations of regulatory agencies related to the Bank's business operations as well as the Bank's regulations.
- Persons with knowledge, expertise, and specific characteristics necessary for business operations and necessary for achievement of the Bank's main goals and missions, who have diverse characteristics according to the Skill Matrix, experience, and specific capability that are beneficial, in line with the Bank's mission and strategy, as well as age and gender diversity. According to the State Enterprise Policy Office's Guidelines for Appointment of State Enterprise Directors, the main Skill Matrix shall consist of 4 areas namely finance, accounting, laws, and information technology. In case the law on establishment of state enterprise specified specific expertise, the Skill Matrix shall be in accordance with such expertise
- Persons who are able to perform their duties and express their opinions independently and dedicate sufficient time to perform their duties.
- Persons shall not hold directorships in more than 3 state enterprises including GSB.
- Persons should not operate businesses or hold the positions as Directors, executives, or officer in businesses that compete with GSB.

REPORT OF THE GSB DIRECTOR NOMINATION COMMITTEE

In 2023, the Board of Directors resolved to appoint the GSB Director Nomination Committee at the Board of Directors' meeting No. 8/2023 on 18 August 2023 approved to appoint Mr. Pakorn Partanapat as Chairman of the GSB Director Nomination Committee, Assoc. Prof. Dr Anamai Damnet as a member of the Committee, a representative from the State Enterprise Policy Office as a member of the Committee, and GSB President & CEO as Secretary, according to the GSB Specific Order No.2-63/2023 regarding the appointment of the GSB Director Nomination Committee dated 29 August 2023.

The GSB Director Nomination Committee has its authorities and responsibilities in determining criteria for nomination of qualified persons to be GSB Directors in accordance with the State Enterprise Policy Committee's Guidelines for the Appointment of State Enterprise Directors; nominating qualified persons considering the suitable person according to the specified criteria; examining the qualifications of those persons; and providing opinion for selection consideration as well as submitting the list of nominated persons to the GSB Board of Directors for approval before proceeding to the next step.

The GSB Director Nomination Committee has good corporate governance in nominating knowledgeable and competent persons, in line with the Skill Matrix, who are experienced, fully qualified without prohibited characteristics. The Committee has performed its duties in accordance with laws, rules, regulations relevant for the appointment of state enterprise directors, to ensure efficient, effective,

and transparent appointment of GSB Directors in accordance with good governance principles, and to acquire directors with expertise in the fields suitable for the Bank's mission and responsibilities.

In 2023, the GSB Director Nomination Committee convened one meeting in which all Committee members attended the meeting and provided opinions and recommendations and considered significant matters before submitting to the GSB Board of Directors as follows:

1. The Committee scrutinized the matter to request approval of the review of the Charter of the Nomination Committee and requested to continue using the Charter of the Nomination Committee announced on 7 January 2022

2. The Committee scrutinized the matter to request approval of the review of the Skill Matrix of GSB Directors and requested to continue using 10 areas of Skill Matrix which the Board had approved at its meeting No. 11/2021 on 14 December 2022 namely 1) Finance; 2) Accounting; 3) Law; 4) Information Technology, Digital, and Innovation; 5) Banking; 6) Risk Management; 7) Economics; 8) Business Administration; 9) strategy and Development Planning; and 10) Society and Environment.

The GSB Director Nomination Committee has reported the meeting results and recommendation to the Board of Directors for acknowledgement after every meeting. The Nomination Committee has performed its duties as assigned by the Board of Directors with full capabilities with due diligence, prudence, and transparency for the best interests of the Bank and all stakeholders.



(Mr. Pakorn Partanapat)

Chairman of the GSB Director Nomination Committee

COMPLIANCE WITH PRINCIPLES AND GUIDELINES FOR GOOD CORPORATE GOVERNANCE OF SEPO

RESPONSIBILITIES OF THE BOARD OF DIRECTORS STRUCTURE AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

According to the Government Savings Bank Act B.E. 2489, the GSB Board of Directors shall consist of a Chairman and not less than six but not more than thirteen other Directors appointed by the Cabinet, with the GSB President & CEO serving as a Director and Secretary to the Board. Their term

of office is three years. In case the Chairman or a Director retires before their terms end, or in case where the Cabinet appoints additional Directors while the appointed Directors remain in office, the person appointed to replace or to be an additional Director shall be in office for the remaining term of the Chairman or Directors who has been already appointed.

The GSB Board of Directors performing corporate governance duties from 1 January – 31 December 2023 consisted of:

NO.	NAME	POSITION
1.	Mr. Theeraj Athanavanich (MOF Representative)	Chairman
2.	Ms. Piyawan Lamkitcha (MOF Representative)	Director
3.	Mrs. Woranuch Phu-im (MOF Representative)	Director
4.	Ms. Tidarat Thanapakpawin	Director
5.	Ms. Supreeya Pipatmanomai	Director
6.	Mr. Pakorn Partanapat	Director
7.	Assoc. Prof. Dr. Thanavath Phonvichai	Director
8.	Mrs. Thida Pattatham	Director
9.	Assoc. Prof. Dr Anamai Damnet	Director
10.	Mr. Wisanu Tuntawiroon	Director
11.	Mr. Rangsak Thammaneeuwong	Director
12.	Mr. Taweesin Visanuyothin	Director
13.	Ms. Yaowanooch Wiyaporn (Until 1 Sep. 23, turn 65 years old)	Director
14.	Mrs. Rachadaporn Rajchataewindra (Until 17 July 23, turn 65 years old)	Director
15.	Mr. Vitai Ratanakorn	Director and Secretary



AUTHORITY

The Board of Directors of the Government Savings Bank has the authority to generally supervise the activities of the Government Savings Bank in accordance with the Standard Qualifications for Directors and Employees of State Enterprise Act B.E. 2518 and its amendments and the Government Savings Bank Act B.E. 2489 and its amendments as follows:

Section 11 The Minister of Finance shall have the authority to generally supervise the activities of the Government Savings Bank.

Section 12 There shall be a committee called GSB Board of Directors consisting of a Chairman and not less than six but not more than thirteen other Directors appointed by the Cabinet with the GSB President & CEO serving as a Director and Secretary to the Board.

Section 14 The Board of Directors shall have the authority to formulate policies and generally supervise the affairs of the Government Savings Bank, including prescribing the general scope and conditions of various types of business.

Section 16 The President & CEO shall be the GSB Manager having the authority to manage the business and work of the GSB to comply with laws, rules and regulations of the Bank and as assigned by the Board of Directors. The President & CEO shall

have the authority to recruit, appoint, promote the position or salary steps, take disciplinary action, or remove officer from the position subject to rules and condition set forth by the Board of Directors, and determine the Bank's operational procedures and work processes which are not contrary to or inconsistent with the policies, regulations, or requirements of the Board of Directors.

Section 17 For business related to third parties, the President & CEO shall act on behalf of the Government Savings Bank and be the Bank's representative. For this purpose, the President & CEO may authorize an officer or any person to act on his/her behalf in accordance with the Board of Directors' designation.

In 2017, to ensure that the Government Savings Bank's operations are in line with the changing economic situation as well as to ensure the continuous and efficient operations of the Bank, the Government Savings Bank Act (No. 4) B.E. 2560 was promulgated, which added provisions regarding the capital increase of the Government Savings Bank and the amended the authority of the Board of Directors by assigning the Board of Directors to have the authority to consider and approve the budget of the Government Savings Bank and to announce the Statement of Financial Position and the Annual Report.

QUALIFICATION OF DIRECTORS

Directors shall have qualifications and have no prohibited characteristics according to the Standard Qualifications for Directors and Employees of State Enterprise Act B.E. 2518 and its amendment, the Government Savings Bank Act B.E. 2489 and its amendments, the Payment System Act B.E. 2560, Ministerial Regulation No. 27 (B.E.2565) issued under the Exchange Control Act B.E. 2485, Organic Act on Anti-Corruption B.E. 2561, and the Regulation of the Bank of Thailand on Good Governance.

The Board of Directors consists of qualified persons in various fields such as economics, accounting, business administration, law who are experts with a wide range of knowledge, capability, and experience. The Board of Directors at its meeting No. 12/2021 on 14 December 2021 resolved to approve the determination of core competency and necessary knowledge (Skill Matrix) for Directors in 10 areas covering necessary knowledge as specified by the SEPO, including knowledge and expertise that can support the Bank's operations according to the important roles and mission of the Bank. In addition, Directors shall devote their times to performing their duties responsibly, dedicate their times to participating in the Bank's activities, and regularly develop themselves.

In 2022, the Board of Directors at its meeting No. 11/2022 on 14 December 2022, and in 2023, the Board of Directors at its meeting No. 12/2023 on 15 December 2023 resolved to approve the review of Skill Matrix for Directors by using the existing Skill Matrix in 10 areas as the Skill Matrix originally defined covers necessary knowledge and skills of Directors in the operation of the Bank according to the specified mission and consistent with directions, strategies, and being able to provide suggestions and observation for improving and driving the Government Savings Bank to achieve sustainability.

In 2023, the Government Savings Bank Board of Directors consisted of the Chairman and original directors, with 2 directors turning 65 years old on 17 July 2023 and 1 September 2023, respectively.

However, the Bank did not nominate and appoint new GSB directors to replace them. The Board of Directors has all the Skill Matrix as required by the Bank and used the Skill Matrix to determine the composition of various committees with qualifications in line with their responsibilities. For those committees that have a specific Skill Matrix such as the Audit Committee, the Risk Oversight Committee, the Information Technology Executive Committee, upon review, it was found that the directors had all the Skill Matrix as required by the regulatory agencies.



INDEPENDENCE OF DIRECTORS

Independent Director of the Government Savings Bank, according to the definition of the State Enterprise Policy Office, shall mean an external director who is not an executive of state enterprise; is not an executive director or an authorized director of a state enterprise; and is independent from major shareholders, executives, and related persons; who is able to protect the interests of the state or all stakeholders equally and ensure that there is no transactions that cause conflict of interest between state enterprise and their related persons". In 2023, there were a total of 11 independent directors in the Board of Directors, which met the required criteria.

TERM OF OFFICE

The Chairman of the Board of Directors or Directors appointed by the Cabinet shall hold office for a term of 3 years, and may be reappointed for no more than 2 consecutive terms.

COMMITTEES

The Board of Directors appointed 8 committees to consider, scrutinize and provide recommendations to the Board of Directors. The committees have the following composition and responsibilities:

1. EXECUTIVE COMMITTEE

Executive Committee who served and held office from 1 January – 31 December 2023

NO.	NAME	POSITION
1.	Mr. Pakorn Partanapat	Chairman
2.	Mrs. Woranuch Phu-im	Committee member
3.	GSB President & CEO	Committee member
4.	Senior Vice President, Secretariat Department	Secretary

With authority to:

- Consider and recommend policies, strategies, business plans and control plans, and submit to the Board of Directors for consideration
- Consider and recommend directions and criteria for investment, lending, and other business operations of GSB, and submit to the Board of Directors for consideration.
- Consider and approve investments, loans, and other business operations of GSB as assigned by the Board of Directors.
- Control and monitor investments, loans, and other business operations in line with GSB's plans and goals.
- Consider, scrutinize, or approve general and problematic debt restructuring; criteria for valuation of collateral, management of bad debts, and change of investment conditions as assigned by the Board of Directors.
- Consider, scrutinize, and provide opinions on investments, loans, and procurement under the approval authority of the Board of Directors.
- Consider, scrutinize strategic plan, budget, and annual performance evaluation agreement of GSB.
- Follow up, provide opinions and suggestions according to the GSB's strategic plan and budget.
- Consider, scrutinize or approve budget transfer and/or change budget items which have already been allocated as assigned by the Board of Directors.
- Scrutinize and recommend policies and strategies in human resource management and development, knowledge management, effective organizational structure, manpower framework, remuneration and welfare of officers and employees and submit to the Board of Directors for consideration.
- Supervise and provide advice on human resource management and development, knowledge management to be appropriate and sufficient for the sustainable development of the organization.
- Consider, scrutinize and recommend the hiring of educational institutions, external consulting firms, or consultants to develop the human resource management system of GSB under the approval authority of the Board of Directors.
- Consider and formulate policy on creativity and innovation management and supervise the operations to enhance the Bank's innovation management.
- Consider, scrutinize, and recommend the GSB Innovation Management Master Plan and monitor the operation result and submit to the Board of Directors.
- Place importance on the integration of work processes related to Governance, Risk Management, and Compliance to achieve integrity-driven performance.
- Report the performance to the Board of Directors.
- Perform any other tasks as prescribed by law or assigned by the Board of Directors.

2. AUDIT COMMITTEE

2.1 Audit Committee who served and held office from 1 January to 1 September 2023.

NO.	NAME	POSITION
1.	Ms. Yaowanooch Wiyaporn	Chairman
2.	Mr. Taweesin Visanuyothin	Committee member
3.	Mrs. Rachadaporn Rajchataewindra	Committee member
4.	Mrs. Thida Pattatham	Committee member
5.	GSB Senior Executive Vice President - Audit Group	Secretary

2.2 Audit Committee who served and held office from 2 September to 31 December 2023

NO.	NAME	POSITION
1.	Mrs. Thida Pattatham	Chairman
2.	Mr. Taweesin Visanuyothin	Committee member
3.	Mr. Rangsan Thammaneeewong	Committee member
4.	GSB Senior Executive Vice President - Audit Group	Secretary

With authority to:

- Review the quarterly and annual financial reports to ensure that they are prepared completely, accurately and in accordance with generally accepted accounting principles, and that information disclosure is adequate, complete, and reliable.
- Review the efficiency and effectiveness of the internal control process, good governance process, and risk management process.
- Review the Bank's operation to ensure compliance with laws, rules, regulations, operational procedures, Cabinet resolutions, announcements or orders related to the Bank's business operations.
- Review to ensure that the Bank has a good internal audit system and consider the independence of the audit group.
- Review and approve the Audit Group Charter, internal audit master plan, performance appraisal agreement, and operating manual of the Audit Group.
- Prepare the charter of the Audit Committee in accordance with the scope of responsibility of the Bank's operations, subject to the approval of the Board of Directors, and review the suitability of such charter at least once a year.
- Coordinate with the management, auditors and other regulatory bodies to ensure that the Bank's operations achieve the objectives with efficiency and effectiveness.
- Coordinate audit results with auditors and may recommend reviewing or examining any items deemed necessary, including proposing auditor's remuneration to the Board of Directors.
- Supervise the development of personnel in the audit group, including considering the adequacy of the number and skills of internal auditors according to the environment in which the Bank operates, important qualifications including educational qualifications and professional skills, technology, business, and other skills as appropriate.



- Recommend to the Board of Directors in considering the appointment, transfer, promotion of level and position, and evaluate the performance of the top executives of the audit group by requesting the top executive of the Bank to provide opinion for consideration

- Place importance on the integration of work processes related to governance, risk management, and compliance to achieve integrity-driven performance.

- Newly appointed directors should receive the necessary information to perform their duties as directors by obtaining relevant documents and discussing with management, auditors, and internal auditors to gain an understanding of the issues involved.

- Consider connected transactions or transactions that may have conflicts of interest or potential corruption that may affect the Bank's operations and disclosure of information, especially in the case of transactions that may cause conflicts of interest including Public Service Account to ensure accuracy and completeness.

- Review the organization's operations in all aspects that have significant risks that affect the strategic objectives of the Bank in accordance with changes that are material to the risk environment of the Bank; and to have role to review various operations of the Bank according to the criteria for assessing operational and management process (Enablers) of state enterprise in 7 areas which are

1. Good governance and corporate leadership
2. Strategic planning
3. Risk management and internal control
4. Stakeholders and customers focus
5. Digital technology development
6. Human capital management
7. Knowledge management and innovation

- Perform any other tasks as prescribed by law or assigned by the Board of Directors which are under the responsibility of the Audit Committee.

3. RISK OVERSIGHT COMMITTEE

3.1 Risk Oversight Committee who served and held office from 1 January to 17 August 2023

NO.	NAME	POSITION
1.	Ms. Supreeya Pipatmanomai	Chairman
2.	Ms. Tidarat Thanapakpawin	Committee member
3.	Mr. Rangsan Thammanee Wong	Committee member
4.	GSB President & CEO	Committee member
5.	GSB Senior Executive Vice President - Risk Management Group	Secretary

3.2 Risk Oversight Committee who served and held office from 18 August to 31 December 2023

NO.	NAME	POSITION
1.	Ms. Supreeya Pipatmanomai	Chairman
2.	Ms. Tidarat Thanapakpawin	Committee member
3.	Assoc. Prof. Dr Anamai Damnet	Committee member
4.	GSB President & CEO	Committee member
5.	GSB Senior Executive Vice President - Risk Management Group	Secretary

With authority to:

- Consider and approve the overall risk management policy and strategy and risk appetite to be in accordance with Risk Profile and nature of the Bank's operations. It covers the assessment, monitoring, control, and reporting of significant risks, both in normal cases and when special events occur, for submission to the Board of Directors. In case that the policy is reviewed and there is no issue of change or amendment, the Risk Oversight Committee shall consider and approve it and submit to the Board of Directors for acknowledgement.

- Advise the Board of Directors on the Bank's Risk Oversight Framework.

- Supervise senior executives including head of risk management unit to comply with risk management policies and strategies, including risk appetite.

- Ensure that the GSB's capital and liquidity management strategies for various risks are consistent with the approved risk appetite.

- Review the adequacy and effectiveness of overall risk management policies and strategies, including risk appetite, at least once a year or when there are significant changes to be discussed by the Risk Oversight Committee, where the risk oversight committee should discuss and exchange views with the audit committee to assess whether the GSB's risk management policies and strategies cover all types of risks, including emerging risks, and whether the policies and strategies are implemented efficiently and effectively.

- Report to the Board of Directors on the risk status, risk management efficiency, and the status

of compliance with the risk-aware organizational culture, as well as significant factors and problems, and what needs to be improved to be in line with the Bank's risk management policies and strategies.

- Provide opinions or participate in the evaluation of the efficiency and effectiveness of the head of the risk management unit.

- Approve the overall risk management system and tools for measuring, monitoring and controlling risks.

- Ensure the adequacy of resources used in risk management such as personnel of the Risk Management functions and work system to support risk management.

- Consider regulations/criteria for transactions or new product launches (Product Program) of derivatives transactions that affect risk before submitting for approval of transaction by the Board of Directors or a committee assigned by the Bank.

- Consider and approve the Risk Management Master Plan and submit to the Board of Directors for acknowledgement before the beginning of the fiscal year, as well as monitor the performance and report to the Board of Directors quarterly for acknowledgment.

- Place importance on the integration of work processes related to governance, risk management, and compliance to achieve integrity-driven performance).

- Perform any other tasks as prescribed by law or assigned by the Board of Directors.

4. GOOD CORPORATE GOVERNANCE AND SUSTAINABILITY COMMITTEE

The Board of Directors at its meeting No. 7/2023 on 21 July 2023 approved the renaming of the committee and reviewing the Charter by changing the name from “Good Corporate Governance Committee” to “Good Corporate Governance and Sustainability Committee” to cover sustainable development operations.

Good Corporate Governance and Sustainability Committee who served and held office from 1 January to 31 December 2023:

NO.	NAME	POSITION
1.	Ms. Piyawan Lamkitcha	Chairman
2.	Assoc. Prof. Dr Anamai Damnet	Committee member
3.	Assoc. Prof. Dr. Thanavath Phonvichai	Committee member
4.	GSB President & CEO	Committee member
5.	GSB Senior Executive Vice President - Human Resource Group	Committee member
6.	GSB Senior Executive Vice President - Business and Public Sector Customer Group	Committee member
7.	GSB Senior Executive Vice President – Grassroots Customers and Government’s Policy Supporting Group	Committee member
8.	GSB Senior Executive Vice President – Corporate Strategy Group	Committee member
9.	GSB Senior Executive Vice President - Risk Oversight and Management Group	Secretary

With authority to:

- Consider and approve policies as well as rules and regulations on good governance, sustainable development according to ESG model, stakeholder management, business governance and compliance, credit review, and anti-corruption in accordance with laws and rules prescribing criteria and methods for good governance management and international standards for submission to the Board of Directors. In case the policy is reviewed and there are no changes or amendments, the Good Corporate Governance and Sustainability Committee shall consider and approve and propose to the Board of Directors for acknowledgement.

- Formulate strategies, targets, operational guidelines, and consider and approve the Good Corporate Governance and Sustainable Development Master Plan, Stakeholder Master Plan and propose to the Board of Directors for acknowledgement before beginning of the fiscal year, as well as follow up the results and submit to the Board of Director for acknowledgment quarterly.

- Ensure that provisions on business ethics and code of conduct of directors, executives, officers, and employees are in place as guidelines within the organization.

- Promote sustainable business operations in line with the role of a social Bank and promote a culture of good corporate governance and compliance, as well as support operations that encourage participation and building relationships and cooperation with all groups of stakeholders of the Bank.

- Assess the annual performance of the Compliance Unit to prevent conflict of interest and to ensure independence.

- Approve the Annual Compliance Report.

- Supervise and monitor the implementation of good corporate governance, sustainable development in accordance with ESG model, stakeholder management, business governance and compliance, credit review, anti-corruption, and whistleblowing within the organization on a regular basis in order to promptly report to the Board of Directors of abnormal or unlawful operations, as well

as prepare a performance report to the Board of Directors for acknowledgement at least quarterly.

- Provide necessary recommendations, measures, or guidelines regarding the implementation of good corporate governance, sustainable development in accordance with ESG model, stakeholder management, business governance and compliance, credit review, anti-corruption, and whistleblowing within the organization to the Board of Directors, committees, and executives of the Bank.
- For the benefit of performing the duties specified in the above order, the committee may invite other committees appointed by the current

Board of Directors to provide opinions or consider related issues, and shall have the power to issue a letter of inquiry or summon any person involved in the operation as specified in the order to give statements, or submit written statements, or submit list of documents or any evidence for examination or consideration as deemed appropriate.

- Place importance on the integration of work processes related to governance, risk management, and compliance to achieve integrity-driven performance.
- Perform any other tasks as prescribed by law or assigned by the Board of Directors.

5. RELATIONS AFFAIRS COMMITTEE

Relations Affairs Committee who served and held office from 1 January to 31 December 2023.

NO.	NAME	POSITION
1.	Mrs. Woranuch Phu-im	Chairman
2.	Employer's representative (9 persons)	Committee member
3.	Employee's representative (9 persons)	Committee member
4.	GSB Senior Executive Vice President - Human Resources Group	Secretary

With authority to:

- Consider and provide opinions on improving the efficiency of the Bank's operations, as well as promote and develop labour relations.
- Seek reconciliation and settlement of conflicts in the Bank.
- Consider and improve work regulations that will benefit employers, employees and the Bank.
- Consult to solve problems according to

complaints of employees or the GSB State Enterprise Labour Union and complaints about disciplinary action.

- Consult to consider improving the employment conditions.
- Appoint a working group to scrutinize the work in the Relations Affairs Committee.
- Perform other duties as specified in the State Enterprise Labour Relations Act.

6. PERFORMANCE EVALUATION AND REMUNERATION OF PRESIDENT AND CEO COMMITTEE

Performance Evaluation and Remuneration of President and CEO Committee who served and held office from 1 January to 31 December 2023.

NO.	NAME	POSITION
1.	Mrs. Woranuch Phu-im	Chairman
2.	Ms. Piyawan Lamkitcha	Committee member
3.	Ms. Tidarat Thanapakpawin	Committee member
4.	Ms. Supreeya Pipatmanomai	Committee member
5.	GSB Senior Executive Vice President - Human Resources Group	Secretary

With authority to:

- Recommend guidelines and methods for evaluating the performance of the GSB President & CEO in accordance with the management contract for the position of GSB President & CEO, recommend the appropriate remuneration rate of the GSB President & CEO to the Board of Directors for consideration and approval.

- Consider evaluation and report the results of the performance evaluation of the GSB President & CEO to the Board of Directors under the agreement made with the Board of Directors and according to the conditions of the management contract

- Recommend rate of additional remuneration for the GSB President & CEO to the Board of Directors.

- Recommend rate of additional remuneration for the GSB President & CEO on an annual basis according to the level of performance appraisal results in accordance with criteria and assessment methods approved by the Board of Directors.

- Perform any other tasks as prescribed by law or assigned by the Board of Directors.

7. NOMINATION OF GSB BOARD OF DIRECTORS COMMITTEE

7.1 Nomination of GSB Board of Directors Committee who served and held office from 1 January to 17 August 2023

NO.	NAME	POSITION
1.	Mr. Pakorn Partanapat	Chairman
2.	Mr. Rangsan Thammanee Wong	Committee member
3.	Asst. Prof. Dr Anamai Damnet	Committee member
4.	Representative from State Enterprise Policy Office	Committee member
5.	GSB President & CEO	Secretary

7.2 Nomination of GSB Board of Directors Committee who served and held office from 18 August to 31 December 2023

NO.	NAME	POSITION
1.	Mr. Pakorn Partanapat	Chairman
2.	Assoc. Prof. Dr Anamai Damnet	Committee member
3.	Representative from State Enterprise Policy Office	Committee member
4.	GSB President & CEO	Secretary

With authority to:

- Define the criteria for nominating qualified individuals to be GSB's directors according to the guidelines for the appointment of state enterprise directors of the State Enterprise Policy Committee.

- Nominate qualified individuals by considering from suitable persons according to the specified criteria.

- Examine the qualifications of qualified

individuals and provide opinions for selection consideration.

- Submit the list of nominated qualified individuals to the Board of Directors for further consideration

- Appoint working groups or invite relevant persons or agencies, both inside and outside of the Bank, to jointly carry out tasks assigned by the Board of Directors.

8. INFORMATION TECHNOLOGY EXECUTIVE COMMITTEE

Information Technology Executive Committee who served and held office from 1 January to 31 December 2023.

NO.	NAME	POSITION
1.	Mr. Wisanu Tuntawiroon	Chairman
2.	Ms. Tidarat Thanapakpawin	Committee member
3.	Ms. Supreeya Pipatmanomai	Committee member
4.	GSB President & CEO	Committee member
5.	GSB First Senior Executive Vice President-Information Technology Group	Committee member and Secretary

With authority to:

- Oversee digital technology risk management, in terms of both the Bank's operations and critical work systems, which may affect services to customers and the public in general, including assessing the risk of outsourcing service providers that process the Bank's critical system.
- Oversee compliance with laws and regulations related to digital technology and information, including changes in the use of new technology that have a significant impact on business operations, such as project plans related to digital technology systems that require permission from the external regulatory agency.
- Consider and approve the policy on digital technology and information which is reviewed and there are no changes or amendments, the

Information Technology Executive Committee shall consider and approve and propose to the Board of Directors for acknowledgement.

- Consider and approve the Digital Technology Master Plan and submit to the Board of Directors for acknowledgement before the beginning of the fiscal year, as well as monitor the performance and report to the Board of Directors quarterly for acknowledgement.
- Consider, scrutinize and provide opinions on project plans, information technology procurement, and allocation of high-priority digital technology resources, which are within approval authority of the Board of Directors, as well as monitor the performance and report to the Board of Directors quarterly for acknowledgement.
- Perform other tasks as assigned.

MEETINGS AND REMUNERATION OF THE BOARD OF DIRECTORS

GSB BOARD OF DIRECTORS' MEETINGS

GSB Board of Directors recognizes the importance of carefully planned meetings. Obtaining accurate and timely important information for decision-making on various issues affects efficient and effective operations. Meetings are scheduled once a month in advance throughout the year, and special meetings may be held as appropriate.

In 2023, the GSB Board of Directors convened 12 meetings and 1 workshop of the Board of Directors and senior executives to review and

determine the operational direction framework for 2024-2028, including driving the role of a social bank "Social Mission Ingratiation". The meeting documents were sent to the Directors prior to the meeting. The Board of Directors has attended the meetings according to the meeting criteria. During the meeting, the Directors who may be involved in or have potential interests in any agenda shall abstain from voting, abstain from commenting on that agenda, or leave the meeting room.

MEETING ATTENDANCE OF GSB BOARD OF DIRECTORS IN 2023

BOARD OF DIRECTORS/COMMITTEE					
No.	GSB Board of Directors	GSB Board of Directors	Executive Committee	Audit Committee	Risk Oversight Committee
1	Mr. Theeraj Athanavanich (Chairman)	13/13	-	-	-
2	Ms. Piyawan Lamkitcha	12/13	-	-	-
3	Mrs. Woranuch Phu-im	13/13	20/20	-	-
4	Ms. Yaowanooch Wiyaporn	9/9	-	9/9	-
5	Ms. Tidarat Thanapakpawin	12/13	-	-	15/15
6	Ms. Supreeya Pipatmanomai	13/13	-	-	15/15
7	Mr. Pakorn Partanapat	13/13	20/20	-	-
8	Mrs. Rachadaporn Rajchataewindra	6/6	-	8/8	-
9	Assoc. Prof. Dr. Thanavath Phonvichai	13/13	-	-	-
10	Mrs. Thida Pattatham	13/13	-	13/13	-
11	Assoc. Prof. Dr. Anamai Damnet	13/13	-	-	8/8
12	Mr. Wisanu Tuntawiroon	13/13	-	-	-
13	Mr. Rangsan Thammanee Wong	13/13	-	5/5	7/7
14	Mr. Taweessin Visanuyothin	13/13	-	13/13	-
15	Mr. Vitai Ratanakorn (President & CEO)	13/13	20/20	-	11/15
%		98.91%	100%	100%	93.33%

Remarks:

- No. 1 Mr. Theeraj Athanavanich was appointed according to the Cabinet Resolution on 8 November 2022
- No. 2 - 10 were appointed according to the Cabinet Resolution on 8 February 2022
- No. 11 - 14 were appointed according to the Cabinet Resolution on 3 May 2022
- Chairman means Chairman of the GSB Board of Directors
- President & CEO means President & CEO of the GSB

Unit : time

BOARD OF DIRECTORS/COMMITTEE

	Good Corporate Governance and Sustainability Committee	Relations Affairs Committee	Performance Evaluation and Remuneration of President and CEO Committee	Nomination of GSB Board of Directors Committee	Information Technology Executive Committee
	-	-	-	-	-
	11/11	-	4/4	-	-
	-	12/12	4/4	-	-
	-	-	-	-	-
	-	-	4/4	-	13/13
	-	-	4/4	-	13/13
	-	-	-	1/1	-
	-	-	-	-	-
	11/11	-	-	-	-
	-	-	-	-	-
	11/11	-	-	1/1	-
	-	-	-	-	13/13
	-	-	-	-	-
	-	-	-	-	-
	10/11	-	-	-	12/13
	97.73%	100%	100%	100%	98.08%

MEETING ALLOWANCE AND REMUNERATION OF THE GSB BOARD OF DIRECTORS IN 2023

BOARD OF DIRECTORS/COMMITTEE

No.	GSB Board of Directors	GSB Board of Directors	Executive Committee	Audit Committee	Risk Oversight Committee	Good Corporate Governance and Sustainability Committee
1	Mr. Patchara Anuntasilpa (Former Chairman)	-	-	-	-	-
2	Mr. Boonchai Charassangsomboon	-	-	-	-	-
3	Mr. Jessada Promjart	-	-	-	-	-
4	Mrs. Sauwanee Thairungroj	-	-	-	-	-
5	Mrs. Philaslak Yukkasemwong	-	-	-	-	-
6	Mr. Mongkon Leelatham	-	-	-	-	-
7	Mr. Gong Rungswang	-	-	-	-	-
8	Mr. Prapas Kong-led (Former Chairman)	-	-	-	-	-
9	Mr. Theeraj Athanavanich (Chairman)	325,000.00	-	-	-	-
10	Ms. Piyawan Lamkitcha	240,000.00	-	-	-	137,500.00
11	Mrs. Woranuch Phu-im	260,000.00	70,000.00	-	-	-
12	Ms. Yaowanooch Wiyaporn	180,000.00	-	225,833.33	-	-
13	Ms. Tidarat Thanapakpawin	260,000.00	-	-	100,000.00	-
14	Ms. Supreeya Pipatmanomai	260,000.00	-	-	150,000.00	-
15	Mr. Pakorn Partanapat	260,000.00	150,000.00	-	-	-
16	Mrs. Rachadaporn Rajchataewindra	120,000.00	-	150,967.72	-	-
17	Assoc. Prof. Dr. Thanavath Phonvichai	260,000.00	-	-	-	110,000.00
18	Mrs. Thida Pattatham	260,000.00	-	254,833.24	-	-
19	Assoc. Prof. Dr. Anamai Damnet	260,000.00	-	-	40,000.00	110,000.00
20	Mr. Wisanu Tuntawiroon	260,000.00	-	-	-	-
21	Mr. Rangsan Thammaneeuwong	260,000.00	-	69,032.24	70,000.00	-
22	Mr. Taweesin Visanuyothin	260,000.00	-	240,000.00	-	-
23	Mr. Vitai Ratanakorn (President & CEO)	260,000.00	20,000.00	-	-	100,000.00
Total Meeting Allowance for Board of Directors and Each Committee		3,725,000.00	240,000.00	940,666.53	360,000.00	457,500.00

Remarks:

- No. 9 Mr. Theeraj Athanavanich was appointed according to the Cabinet Resolution on 8 November 2022
- No. 10 and 12 - 15 retired by rotation from the GSB Director from 8 February 2022, and were appointed according to the Cabinet Resolution on 8 February 2022 for the 2nd term
- No. 11 and No. 16 - 18 were appointed according to the Cabinet Resolution on 8 February 2022
- No. 12 Ms. Yaowanooch Wiyaporn retired from GSB Director from 2 September 2023 as she turn 65 years old

Unit : Baht

BOARD OF DIRECTORS/COMMITTEE

	Relations Affairs Committee	Performance Evaluation and Remuneration of President and CEO Committee	Nomination of GSB Board of Directors Committee	Information Technology Executive Committee	Monthly Remuneration	Total Meeting Allowance	Bonus of GSB Board of Directors in 2023	Total Meeting Allowance, Remuneration, and Bonus of GSB Board of Directors
	-	-	-	-	-	-	20,992.94	20,992.94
	-	-	-	-	-	-	16,794.35	16,794.35
	-	-	-	-	-	-	38,281.25	38,281.25
	-	-	-	-	-	-	38,281.25	38,281.25
	-	-	-	-	-	-	38,281.25	38,281.25
	-	-	-	-	-	-	38,281.25	38,281.25
	-	-	-	-	-	-	38,281.25	38,281.25
	-	-	-	-	-	-	296,679.69	296,679.69
	-	-	-	-	240,000.00	325,000.00	67,630.20	632,630.20
	-	40,000.00	-	-	120,000.00	417,500.00	273,437.50	810,937.50
	150,000.00	50,000.00	-	-	120,000.00	530,000.00	329,218.75	979,218.75
	-	-	-	-	90,333.33	405,833.33	273,437.50	769,604.16
	-	20,000.00	-	120,000.00	120,000.00	500,000.00	273,437.50	893,437.50
	-	10,000.00	-	110,000.00	120,000.00	530,000.00	273,437.50	923,437.50
	-	-	12,500.00	-	120,000.00	422,500.00	273,437.50	815,937.50
	-	-	-	-	75,483.86	270,967.72	329,218.75	675,670.33
	-	-	-	-	120,000.00	370,000.00	329,218.75	819,218.75
	-	-	-	-	120,000.00	514,833.24	329,218.75	964,051.99
	-	-	10,000.00	-	120,000.00	420,000.00	243,024.20	783,024.20
	-	-	-	150,000.00	120,000.00	410,000.00	243,024.20	773,024.20
	-	-	-	-	120,000.00	399,032.24	243,024.20	762,056.44
	-	-	-	-	120,000.00	500,000.00	243,024.20	863,024.20
	-	-	-	110,000.00	120,000.00	490,000.00	367,500.00	977,500.00
	150,000.00	120,000.00	22,500.00	490,000.00	1,845,817.19	6,505,666.53	4,617,162.73	12,968,646.45

5. No. 16 Mrs. Rachadaporn Rajchataewindra retired from GSB Director from 18 July 2023 as she turned 65 years old

6. No. 19 - 22 were appointed according to the Cabinet Resolution on 3 May 2022

7. Chairman means Chairman of the GSB Board of Directors

8. President & CEO means President & CEO of GSB

REMUNERATION OF GSB DIRECTORS

Remuneration and benefits of GSB Directors consist of 3 parts as follows:

1. Monthly remuneration

(According to the Cabinet Resolution on 24 April 2019)

- Chairman 20,000 Baht per month
- Director 10,000 Baht per month

2. Meeting allowance

(According to the Cabinet Resolution on 24 April 2019)

- Chairman 25,000 Baht per time
- Director 20,000 Baht per time

The meeting allowance is paid only to the directors attending the meeting per time basis once a month. In a reasonable case, the meeting allowance maybe paid more than once a month but not more than 15 times per year.

GSB Directors appointed as members of committees/subcommittees/other working groups appointed by the provisions of the law, Cabinet Resolution, or GSB Board of Directors shall receive meeting allowance per time at the rate of 0.5 times of the meeting allowance of the Board of Directors only for directors attending the meeting.



The directors shall receive the meeting allowance for not more than 2 committees/subcommittees/ other working groups, each of which not more than once per month.

3. Bonus of directors is paid in accordance with the Bank's performance based on the following calculation:

Chairman

- **Part 1:** Bonus of 75,000 Baht for net profit of 100 million Baht and below
- **Part 2:** Additional bonus based on the Bank's performance (net profit)
 - Additional bonus of 87,500 Baht for net profit more than 11,000 million Baht but not more than 13,000 million Baht.
 - Additional bonus of 12,500 Baht for every 2,000 million Baht increase in net profit
- **Part 3:** Based on the assessment results according to the Memorandum of Agreement on Performance Assessment between GSB and the Ministry of Finance:
 - Assessment score of 3.5 or higher, an increase of 25% to 100% of the amount of bonus received based on a normal criteria.

Director

- **Part 1:** Bonus of 60,000 Baht for net profit of 100 million Baht and below
- **Part 2:** Additional bonus based on the Bank's performance (net profit)
 - Additional bonus of 70,000 Baht for net profit more than 11,000 million Baht but not more than 13,000 million Baht.
 - Additional bonus of 10,000 Baht for every 2,000 million Baht increase in net profit
- **Part 3:** Based on the assessment results according to the Memorandum of Agreement on Performance Assessment between GSB and the Ministry of Finance:
 - Assessment score of 3.5 or higher, an increase of 25% to 100% of the amount of bonus received based on a normal criteria.

REMUNERATION OF GSB PRESIDENT & CEO

The Board of Directors assigned the Performance Evaluation and Remuneration of President and CEO Committee to assess the performance of the GSB President & CEO under the agreement made with the GSB Board of Directors and in accordance with the terms of the management employment contract, as well as recommending the appropriate rate of remuneration for GSB President & CEO, and submit to the Board of Directors for its consideration

REMUNERATION FOR EXECUTIVES

TYPE OF INCOME	SALARY	SPECIAL COMPENSATION	COMPENSATION	MEETING ALLOWANCE	BONUS	TOTAL
2021 EXPENSES						
GSB President & CEO	9,240,000.00	1,800,000.00	120,000.00	480,000.00	284,277.77	11,924,277.77
GSB Senior Executive Vice President and First Senior or Equivalent	29,528,688.00	-	120,000.00	252,000.00	7,545,288.66	37,445,976.66
GSB Executive Vice President or Equivalent	75,723,974.80	-	-	36,000.00	19,343,130.25	95,103,105.05
2022 EXPENSES						
GSB President & CEO	9,600,000.00	3,960,000.00	120,000.00	460,000.00	350,000.00	14,490,000.00
GSB Senior Executive Vice President and First Senior or Equivalent	37,688,368.00	-	117,499.94	243,000.00	13,332,282.19	51,381,150.13
GSB Executive Vice President or Equivalent	81,795,969.32	-	-	37,000.00	27,342,841.08	109,175,810.40
2023 EXPENSES						
GSB President & CEO	9,600,000.00	4,114,285.71	120,000.00	490,000.00	367,500.00	14,691,785.71
GSB Senior Executive Vice President and First Senior or Equivalent	33,521,274.00	-	120,000.00	760,000.00	11,620,818.07	46,022,092.07
GSB Executive Vice President or Equivalent	73,977,974.00	-	-	90,000.00	24,370,172.18	98,438,146.18

REMUNERATION FOR OFFICERS

The Bank paid remuneration to officers which included salary, bonus, and welfare for the past 3 years from 2021-2023 as follows:

DETAIL	2021 EXPENSES		2022 EXPENSES		2023 EXPENSES	
	Officer	Employee	Officer	Employee	Officer	Employee
Salary	8,987,598,582.22	1,085,291,718.21	9,244,777,169.90	1,038,569,984.35	9,402,579,474.63	1,027,427,853.27
Bonus	2,370,193,308.36	-	3,133,846,104.44	-	3,329,145,111.67	-
Welfare (include employee)	831,898,179.86		950,711,001.30		1,131,037,656.00	
TOTAL	13,021,588,250.30	1,085,291,718.21	14,280,045,276.94	1,038,569,984.35	12,731,724,586.30	1,027,427,853.27

GSB BOARD OF DIRECTORS' MEETING

The GSB Board of Directors recognizes the importance of carefully planned meetings. Obtaining accurate and timely important information for decision-making on various issues affects efficient and effective operations. Meetings are scheduled once a month in advance throughout the year, and special meetings may be held as appropriate.

In 2023, the GSB Board of Directors held 13 meetings, 12 of which were regular meetings, and 1 meeting was the workshop of the Board of Directors and senior executives to review and determine the operational direction framework for 2024-2028. The meeting documents were sent to the Directors prior to the meeting. The Board of Directors has attended the meetings according to the meeting criteria. During the meeting, the Directors who may be involved in or have potential interests in any agenda shall abstain from voting, abstain from commenting on that agenda, or leave the meeting room.



ORIENTATION FOR NEW DIRECTORS

In 2023, no new directors have been nominated and appointed. Therefore, no orientation for new directors was held.

DEVELOPMENT OF GSB BOARD OF DIRECTORS

The Government Savings Bank has implemented a project for development of the GSB Board of Directors by providing training to enhance knowledge and skills related to good corporate governance, corruption prevention, risk management, and essential knowledge for financial institutions. The Board of Directors has prepared a plan to increase governance efficiency of the Board of Directors every year. In 2023, the Board required the development of knowledge necessary for the Bank's operations namely:

(1) Special Lecture/ Seminar on the operational direction of the Bank in accordance with its mission to be a social bank along with commercial operation, direction and trends of the financial industry, current and future significant risks to financial institutions,

(2) Seminars of the Board of Directors or between committees to exchange ideas, experiences, and approaches in improving the efficiency of the Bank's supervision,

(3) Trainings/ Seminars on new knowledge for performing the duties of the Board of Directors from reputable agencies or leading educational institutions such as IRDP, IOD, SET, BOT, King Prajadhipok's Institute to support the performance of duties of the Board of Directors such as guidelines for the future operations of financial institutions in accordance with the regulatory framework of regulatory agencies, risk management, business management, business administration, investment, financial innovation, etc.

(4) Visit the operations of GSB branches or internal units within the Bank or customer groups and communities supported by the Bank to acknowledge the performance of the established policies and take into account problems and obstacles to further review/formulate operational strategies and policies of the Bank.

The Board of Directors required a report on the implementation of the plan to the Board of Director for acknowledgement. In 2023, the Bank has completed its performance as planned.

PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

The Government Savings Bank arranges for an annual performance assessment of the Board of Directors at least once a year, which can be divided into 2 types: Board Evaluation and Self-Assessment. Assessment results are used to create a plan by having a joint consideration and discussion of the assessment results to bring recommendations to further develop a plan to increase the governance efficiency of the Board of Directors.

In 2023, the Board of Directors has approved the review of the assessment forms for both the Board Evaluation and Self-Assessment. The responsible unit has sent assessment forms to all GSB Directors to assess the performance of the Board of Directors and summarized

the assessment results for submitting to the Board of Directors for approval at its Meeting No. 11/2023 on 17 November 2023. The assessment results can be summarized as follows:

1. The Board Evaluation has a score of 98.38% which is in the “excellent” level.

2. The Self-Assessment has a score of 99.18% which is in the “excellent” level.

The Board of Directors has discussed the results and made suggestions to be used as guidelines for the preparation of a plan to increase the governance efficiency of the Board of Directors for the year 2024. The Board of Directors’ Meeting No.12/2023 on 15 December 2023 resolved to approve the plan which was in accordance with the specified criteria.



Board Evaluation

has a score of **98.38%**



Self-Assessment

has a score of **99.18%**

THE POSITION HELD BY GSB DIRECTORS AND SENIOR EXECUTIVES IN RELATED BUSINESSES

			RELATED BUSINESSES											
			RELATED COMPANY ⁽¹⁾											
No.	List of GSB Directors	ตำแหน่ง	1	2	3	4	5	6	7	8	9	10	11	12
1	Mr. Theeraj Athanavanich	Chairman												
2	Ms. Piyawan Lamkitcha ^{5/}	Director			✓									
3	Mrs. Woranuch Phu-im	Director												
4	Ms. Tidarat Thanapakpawin	Director											✓	
5	Ms. Supreeya Pipatmanomai	Director											☑	
6	Mr. Pakorn Partanapa	Director											○	☑
7	Assoc. Prof. Dr. Thanavath Phonvichai ^{2/}	Director		✓										
8	Mrs. Thida Pattatham ^{1/}	Director	✓											
9	Assoc. Prof. Dr Anamai Damnet	Director												
10	Mr. Wisanu Tuntawiroon	Director												✓
11	Mr. Rangsan Thammaneeewong	Director												
12	Mr. Taweesin Visanuyothin	Director												
13	Ms. Yaowanooch Wiyaporn	Director												
14	Mrs. Rachadaporn Rajchataewindra	Director												
15	Mr. Vitai Ratanakorn	President & CEO	✓			☐							✓	○
16	Ms. Paphakorn Ratanasate ^{3/}	Senior Executive Vice President		✓										
17	Mrs. Boonrak Udomittipong ^{4/}	Senior Executive Vice President		✓										
18	Mr. Chokchai Kunawat	Senior Executive Vice President				✓								
19	Mr. Wuttipong Piromyaporn ^{6/}	Senior Executive Vice President				✓								
20	Mrs. Jeeranan Khetsakun ^{7/}	Senior Executive Vice President					✓							
21	Mr. Veerachai Amorntakolsuwech	Senior Executive Vice President					✓							
22	Mr. Boonson Jenchaimahakoo	Senior Executive Vice President						✓	✓					
23	Ms. Noppawan Ratanawekin ^{8/}	Senior Executive Vice President							✓					
24	Mr. Kittipinrod ^{8/}	Senior Executive Vice President							✓					
25	Mr. Pinij Danmanee ^{9/}	Senior Executive Vice President								✓				
26	Mr. Cheewin Prangchaikul	Senior Executive Vice President								✓				
27	Mr. Nattorn Phothipat ^{11/}	Senior Executive Vice President										✓		

Definitions (1) Related company refers to a juristic person in which GSB has a shareholding of more than 10%
(2) Company with Common Directors or Senior Executives refers to company or state enterprise in which Director(s) or Senior Executive(s) of GSB held the position and GSB has zero or not more than 10% shareholding.

Symbols ☐ means Chairman
☐ means Vice-Chairman
✓ means Director
○ means Advisor

1/ means replacing Mrs. Rachadaporn Rajchataewindra who retired by rotation with a continuous term of office as remained.
2/ means replacing Mr. Mongkon Leelatham who resigned from a representative director on 8 February 2022
3/ means hold position for another term

4/ means replacing Mr. Wuttipong Piromyaporn due to a change in the business in which he held a position
5/ means replacing Mr. Boonchai Charassangsomborn who resigned from representative director on 18 January 2022
6/ means replacing Mr. Therdtham Suvichavorrphan who retired from 1 October 2023, being submitted for approval from the Board of Directors
7/ means replacing Mrs. Boonrak Udomittipong
8/ means replacing Mr. Santhan Yoosiri and Mrs. Prangmas Dheandhanoo who retired
9/ means replacing Mrs. Supaporn Saitong-in who retired
10/ means the round of nominating representative from the Stock Exchange of Thailand
11/ means replacing Ms. Paphakorn Ratanasate

Mr. Pakorn Partanapa and Ms. Noppawan Ratanawekin resigned from representative directors of Fast Money Co.,Ltd. (FM) on 30 June 2023 as the Bank sold FM common shares in accordance with the resolution of the GSB Board of Directors' meeting No. 4/2023 on 25 April 2023

RELATED BUSINESSES

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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Related Company⁽¹⁾

1. Dhipayaa Group Holdings PCL. - TIPH
2. MFC Asset Management PCL. - MFC
3. National Credit Bureau Co., Ltd. - NCB
4. Dhipayaa Life Assurance PCL. - TIPH Life
5. TSFC Securities PCL. - TSFC
6. MCOT PCL. - MCOT
7. ASL Securities Co., Ltd. - ASL
8. National Digital ID Co., Ltd. - NDID
9. TRIS Corporation Co.,Ltd. - TRIS10/
10. InnoSpace (Thailand) Co., Ltd. - InnoSpace
11. Mee Tee Mee Ngrn Co., Ltd. - MEETEE
12. Money DD Co., Ltd. - MDD

1. Tobacco Authority of Thailand
2. BCPG PCL.
3. Bangchak Corporation PCL.
4. Tourism Authority of Thailand
5. Dhanarak Asset Development Co., Ltd.
6. Provincial Electricity Authority
7. Yamamoto Trading (Thailand) Co., Ltd.
8. BBTv New Media Co., Ltd.
9. Islamic Bank Asset Management Co., Ltd.
10. Jubilee Enterprise PCL.

11. TIP IB Co., Ltd.
12. Muang Thai Insurance PCL.
13. Dhipaya Insurance PCL.
14. Industrial Estate Authority of Thailand
15. Prudent Advisory Co.,Ltd.
16. Sermsuk PCL.
17. Patkol PCL.
18. Thai Union Feedmill PCL.
19. TRC Construction PCL.
20. TKK Corporation Co., Ltd.

INFORMATION REGARDING POSITIONS HELD BY GSB DIRECTORS AS DIRECTORS OR SENIOR EXECUTIVES IN STATE ENTERPRISES, COMPANIES, OR OTHER AGENCIES

GSB BOARD OF DIRECTORS			STATE ENTERPRISES, COMPANIES, OR OTHER AGENCIES IN WHICH DIRECTORS HOLD POSITIONS AS DIRECTORS OR SENIOR EXECUTIVES	
No.	Name	Position	Name	Position
1.	Mr. Theeraj Athanavanich	Chairman	1. Customs Department 2. Tobacco Authority of Thailand 3. BCPG PCL.	Director General, Customs Department Chairman Director
2.	Ms. Piyawan Lamkitcha	Director	1. State Enterprise Policy Office, Ministry of Finance 2. Financial Institutions Development Fund 3. National Credit Bureau 4. Provincial Waterworks Authority 5. Metropolitan Waterworks Authority	State Enterprise Development Advisor Vice-Chairman Director Member of the Organizational Development Subcommittee Corporate Governance and Social Activities Subcommittee member
3.	Mrs. Woranuch Phu-im	Director	1. Office of Permanent Secretary, Ministry of Finance 2. Bangchak Corporation PCL. 3. Tourism Authority of Thailand 4. The Land Bank Administration Institute	Deputy Permanent Secretary Director Director Director
4.	Ms. Tidarat Thanapakpawin	Director	1. Dhanarak Asset Development Co., Ltd. 2. Electronic Transactions Committee 3. Digital Council of Thailand 4. King Prajadhipok's Institute 5. School of Digital Media, Sripatum University 6. Provincial Electricity Authority 7. Yamamoto Trading (Thailand) Co., Ltd. 8. BBTV New Media Co., Ltd. 9. Mee Tee Mee Ngern Co., Ltd.	Member of the Information and Communication Management Committee Member of the Strategy and Promotion Subcommittee Vice Chairman and Chairman of the Mission for Setting Standards and Indicators. Advisor for practical group project Intermediate Certificate course of Young Leadership in Democratic Governance Part-time Lecturer Director Director Director Director
5.	Ms. Supreeya Pipatmanomai	Director	1. Islamic Bank Asset Management Co., Ltd. 2. Mee Tee Mee Ngern Co., Ltd.	Director Chairman

GSB BOARD OF DIRECTORS

STATE ENTERPRISES, COMPANIES, OR OTHER AGENCIES IN WHICH DIRECTORS HOLD POSITIONS AS DIRECTORS OR SENIOR EXECUTIVES

No.	Name	Position	Name	Position
6.	Mr. Pakorn Partanapat	Director	1. Jubilee Enterprise PCL. 2. TIP IB Co., Ltd. 3. Money DD Co., Ltd. 4. Mee Tee Mee Ngern Co., Ltd.	Independent Director Independent Director Chairman Advisor to the Board of Directors
7.	Assoc. Prof. Dr. Thanavat Phonvichai	Director	1. University of the Thai Chamber of Commerce 2. Thai Chamber of Commerce 3. Committee on Safeguard Measures, Department of Foreign Trade, Ministry of Commerce 4. Central Committee of the Price of Goods and Services, Department of Internal Trade, Ministry of Commerce 5. Revolving Fund Committee, Ministry of Finance 6. Board of Government Lottery Office 7. Muang Thai Insurance PCL. 8. Ministry of Finance 9. Office of the National Economic and Social Development Council 10. The Comptroller General's Department 11. Madame Pang Foundation 12. Ministry of Agriculture and Cooperatives 13. MFC Asset Management PCL.	President Advisor Qualified committee member Qualified committee member Qualified committee member Qualified Director Independent Director Member of Revolving Fund Management Policy Committee Member of National Strategy Preparation Committee on Creation of Opportunities and Social Equality Member of Revolving Fund Management Policy Committee Committee member Board Member for Agriculture and Cooperatives Executive Program Director
8.	Mrs. Thida Pattatham	Director	1. Office of the National Economic and Social Development Council 2. Dhipaya Group Holdings PCL. 3. Dhipaya Insurance PCL.	Deputy Secretary General Director and member of the Risk Management Committee Director and member of the Nomination, Remuneration and Human Resources Management Committee
9.	Assoc. Prof. Dr. Anamai Damnet	Director	1. Kasetsart University, Kamphaeng Saen Campus 2. Kasetsart University 3. National Research Council of Thailand 4. Industrial Estate Authority of Thailand 5. House of Representatives	Dean, Faculty of Hospitality Industry Dean, Faculty of Hospitality Industry Expert Director Member of the subcommittee to study army reform approach and allocation of appropriate and effective personnel, and Advisor to the Agriculture and Cooperative Commission.

GSB BOARD OF DIRECTORS

STATE ENTERPRISES, COMPANIES, OR OTHER AGENCIES IN WHICH DIRECTORS HOLD POSITIONS AS DIRECTORS OR SENIOR EXECUTIVES

No.	Name	Position	Name	Position
10.	Mr. Wisanu Tuntawiroon	Director	1. National Savings Fund 2. Ministry of Justice 3. Office of the Attorney General 4. State Audit Office of the Kingdom of Thailand 5. Office of the Narcotics Control Board 6. Online Crime Prevention and Suppression Committee, Ministry of Digital Economy and Society 7. The Telecommunications Association of Thailand Under the Royal Patronage (# 14) 8. Office of the National Digital Economy and Society Commission 9. National Savings Fund 10. Rajamangala University of Technology Suvarnabhumi 11. Rajamangala University of Technology Rattanakosin 12. Money DD Co., Ltd.	Committee member Member of Executive and Computer Procurement Committee Member of Information Technology Management Committee Information Technology Advisor Information Technology Advisor Committee member Committee member Member of Subcommittee on Promotion and Development of Access and Utilization of Information, Communication, Telecommunication, Technology and Communication Services and Public Media Services for People with Disabilities Member of Subcommittee on Information Technology Member of the University Council Member of Standing Committee, Creative Industry and Innovation Institute Director
11.	Mr. Rangsan Thammanee Wong	Director	1. Prudent Advisory Co., Ltd. 2. Sermasuk PCL. 3. Patkol PCL.	Chairman and Founder Director Director
12.	Mr. Taweessin Visanuyothin	Director	1. Ministry of Public Health 2. Office of the Permanent Secretary, Ministry of Public Health 3. Social Security Office, Ministry of Labour 4. National Reform Committee of Public Health	Director General of the Department of Thai Traditional and Alternative Medicine; Chairman of the Steering Subcommittee on Corporate Policy, Personnel, and Corporate Communications; Chairman of the Public Health Manpower Remuneration Committee; Vice-Chairman of Funeral Aid Committee Chairman of the Welfare Committee Medical Director Committee member

GSB BOARD OF DIRECTORS

STATE ENTERPRISES, COMPANIES, OR OTHER AGENCIES IN WHICH DIRECTORS HOLD POSITIONS AS DIRECTORS OR SENIOR EXECUTIVES

No.	Name	Position	Name	Position
			5. Safe and Creative Media Fund Management Subcommittee 6. Safe and Creative Media Development Fund 7. Medical Association of Thailand 8. The Medical Council of Thailand 9. National Safe and Creative Media Development Committee 10. King Prajadhipok's Institute	Experts in social development or psychology Member of Advisory Working Group on the Preparation of Annual Action Plan and Finance and Budget Plan Advisor Director Expert Committee Member (Psychology) Board Member for Intermediate Certificate course of Young Leadership in Democratic Governance
13.	Ms. Yaowanooch Wiyaporn	Director	1. The Civil Aviation Authority of Thailand 2. Defense Technology Institute (Public Organization) 3. Office of the Civil Service Commission	Member of the Board of Commissioners Member of the Risk Management Subcommittee Member of the Extraordinary Sub-commission on assessment of individual in knowledge worker positions
14.	Mrs. Rachadaporn Rajchataewindra	Director	1. Thai Union Feedmill PCL. 2. TRC Construction PCL. 3. TTK Corporation Co., Ltd.	Director and Audit Committee Chairman Director and Audit Committee Chairman Director and Audit Committee Chairman
15.	Mr. Vitai Ratanakorn President & CEO	Director and Secretary	1. Dhipaya Life Assurance PCL. 2. Dhipaya Insurance PCL. 3. Dhipaya Group Holdings PCL. 4. Mee Tee Mee Ngern Co., Ltd. 5. Association of Provident Funds 6. State Enterprise Labor Relations Committee, Employer and Employee 7. Money DD Co., Ltd.	Vice Chairman, Chairman of the Executive Committee, Chairman of the Investment Committee Director and Member of the Executive Committee Director and Member of the Executive Committee Director and Chairman of the Executive Committee President of Association Committee Member from Employer Chairman of the Executive Committee and Advisor to the Board of Directors

SUCCESSION PLAN

The Bank has developed a succession plan to prepare executives as a plan to reduce risks and strengthen management continuity to ensure efficiency in accordance with the Bank's long-term manpower plan and to equip executives with capability to be ready to drive forward the mission of becoming a social bank. In addition, preparations have been made in terms of adaptation and creation of new business models to accommodate such changes. The successor development program creates opportunity, equality, and transparency to enhance the capability of senior executives. The Bank has defined 3 key target positions namely (1) the target position of GSB Senior Executive Vice President, (2) the target position of GSB Executive

Vice President, (3) the target position of Senior Vice President (Department/Regional Office).

The Bank has developed success profiles of all key strategic target positions to design and develop each individual to be ready to take over management seamlessly. In this regard, the Bank has developed using the 70-20-10 approach through a variety of theoretical and practical tools, including internal training, courses from external institutions, coaching, 1-0-1 job rotation, job shadow, project assignment, with emphasis on key issues related to roles and duties in business administration, crisis resilience. Emphasis is placed on building up important experiences to ensure readiness to ascend to various target positions consistently and efficiently.



For senior and middle executives, they have been developed to prepare the banking business to support its growth to become a social bank and create sustainability in all dimensions and support the Bank's elevation to become a digital organization and drive social and commercial missions according to the executive development plan. It focuses on power skills namely Data Analytic, Digital Skills, Innovation, Collaboration and Management & Leadership through internal training and external training such as the Thai Institute of Directors (IOD), King Prajadhipok's Institute, Office of the National Anti-Corruption Commission, Institute of Research and Development for Public Enterprises (IRDP), Thailand Productivity Institute, the Thai Banker's Association, the Thai Institute of Banking and Finance Association, Association of Investment Management Companies (AMC), Personnel Management Association of Thailand, Thammasat University, Foundation of Thammasat Leadership Program, etc.

GSB MANPOWER STRUCTURE

(As of 31 December 2023)

AFFILIATION	MANPOWER		
	OFFICER	EMPLOYEE	TOTAL
Compliance and Risk Management Group	8	3	11
Compliance and Control	3	1	4
Cooperation Control Department	44	3	47
Good Corporate Governance Department	20	1	21
Business Control Department	35	6	41
Credit Review Department	52	1	53
Total	154	12	166
Cyber Security	26		26
Cyber Security Operation Department	35	3	38
Total	61	3	64
Risk Management	4	1	5
Credit Risk Management Department	59		59
Operational Risk Management and Fraud Prevention Department	58	11	69
Digital and Technology Risk Management and Control Department	16	1	17
Enterprise Risk Management Department	30	1	31
Total	167	14	181
Credit Risk Analysis	15		15
Corporate Credit and Investment Risk Analysis Department	23	2	25
SMEs Credit Risk Analysis Department 1	41	1	42
SMEs Credit Risk Analysis Department 2	42	1	43
Total	121	4	125
Compliance and Risk Management Group Total	511	36	547
Audit Group	17	2	19
Internal Audit	77	19	96
IT Audit Department	39	1	40
Special Audit Department	17		17
Branch Internal Audit Department	81	1	82
Head Office Internal Audit Department	46	1	47
Total	260	22	282
Audit Group Total	277	24	301

AFFILIATION	MANPOWER		
	OFFICER	EMPLOYEE	TOTAL
Human Resources Group	5	1	6
Human Resources Management	23	6	29
Human Resources Management Department	105	9	114
Welfare and Quality of Life Promotion Department	59	18	77
Total	187	33	220
Organization Potential Development	3		3
Human Resources Strategy Department	34	1	35
Human Resources Development Department	44	4	48
Total	81	5	86
Human Resources Group Total	273	39	312
Information Technology and Digital Banking Group	18	9	27
Digital Business	3	1	4
Information Technology Management Department	51	3	54
Digital Channel Management Department	57	4	61
Digital Business Development Department	36	1	37
Total	147	9	156
Information Technology Operation	1		1
IT Services Department	94	21	115
IT Centre Operation Department	95	14	109
Total	190	35	225
IT Planning and Development	1		1
IT Project Management Department	22	1	23
Core Customer Service Application Department	60		60
IT Application for Management Department	49		49
Electronic Application Department	47		47
IT Planning Department	38	9	47
Total	217	10	227
Information Technology and Digital Banking Group Total	572	63	635
Debt Management and Legal Group	23	8	31
Legal and Property Management	3	1	4
Litigation Department	67	3	70
Foreclosed Properties Management Department	41	14	55
Legal Department	30	2	32
Total	141	20	161

AFFILIATION	MANPOWER		
	OFFICER	EMPLOYEE	TOTAL
Debt Management	4	1	5
Debt Control and Management Department	28	3	31
Retail Debt Management and Collection Department	16	26	42
Debt Recovery Department 1	51	3	54
Debt Recovery Department 2	44	2	46
Debt Management Supporting Department	18	7	25
Total	161	42	203
Debt Management and Legal Total	325	70	395
Operation Group	6	2	8
General Administration	3	1	4
Supplies Management Department	63	16	79
General Service Department	75	116	191
Total	141	133	274
Business Operation	8	1	9
Central Information Operation Department	85	24	109
Deposit, Business and Electronic Banking Operations Department	175	36	211
Loan Operation Department	46	8	54
Property Valuation Department	27	9	36
Loan Administration and Collateral Control Department	80	7	87
Total	421	85	506
Operation Group Total	568	220	788
Corporate Strategy and Sustainability Group	4		4
Sustainability	3	1	4
Sustainable Development Department	12	1	13
Savings Promotion, Social and Environment Development Department	29	4	33
Total	44	6	50
Policy and Strategy	3	1	4
Innovation and Organization Evaluation Department	40		40
Information Technology Innovation Department	15	1	16
Planning and Budgeting Management Department	43	3	46
Business Proportion Management Department	25	1	26
Strategy and Research Department	42	1	43
Total	168	7	175
Corporate Strategy and Sustainability Group Total	216	13	229

AFFILIATION	MANPOWER		
	OFFICER	EMPLOYEE	TOTAL
Investment and Financial Management Group	4	1	5
Finance	3	1	4
Accounting Department	125	4	129
Financial Operation Department	60	8	68
Total	188	13	201
Investment	12	1	13
Investment Business Department	40	1	41
Fixed Income Department	36	1	37
Investment Operation Department	32	2	34
Total	120	5	125
Financial Management	3	1	4
Treasury Department	27	5	32
Asset and Liability Management Department	33		33
Treasury Operation Department	35	2	37
Total	98	8	106
Investment and Financial Management Group Total	410	27	437
Grassroots Customer and Government's Policy Supporting Group	21	2	23
Small Entrepreneur and SMEs Start up Business Development	17	1	18
Small Entrepreneur Business Development and Community Organization Department	29	2	31
SMEs Start up Business Development Department	22	2	24
Total	68	5	73
Government Officers Customers	3	1	4
Government Officer Customers Sales Management Department	27	2	29
Product Management and Government Officers Customers Development Department	23	1	24
Government Officers Customers Supporting Department	22	1	23
Total	75	5	80
Retail Customer and Community Organization	10	1	11
Government Policy and People's Financial Institutions Department	38	4	42
Product Management and Marketing for Retail Customer and Community Organization Department	56	2	58
Total	104	7	111
Grassroots Customer and Government's Policy Supporting Group Total	268	19	287
Business and Public Sector Customers Group	4	1	5
Business and Public Sector Customers Product Management and Marketing	38	1	39

AFFILIATION	MANPOWER		
	OFFICER	EMPLOYEE	TOTAL
SMEs Business Customer	7	1	8
SMEs Business Customers Department 1	22	2	24
SMEs Business Customers Department 2	21	2	23
SMEs Business Customers Department 3	21	1	22
Total	71	6	77
Corporate Business and Public Sector Customers	4	1	5
International Trade and Business Operation Department	18	1	19
Corporate Customer Business Department	32	2	34
Public Sector and Corporate Customer Business Loans Department	30	1	31
Cooperative and Institution Loans Department	35	1	36
Total	119	6	125
Business and Public Sector Customers Group Total	232	14	246
Personal Customer Group	20	1	21
Business Development Department	3	1	4
Customer Relations Department	61	20	81
Sales Management	3	1	4
Premier Banking Department	42	5	47
Personal Customer Business Sales Management Department	77	14	91
Partnership Sales Management Department	45	3	48
Total	167	23	190
Personal Customer Business Management	4	1	5
Electronic Card Business Department	51	2	53
Deposit Product and Service and Marketing Management Department	36	4	40
Personal Loan Product and Marketing Department	48	1	49
Electronic Card Business Operation Department	70	10	80
Total	209	18	227
Personal Customer Group Total	460	63	523
Retail Loan Approval and Quality Management Group	3	1	4
Retail Personal Loan Approval and Quality Management	3	1	4
Process and Quality Management Department	19	1	20
Personal Loan Approval Department	105	11	116
Retail Loan Approval Department	527	22	549
Total	654	35	689
Retail Loan Approval and Quality Management Group Total	657	36	693

AFFILIATION	MANPOWER		
	OFFICER	EMPLOYEE	TOTAL
Regional Urban Development Fund Committee	1		1
Directly Report to GSB President & CEO	1		1
Branch Management Department	87	18	105
Secretariat Department	49	12	61
Service and Sales Channel Support Department	42	4	46
Marketing and Corporate Communication	8	6	14
Marketing Department	23	4	27
Corporate Communication Department	63	12	75
Total	94	22	116
Branch Operations 1	18	8	26
Regional Office 1	635	171	806
Regional Office 2	645	273	918
Regional Office 3	571	202	773
Total	1,869	654	2,523
Branch Operations 2	3	1	4
Regional Office 4	502	173	675
Regional Office 5	667	245	912
Regional Office 6	714	216	930
Total	1,886	635	2,521
Branch Operations 3	3	1	4
Regional Office 7	621	267	888
Regional Office 8	603	201	804
Regional Office 9	652	242	894
Total	1,879	711	2,590
Branch Operations 4	3	1	4
Regional Office 10	762	320	1,082
Regional Office 11	807	348	1,155
Regional Office 12	679	329	1,008
Total	2,251	998	3,249
Branch Operations 5	3	1	4
Regional Office 13	593	226	819
Regional Office 14	708	241	949
Regional Office 15	922	373	1,295
Total	2,226	841	3,067
Branch Operations 6	3	1	4
Regional Office 16	665	297	962
Regional Office 17	590	205	795
Regional Office 18	541	176	717
Total	1,799	679	2,478
Directly Report to GSB President & CEO Total	12,183	4,574	16,757
Grand Total	16,953	5,198	22,151

ROLE OF STAKEHOLDER

The GSB Board of Directors has established good corporate governance policies, principles and guidelines for treating stakeholders, taking into account the rights of stakeholders according to the law or agreement with stakeholders and supervise to ensure that mechanisms and appropriate practices for stakeholders are in place. The Board of Directors also encourages the participation of stakeholders in the operation development and should not take any action that violates the rights of those stakeholders. The framework must cover responsibility for officers, customers, partners, communities, environment, fair competition, and anti-corruption. The Board of Directors is responsible for considering and approving objectives and scope of the focus or stakeholder management at the organizational level; identifying corporate stakeholders and requirement of key stakeholders toward the organization; communications to executives and employees in all units including other relevant external agencies in order to supervise the Bank's treatment of various stakeholders appropriately and fairly; and development of mechanisms for stakeholders participation in promoting the Bank's operations.

In 2023, the Bank has established a policy on treatment of stakeholders in accordance with the criteria for assessing the operational and management processes of state enterprises according to the State Enterprise Performance Evaluation System. The Board of Directors at its meeting No. 7/2023 on 21 July 2023 approved the Stakeholder Engagement Policy as a framework for stakeholder management and supervise to ensure that mechanisms and appropriate practices for stakeholders are in place. The Bank places importance on listening to the needs, expectations, and concerns of all stakeholders equally. There is a communication with stakeholders which encourages participation to achieve improvement in operations and risk management that are critical to the work plan. There is a

systematic examination and evaluation of the treatment of stakeholders in order to build confidence, good relationships and create bonds with stakeholders by disseminating them to all groups of stakeholders

The Bank has identified 6 key stakeholder groups, namely regulator and government agency; partner and supplier; society and key community; customer; mass media; and Board of Directors, executives, officers and employees including other stakeholders such as competitors and creditors; by setting the following guidelines:

- 1) Guidelines for treatment of regulator and government agency,
- 2) Guidelines for treatment of partners and suppliers,
- 3) Guidelines for treatment of society and key community,
- 4) Guidelines for environment
- 5) Guideline for treatment of customer
- 6) Guideline for treatment of mass media
- 7) Guidelines for treatment of Board of Directors, executives, officers and employees, and
- 8) Guidelines on fair competition.



STAKEHOLDER MANAGEMENT OF THE BANK

STAKEHOLDERS	COMMUNICATION AND ENGAGEMENT METHODS	FREQUENCY	REQUIREMENTS AND EXPECTATIONS
Regulators and government agencies	<ul style="list-style-type: none"> Joint meeting to listen to policy guidelines and governance guidelines 	<ul style="list-style-type: none"> Monthly Quarterly Annually 	Compliance with laws, rules, regulations, observations, recommendations/Transparency/ Complete information disclosure/ Support government policies and be a financing source.
Partners and Suppliers	<ul style="list-style-type: none"> Meetings, seminars, or activities to exchange ideas for collaboration. 	<ul style="list-style-type: none"> Monthly Quarterly 	Cooperation in product and service development to expand customer base / Linking data to enhance operations/ Information Technology readiness to support joint operations / Transparent, error-free, and be in accordance with good governance principles.
Society and important communities	<ul style="list-style-type: none"> Organizing/attending/ supporting community relations activities Online and offline communication 	<ul style="list-style-type: none"> On a regular basis 	Promote financial literacy and support savings discipline/Empowering and enhancing people's quality of life/ Support financing source/Provide advise and consultation in financial management.
Customers	<ul style="list-style-type: none"> Organizing public relations activities Communication through bank agents and online channels Organizing relationship-building activities 	<ul style="list-style-type: none"> On a regular basis 	Create more opportunities for grassroots people to access financial resources, support financial sources/ Provide advise and consultation in financial management/ Trust in the Bank's services.
Mass media	<ul style="list-style-type: none"> Online and offline communication 	<ul style="list-style-type: none"> On a regular basis 	Transparency and accountability/ Complete information disclosure.
Board of Directors, executives, officers, and employees	<ul style="list-style-type: none"> Public relations via Intranet, E-mail, GSB Community Satisfaction and engagement surveys 	<ul style="list-style-type: none"> On a regular basis 	Maintain a work-life balance/Proper factors to support operations/ Appropriate remuneration and benefit/Continuous development of knowledge and abilities/Job security and advancement.

RESPONSE APPROACH	OUTPUT/OUTCOME	MAIN RESPONSIBLE BODY
Compliance with laws, rules, regulations relating to business operations/Improve the process according to observations and recommendations/Support and empower grassroots people in various aspects.	(Awaiting results of operations at the end of the year)	<ul style="list-style-type: none"> • Business Control Department • Good Corporate Governance Department • Innovation and Organization Evaluation Department • Operation Control Department
Define the commercial procurement process according to the Government Procurement and Supplies Management Act, B.E. 2560/ Joint partnership preparedness with partners/ Develop information technology for operations and data linkage/Formulate plans and projects to support the development of quality of life and increase the potential of the target group.		<ul style="list-style-type: none"> • Partnership Sales Management Department • Digital Channel Management Department
Define CSR in Process plans and projects/ Support public benefit activities for the community and society		<ul style="list-style-type: none"> • Government's Policy and People Financial Institution Department • Savings Promotion, Social and Environmental Development Department
Develop products and services that meet the needs/Train employees and branch representatives to be ready for providing financial consultation.		<ul style="list-style-type: none"> • Personal Customer Group • Business and Public Sector Customer Group • Grassroots Customer and Government's Policy Supporting Group
Continuously publicize the Bank's activities and operations through public channels/ Prepare an annual report and a sustainable development report.		<ul style="list-style-type: none"> • Corporate Communication Department
Provide a safe, hygienic and conducive working environment/Provide remuneration and other benefits that are comparable to other leading companies./Fair treatment of officers		<ul style="list-style-type: none"> • Secretariat Department • Human Resources Group

ROLE OF THE BANK FOR FAIR MARKETING

The Bank, as a state-owned specialized financial institution, focuses on performing in accordance with the good corporate governance principles and promoting fair competition, conducting business transparently without creating unfair competitive advantage in order to be an effective organization in balancing business operations while being accountable to all groups of stakeholders, building public trust and sustainable growth, in line with the Principles and Guidelines of Good Corporate Governance in State Enterprise B.E. 2562 and the guidelines of the State Enterprise Policy Office.

The Bank has set policies and guidelines for fair competition by defining the structure of responsible persons, roles, duties and responsibility, monitoring and evaluation to be clear and systematic for executives, officers, and employees of the GSB to adhere and follow the same practice until become concrete, which has the following essences:

1. Guidelines for promoting fair competition (competitors)

The Bank focuses on performing its duties with full efficiency by promoting fair competition, treating competitors within the framework of the law, giving importance to fair competition with competitors.

2. Guidelines for transparent and fair access to financing (creditors)

The Bank focuses on being an organization that grows steadily and sustainably with efficient access to financing with transparency and fairness, accountability, compliance with laws and regulations



of regulatory agencies, and strictly complying with the conditions or contracts.

3. Guidelines for fair and non-discriminatory procurement practices (partners and suppliers)

The Bank requires procurement and supplies management must bring maximum benefits to the Bank focusing on cost-effectiveness, transparency, accountability, efficiency and effectiveness in accordance with relevant laws and regulations.

4. Guidelines for Anti-Corruption and Bribery

The Bank conducts its business with transparency, fairness, accountability, emphasizing on all executives and officers to fight against all forms of corruption to build confidence and acceptance among stakeholders. Procedures for preventing corruption, disciplinary proceedings against the offender, and training on corruption prevention are established. There is a process for reviewing the performance by the Compliance Unit (Second Line), and auditing by the Internal Audit Unit (Third Line), and there is a fraud reporting process as specified by the Regulatory Agencies.

5. Guidelines for Social and Commercial Account Separation

The Bank focuses on having efficient financial management and preparing accounting according to accepted standards. Social and commercial accounts are separated so that government policy transactions can be implemented effectively, ensuring financial stability and long-term sustainability.





Ranking 1st
from specialized financial
institutions
score of 98.56%

Ranking 2nd
state enterprises assessed

Rated AAA
by TRIS Rating for more than
8 consecutive years

PERFORMANCE RESULTS

The Bank's business performance under fair market competition can be reflected from the empirical evidence as follows:

In 2023, the Bank's Integrity and Transparency Assessment (ITA) was carried out by the Office of the National Anti-Corruption Commission with an overall score of 98.56%, ranking 1st among state enterprises under the Ministry of Finance, 1st among specialized financial institutions, and 2nd among state enterprises assessed.

The Bank has been rated AAA by TRIS Rating for more than 8 consecutive years and there were no complaints of unfair competition.

The result of the survey of customers and other stakeholders regarding the role of senior executives in organizational leadership and the adoption of good corporate governance principles in the operation of the Government Savings Bank showed that the Bank still has a distinctive image as a stable, transparent, and trustworthy bank, which is reflected in having a good and efficient governance system. The overall score of good corporate governance stood at a very good level for 4 consecutive years from 2020-2023, with the score of 90.40%, 98.36%, 98.43%, and 98.98% respectively. For the result of survey on fair competition among officers, employees, customers, and the public, the Bank achieved very good scores for 3 consecutive years from 2021

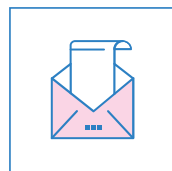
to 2023 with scores of 92.20%, 92.20%, and 94.60% respectively.

GSB Bank customers were of the opinion that the Bank has a very good level of fair competition in all sub-issues. This was due to the importance of transparent and fair disclosure of information on access to financing, coupled with the stability of the GSB's financial position and business operations and transparency in its operations. Other stakeholder groups viewed that various units within GSB cooperate well with external stakeholder groups and exchange ideas to continuously improve collaboration, and are considered as a partner that treat all stakeholder groups fairly, keep promises, and perform duties in accordance with the mutually agreed framework well, and the Bank has the potential to expand scope of financial products and services to be more diverse and complex to the level comparable to that of large commercial banks.



MEASURES TO PROTECT AND MAINTAIN THE CONFIDENTIALITY OF COMPLAINANTS

In order to protect the rights of complainants and information providers who act with good faith, the bank shall conceal the name, address, or any information that can identify the complainant or informant and keep such information confidential, with only the person responsible for investigating the complaint having access to such information.



1. The Bank shall conceal the name, address, or any information that can identify the complainant or whistleblower and keep such information confidential. Only the person responsible for investigating the complaint having access to such information.

Person receiving information from duties related to complaints has a duty to keep information, complaints, and evidence of complainants and whistleblowers confidential, do not disclose the information to other people not involved unless it is a disclosure according to the duty required by law.

2. The Bank shall take appropriate orders to protect complainants or informants who are officers or employees of the Bank from harm or unfairness, whether it is a change in job position, job description, workplace, suspension, intimidation, performance disturbance, or termination of employment.

3. The Bank may consider granting a special reward to the complainant or informant who is an officer or employee of the Bank who gives clues or complaints of corruption which is beneficial to the Bank.

4. The Bank can use its discretion to allow complainants or informants who are the Bank's officers or employees, the participant in the offense as a witness or to reduce the penalty according to the cause and effect of the incident.

CODE OF ETHICS AND CONDUCT

The Bank has processes to promote and ensure that all personnel behave ethically and systematically in their interactions with customers, partners and stakeholders. The Board of Directors has set policies and supervised the provisions on code of ethics and conduct for directors, executives and employees through the GSB Code of Ethics and Conduct to be used as a framework for ethical conduct, as a guideline along with rules, regulations, notifications, and orders to raise operational standards for efficiency and effectiveness, as well as to enable directors, executives, officers, and employees to perform their duties and manage the Bank's

business with honesty, transparency, adherence to morality, ethics, and responsibility, perform duties with full capacity and live as a role model. The Bank has instilled morality, code of ethics and conduct to executives, officers, and employees starting from recognition, building knowledge and understanding, awareness, and application in practice. In addition, manual on the GSB Code of Ethics and Conduct, including media are created to promote and disseminate knowledge about morality, code of ethics and conducts through various channels of the Bank on an ongoing basis.

To promote and create awareness in working according to the Bank's code of ethics and conduct manual of the Bank's personnel as well as raising the level of good corporate governance, ethics and code of conduct to create an organizational culture that can be put into practice in a concrete way and have clear guidelines that are consistent with roles and responsibilities in each group and position level, the Bank therefore has prepared a guideline to enhance behavior in accordance with the Code of Ethics and Code of Conduct for the Bank's Board of Directors, executives, officers and employees to study, understand and strictly adhere to the Code of Ethics and Code of Conduct of the Bank, and continuously disseminate through various channels of the Bank, including the Bank's intranet website, E-mail all user, Good Corporate Governance Department's website, GSB magazine, GSG Wisdom Yammer "GSB Share for Good", Digital signage, and social media such as Line Group, GSB Governance FB page, etc.

The Bank has followed up and evaluated the results of behavior enhancement according to the GSB Code of Ethics and Conduct by conducting an E-Testing course "GSB Ethics and Code of Conduct" to assess the success of knowledge and understanding test on operational practices in accordance with GSB Code of Ethics and Conduct of executives, officers, and employees. Suggestion has been used to develop and improve supervision process of compliance with GSB Code of Ethics and Conducts.

GSB CODE OF ETHICS AND CONDUCT

Directors, executives, and employees shall adhere to and perform their duties in accordance with the laws, regulations, notifications, orders, schemes, and practices of the Bank to protect the public interest as well as facilitate and provide services to the public in accordance with the good governance principles by adhering to the ethics set by the Bank as follows:

(1) Adhere to the main institutions of the country, namely the nation, religion, monarchy and democratic system of government with the King as Head of State.

(2) Cooperate and support government policies for the benefit of the country.

(3) Strictly perform duties in accordance with laws, regulations, rules, announcements, orders, schemes and practices of the Bank, as well as cooperating with other employees to ensure their compliance.

(4) Perform duties with integrity, good conscience, responsibility, transparency, accountability; adhere to virtue, courage to make decision and act in righteousness; perform duties fairly and without discrimination.

(5) Perform duties to the best of their ability; focus on work achievement; dedicate wisdom, knowledge and abilities to achieve success and efficiency for the maximum benefits of the Bank and the country.

(6) Strictly maintain the confidentiality of customers, trading partners and the bank; disclosure of confidential information is only possible with authority and permission or as required by law. (7) Perform duties for the best interest of the Bank, taking into account the public interests rather than personal interests and have a public mind; do not use or allow other people to use the work under his/her position, either directly or indirectly, to benefit from the Bank for themselves or others; and shall not allow personal interest or the interests of persons having a relationship with themselves to conflict with the Bank's interests.

(8) Cooperate and help each other regarding the Bank's business; maintain unity and do not take any action that may cause disunity or dissension among those in the Bank's workforce; respect and honor each other; do not unlawfully intrude or interfere

with other employees' duties; refrain from doing anything that causes trouble to others; give sincere support to colleagues.

(9) Do not copy or use other people's work for your own benefit without identifying the source or not to claim other people's works as their own.

(10) Do not make false reports or offer dishonest opinions to supervisors; polite, obedient and does not show disobedience to supervisors; subordinates must obey the orders of their supervisors which are duly ordered in the business of the bank to conduct the bank's business; do not bypass one's supervisors unless ordered by higher supervisors or have a special permission from time to time.

(11) Consider ethics in a universal context in society, the environment, and human rights; respect human dignity and professional ethics.

(12) Adhere to and comply with good corporate governance principles, as well as the Bank's Code of Ethics and Conduct.

(13) Refrain from expressing opinions to outsiders or the press on matters related to the Bank's work that may affect the Bank's reputation and operations, unless authorized or assigned by an authorized supervisor.

(14) Refrain from disseminating or forwarding internal documents of the Bank, statements or information that are inaccurate, inappropriate, false, or that may cause misunderstanding via online media or other media, which may cause damage to executives, employees, customers, or reputation or affecting the reputation and image of the bank.

(15) Be a good role model and maintain the Bank's image, including refraining from vices and not behaving in a way that may damage the reputation and dignity of oneself and the Bank by at least doing the following:

(15.1) Do not act as a person with excessive debt that affects the performance of duties or reputation of the Bank.

(15.2) Do not be obsessed with all types of gambling.

(15.3) Do not use any kind of harmful drugs.

(15.4) Do not act as a lending capitalist or a broker or an intermediary in allowing employees

to borrow money from capitalists which is against the law or the Bank's rules and regulations.

GSB CODE OF CONDUCT

The Bank has established a code of conduct for all groups of stakeholders to be used as a guideline for personnel of the Bank, divided into 3 levels:

- (1) Code of Conduct for Directors
- (2) Code of Conduct for Executives
- (3) Code of Conduct for Officers

Code of conduct for officers shall be regarded as the basis that executives and officers must adhere to.

In addition, the GSB Code of Ethics and Code of Conduct stipulates that, executives, in addition to having to comply with the Code of Conduct for Executives, shall also act as a good role model according to the Code of Conduct for Officers. If officers have questions about compliance with the Code of Ethics, they shall ask for advice from supervisor. Supervisors at all levels have a duty to act as good role models for their subordinates, supervise and instill code of ethics and conduct to be acknowledged and practiced regularly.

PART 1 CODE OF CONDUCT FOR DIRECTORS

Directors towards the Bank

(1) Perform duties with integrity and transparency for the best interests of the Bank and refrain from taking any action in a manner that may cause a conflict of interest with the Bank.

(2) Apply knowledge and management skills to the fullest extent possible and manage the bank with care.

(3) Maintain honor, reputation and good image of the Bank.

(4) Do not disclose the bank's confidential information to outsiders.

(5) Do not use their authority or allow others to use their authority, whether directly or indirectly, to seek unlawful benefits.

Directors towards Officers

(1) Treat officers with courtesy, avoid any unfair actions, listen to officers' opinions and suggestions.

(2) Set a policy on safety, remuneration and fair welfare to officers.

(3) Promote the development of knowledge and abilities of officers

(4) Monitoring the Bank to act on code of conduct and the roles that officers can perform in order to create behaviors within the framework of the code of conduct throughout the Bank.

Directors towards Customers and the Public

(1) Promote quality service to customers.

(2) Continuously support ways to increase benefits for customers and the public.

(3) Encourage banks to create new innovations to satisfy customers and the public.

(4) Disclose news and information about the service completely, accurately and without distorting facts.

(5) Supervise banks to set up a system for customers and the public to complain about the service and ensure that customers and the public receive quick responses.

Directors towards Society

(1) Encourage the Bank to be responsible for the society, the environment, and good arts and culture of the country.

(2) Comply and ensure that the Bank strictly complies with the laws and regulations imposed by regulators.

PART 2 CODE OF CONDUCT FOR EXECUTIVES

Executives towards Public Sector

(1) Perform duties with integrity and make decisions with fairness for the best interests of the public sector.

(2) Manage the bank with caution.

(3) Perform duties by applying knowledge and management skills to the fullest capacity in all cases

(4) the Bank's status regularly and completely and truthfully

(5) Inform the public sector about the future outlook of the Bank, both positive and negative aspects, based on feasibility and sufficient supporting information;

(6) Do not seek benefits for oneself and those involved by using any information of the Bank which has not yet been disclosed to the public.

(7) Do not disclose the bank's confidential information to outsiders.

(8) Do not take any action that may cause a conflict of interest with the Bank.

Executives towards the Bank

(1) Perform duties with integrity and refrain from taking any action in a manner that causes a conflict of interest to the Bank.

(2) Perform management duties to the best of their ability with care and deliberation under good governance criteria for the best interests of the Bank.

(3) Maintain the Bank's confidentiality as well as not seek benefits for oneself or persons involved using any information of the Bank which has not yet been disclosed to the public.

Executives towards Officers

(1) Provide fair remuneration to officers.

(2) Maintain a safe working environment for life and property of officers at all times.

(3) Appointment and transfer, as well as the reward and punishment of employees, must be done in good faith and based on the competence and suitability of that employee.

(4) Give importance to the development of officers' knowledge and abilities and encourage them to progress according to their knowledge and abilities thoroughly.

(5) Listen to officers' opinions, suggestions and complaints based on officers' professional knowledge.

(6) Strictly comply with laws and regulations related to officers.

(7) Manage by avoiding any unfair actions that may affect the job security of officers.

(8) Treat officers with courtesy and respect for their individuality and human dignity.

(9) Encourage officers to understand the code of conduct and their roles in order to promote behavior within the framework of the code of conduct throughout the organization.

(10) Provide an opportunity for officers to report illegal activities of the Bank.

(11) Give confidence to officers on work safety and welfare.

(12) Make employees aware of the utilization of limited resources in the Bank for the best benefit.

Executives towards Customers and the Public

- (1) Provide quality services at an acceptable level.
- (2) Disclose news and information about the service completely, accurately and without distorting facts.
- (3) Service offering must not mislead customers and the public about the quality, price, quantity or any condition of that service.
- (4) Supervise banks to set up a system for customers and the public to complain about the service and do their best ensure that customers and the public receive quick responses
- (5) Maintain the confidentiality of customers and the public seriously and regularly, and refrain from using it for the benefit of oneself and those involved.
- (6) Strictly comply with the conditions to customers and the public.
- (7) In the event that any conditions may not be met, customers and the public must be notified in advance in order to jointly consider finding a solution.
- (8) Do not trade excessive profits compared to the quality of services and do not impose trade conditions that are unfair to customers and the public.
- (9) Create new innovations such as new services to satisfy customers and the public.

Executives towards Business Partners

- (1) Do not demand or accept or pay any dishonest benefits in trading with partners.
- (2) Disclose the details to business partners and work together to solve the problem fairly and quickly if there is information that there is a request, acceptance or payment of any dishonest benefits.

Executives towards Competitors

- (1) Behave within the framework of good competition.
- (2) Refrain from seeking competitors' confidential information through dishonest or improper means such as paying bribes to employees of competitors.
- (3) Do not try to damage the reputation of competitors by making malicious accusations without facts.

Executives towards Society

- (1) Do not take any action that will cause damage to natural resources and the environment.
- (2) Regularly returns part of the bank's profits to activities that contribute to society.

(3) Continuously and earnestly cultivate awareness of social and environmental responsibility among officers at all levels.

(4) Comply and supervise to ensure that the Bank strictly complies with the laws and regulations imposed by regulators.

(5) Refrain from assisting, encouraging or agreeing to be a tool to circumvent compliance with laws or regulations

(6) Cooperate with regulators and report information about violations or non-compliance with laws or regulations to them.

(7) Do not use the bank's money for political support.

PART 3 CODE OF CONDUCT FOR OFFICERS**Officers towards the Bank**

- (1) Perform duties with honesty, fairness, diligence and patience
- (2) Be responsible for performing their duties with the best of their knowledge and abilities, taking into account the best interests of the Bank, not using opportunities or using their positions to seek benefits for themselves or others as well as not taking any action that will cause the Bank to lose benefits or have conflict of interests.
- (3) Have a good attitude and loyalty to the Bank, maintain the Bank's reputation and image, not disparaging or providing information that will cause damage to the Bank, clarifying outsiders to maintain a good image of the organization.
- (4) Keep information or news of the Bank that should not be disclosed confidential and do not give information or news that the authorized person has not yet authorized.
- (5) Be aware of the security of information technology and the security of the Bank's information system.
- (6) Utilize and protect the Bank's assets with full benefit and efficiency and do not use it for personal gain, as well as helping to keep the workplace property tidy and clean at all times.
- (7) Seriously and rigorously pay attention to all activities that will enhance the quality, efficiency and development of the Bank towards excellence.

(8) Adhere to the Bank's professional code of conduct.

Officers towards Executives

(1) Be respectful, courteous, humble to supervisors; comply with lawful orders and perform tasks according to the order of command unless there is a justifiable reason.

(2) Do not make false reports or offer dishonest opinions to supervisors, as well as do not accuse executives without any basis.

(3) Do not lobby or demand for a position.

Officers towards Colleagues

(1) Maintain and strengthen unity, including participating in various activities organized to strengthen the relationship among colleagues.

(2) Provide knowledge and transfer work experience to colleagues or provide advice to colleagues.

(3) Listen to opinions and suggestions of colleagues and subordinates and consider applying them in ways that are beneficial to the Bank's work.

(4) Provide courtesy and assistance to colleagues in need of assistance where it is possible to do so.

(5) Refrain from criticizing personal matters or information of colleagues in a way that is derogatory to colleagues or the Bank's image as a whole

(6) Treat colleagues with courtesy, respect and dignity

Officers towards Themselves

(1) Develop oneself to be able to work efficiently and effectively at all times.

(2) Adhere to the principles of law, morality and correctness and do not seek positions or any other benefits from supervisors or from any other person wrongfully.

(3) Have a positive attitude, be proud of being an officer of the Government Savings Bank, keep their reputation and honor from being tarnished.

(4) Be punctual and fully dedicate their time to work for the Bank; do not come to work late and leave early or use the working time for personal matters without absolute necessity.

Officers towards Customers and the Public

(1) Be sincere and provide quality services willingly in a polite and gentle manner.

(2) Provide services with fairness, non-discrimination, and adhere to the principle of equality

(3) Protect the interests of customers and comply with various conditions and keep the promises made to customers; report to the supervisor as soon as possible and act with transparency immediately if there is a conflict of interest or interest with the customer.

(4) Keep customer's personal information confidential and do not disclose it to others unless the customer's consent is obtained; do not use personal information of customers to seek benefits for themselves or others.

(5) Listen to opinions and suggestions from customers with pleasure and ready to clarify accurate information according to their status; if it is found that any matter cannot be performed or is not within their authority, they must explain reasons or recommend contacting agencies or persons related to that matter

(6) Must advise or provide information or disclose information related to the provision of services accurately and completely for the benefit of customers and understanding of the terms of that service.

Officers towards Competitors

(1) Behave and treat competitors under the law and the framework of good competition.

(2) Promote any actions or activities that lead to mutual understanding and help each other in appropriate occasions.

(3) Have an attitude towards competitors as business acquaintances who will help encourage the Bank to develop itself regularly.

Officers towards Society

(1) Devote oneself for the benefit of the public or society such as sacrificing one's physical strength, ideas, financial resources, and participate in social activities both inside and outside the Bank provided that such dedication should be done in such a way as not to cause any damage to the Bank.

(2) Refrain from any actions that will cause damage to society and the environment.

GOOD CORPORATE GOVERNANCE PROMOTION ACTIVITIES

GSB has supported activities to promote good corporate governance among the Board of Directors, executives and officers throughout the organization as follows:

1. Prepare the GSB Code of Ethics and Conduct Manual and E-book for the Board of Directors, executives, officers, and employees to study and understand the Code of Ethics and Conduct as well as using it as a work guideline to create a good governance culture and gain trust from all groups of stakeholders.

2. Disseminate the GSB Code of Ethics and Conduct through the following channels:

- Intranet
- The Bank's Website
- E-mail All User
- Webpage of Good Corporate Governance Department
- Webpage of Human Resource Department
- GSB magazine
- Governance Rules
- Yammer "GSB Share for Good"
- Digital signage
- Social media such as Line Group/ Yammer/ Facebook - GSB Good Governance
- Organize training courses to educate and create values in performing duties with honesty, transparency and fairness to prevent corruption



คู่มือประมวล จริยธรรมและจรรยาบรรณฯ

คัมภีร์สำคัญในการสร้างวัฒนธรรมธรรมาภิบาล

INSIDE
GSB

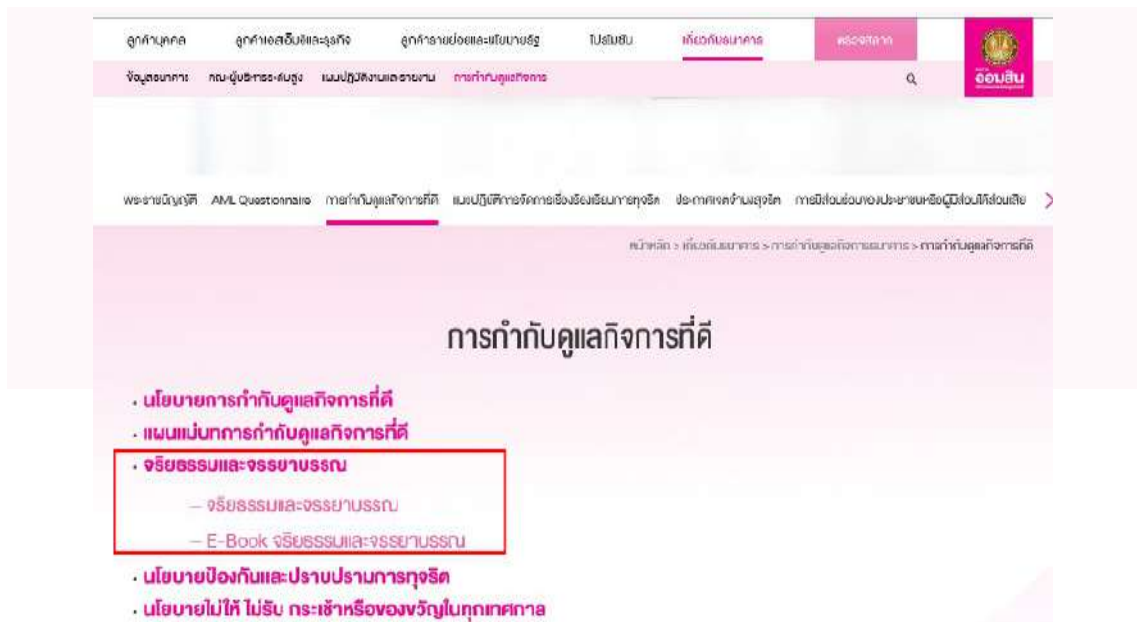


www.gsb.or.th/e-book

ธนาคารออมสินให้ความสำคัญกับหลักการกำกับดูแลกิจการที่ดี มุ่งเน้นให้คณะกรรมการธนาคาร ผู้บริหาร พนักงาน และลูกจ้าง ปฏิบัติหน้าที่และบริหารงานด้วยความซื่อสัตย์สุจริต โปร่งใส ยึดมั่นในคุณธรรมจริยธรรม มีความรับผิดชอบต่อปฏิบัติหน้าที่อย่างเต็มกำลังความสามารถ และดำรงตนเป็นแบบอย่างที่ดี โดยธนาคารได้ประกาศใช้บังคับระเบียบธนาคารออมสิน ฉบับที่ 717 ว่าด้วยประมวลจริยธรรมและจรรยาบรรณธนาคารออมสิน เป็นกรอบแนวทางปฏิบัติเพื่อยกระดับมาตรฐานส่งเสริมและสร้างจิตสำนึกในการปฏิบัติงานตามประมวลจริยธรรมและจรรยาบรรณธนาคารออมสินของบุคลากรในธนาคาร

ในการนี้ธนาคารจึงได้จัดทำคู่มือประมวลจริยธรรมและจรรยาบรรณธนาคารออมสิน เพื่อให้คณะกรรมการธนาคาร ผู้บริหาร พนักงาน และลูกจ้างทุกท่าน ได้ศึกษาทำความเข้าใจ ยึดถือเป็นแนวทางในการปฏิบัติงานอย่างเคร่งครัด จนเกิดเป็นวัฒนธรรมธรรมาภิบาลตามหลักการกำกับดูแลกิจการที่ดี และสอดคล้องกับวิสัยทัศน์ด้านการกำกับดูแลกิจการที่ดี ภายใต้วิสัยทัศน์ "ธนาคารออมสินเป็นธนาคารเพื่อสังคมที่ยึดมั่นธรรมาภิบาลตามมาตรฐานสากล"

ที่มา : ฝ่ายกำกับกิจการที่ดี



3. Prepare guidelines for enhancing behavior according to the GSB Code of Ethics and Conduct to promote and create awareness in working according to the Code of Ethics and Conduct of the Bank's personnel throughout the organization, including raising the level of good corporate governance, ethics, and code of conduct to become a corporate culture be able to put into practice in a concrete manner. Besides, the Bank has clear and appropriate guidelines that are consistent with roles and responsibilities of each position group.

The Bank has disseminated guidelines for enhancing behavior according to the Code of Ethics and Conduct through the following channels:

- E-mail All User
- Webpage of Good Corporate Governance Department
- GSB magazine
- GSB Wisdom
- Social media such as Line Group/ Facebook/GSB Good Governance
- Yammer "GSB Share for Good"
- Digital signage

4. Executives and officers at all levels attended the training course on Good Governance, Ethics and Code of Conduct as follows:

(1) Study visit project on good corporate governance, ethics and code of conduct for outstanding ethics and code of conduct winners for 2022

(2) Online training (E - learning) on “Good Corporate Governance : Accountability” and “Ethics and Code of Conduct”.

5. The Bank has organized the GSB Ethics and Code of Conduct Awards annually since 2007 to consider and select executives, officers, and employees who have good conscience, positive attitude, morality, ethics, and code of conduct in their works to be the award recipients for a good role model as well as encouraging executives, officers, employees to realize the importance and adopt the good corporate governance, ethics, and code of conduct in their works. Currently there have been 1,403 award winners.

In 2023, the Bank announced criteria for the GSB Ethics and Code of Conduct Awards for 2023 and selected executives, officers, and employees what had qualifications that meet the criteria set by the Bank by selecting from personnel throughout the organization of 21,100 people. The award winners were selected by the Bank’s committee and classified into 3 categories as follows:

(1) Outstanding Ethics and Code of Conduct Award, an outstanding award at the Bank level

(2) Ethics and Code of Conduct Award, Central units/Branch operation level which is a unit level award to encourage executives, officers, employees to act with ethics and code of conduct throughout the organization.

(3) “Tonkhla” Ethics Award to encourage new generation officers to behave with eithics and code of conduct and be a good role model to colleagues to create the an ethical network and reduce the corruption problems among officers who worked less than 5 years.

The Bank also organized activities to encourage participation throughout the organization.

6. The Bank disseminated the concept of ethics and code of conduct regarding the performance of executives and officers, who have been award winners

of the Outstanding Ethics and Code of Conduct Awards since 2007 until now and are considered as the Bank’s role model for morality and ethics. The interviews were conducted to share their experiences, pride, and path to success resulting from receiving the Outstanding Ethics and Code of Conduct Awards, and to inspire executives, officers, and employees to perform duties with integrity, adherence to morality and ethics, and behave as a role model. They were published through GSB Magazine in GSB PEOPLE topic, social media GSB wisdom and Yammer.

MONITORING AND ASSESSMENT

There was a survey of opinion of officers/employees, customers, and other stakeholders on organizational leadership role of executives and the implementation of good corporate governance principles in the operation of the Bank in 2023 by requiring a survey on behavior and compliance with the code of ethics and conduct which is considered an important factor in promoting the Bank’s operations in accordance with good corporate governance principles, being transparent, accountable and building confidence among all groups of stakeholders.

The result of the officers/employee’s survey in 2023 had 20,260 respondents, representing 98% of the entire organization’s staff. It was found that the Bank was able to maintain a “very good” level of compliance with the GSB Code of Ethics and Conducts. In 2023, executives, officers and employees have complied with the GSB Code of Ethics and Conduct representing 97.00%, an increase from 2022 with a survey result of 96.33%. This has been rising continuously for 5 consecutive years until it can show a change in behavior for the betterment of executive, officers, and employees in a clear and concrete manner.

The Bank has set guidelines for monitoring and evaluating the results of behavior enhancement according to the GSB Code of Ethics and Conduct by having the E-Testing course “Ethics and Code of Conduct” through the GSB Wisdom system and defined as KPIs for 2023 for test takers from the level of Senior Vice President (Department/Regional Office) or equivalent and below. They must pass at least 95% of the test criteria to evaluate the ethical conduct of executives, officers, employees continuously and concretely. This is to elevate good corporate governance,

ethics, and code of conduct into corporate culture and to improve the process of assessing the quality and effectiveness of the behavior enhancement process in accordance with the Code of Ethics and Conduct.

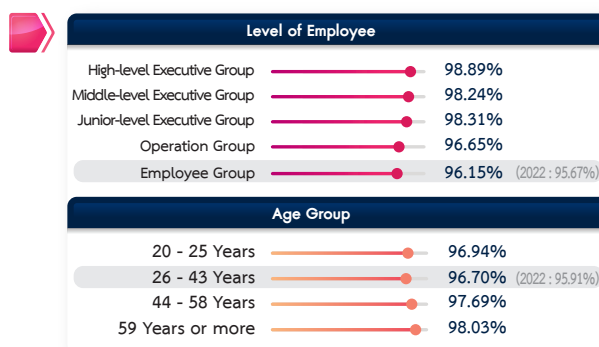
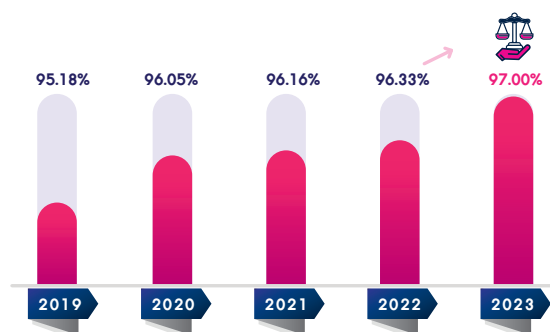
The results of the test in 2023 showed that there were 20,308 people taking the knowledge and understanding test representing 96.07% of the organization's total workforce. It was found that executives, officers, and employees had knowledge and understanding of the GSB Code of Ethics and Conduct, representing 98.43%, which has been increasing for 3 consecutive years, where they scored 94.57% and 97.80% in 2021 and 2022 respectively. This reflects the effectiveness that the executives, officers, and employees of the Bank perform their duties with integrity, transparency, adhere to morality and ethics and strictly comply with the Bank's regulations and orders by applying the GSB Code of Ethics and Conduct as guidelines for operations.

ANTI-CORRUPTION

In 2023, the Anti-Corruption Policy has been reviewed by establishing a framework for preventing conflict of personal interest and public interest according to the Anti-Corruption Act B.E. 2561 and additional amendments. The Board of Directors has approved the new policy and promulgated on 15 August 2023. The Bank has published the Anti-Corruption Policy for officers throughout the organization and all executives, officers, and employees of the Bank have participated in the test of knowledge and understanding of the implementation of the Anti-Corruption Policy. In addition, the Bank's Anti-Corruption Policy has been disseminated to all groups of major stakeholders of the Bank, and disclosed in the GSB Webpage.

The Bank promulgated GSB Regulation No. 774 on Anti-Corruption Policy by adopting internal control guidelines in accordance with the Principles and Guidelines for Good Corporate Governance in State Enterprise B.E. 2562, criteria according to the self-assessment form on anti-corruption measures of the Thai Private Sector Collective Action Against Corruption (CAC), management framework of Association of Certified Fraud Examiners (ACFE), and Integrity and Transparency Assessment (ITA) criteria and criteria for

Compliance with the Code of Ethics and Conduct of Employee



assessing the operational and management processes (Enablers) of state enterprise according to the State Enterprise Assessment Model (SE-AM) to be used as framework for formulating the Bank's Anti-Corruption Policy.

The Bank promulgated the GSB's order on anti-corruption measures to serve as guidelines for executives, officers, and employees of the Bank to be able to perform correctly, in accordance with the anti-corruption policy and to create knowledge and understanding about anti-corruption measures.

The Bank has prepared the GSB Anti-Corruption Action Plan (2023-2027) by adhering to the framework of principles/guidelines in accordance with the Master Plan under the National Strategy (21), Anti-Corruption Issues, and the Anti-Corruption Action Plan in State Enterprise (2023-2027), Good Corporate Governance Master Plan 2023-2027, Risk Management Master Plan 2023-2027, and unit's Action Plan for 2023 to drive and expand MOU on Driving Good Governance and Corporate Governance among Office of the National Anti-Corruption Commission, State Enterprise Policy Office, Securities and Exchange Commission, Thai Institute of Directors, and state enterprises in a concrete manner and as guidelines for the Bank anti-corruption. The GSB Anti-Corruption Committee has

been established as a mechanism to act as a GSB Anti-Corruption Action Center and coordinates operations with the Anti-Corruption Action Center of the Ministry of Finance to promote and support the implementation of the National Strategy on Anti-Corruption, and to implement the plans set by government agencies. The Bank announced its intention to become a member of the Private Sector Collective Action Against Corruption (CAC), by jointly signed between the Bank's Chief Executive Officer and the Chairman of CAC on 27 October 2023. Government Savings Bank is the first non-listed state enterprise to become a CAC member, demonstrating commitment to conducting business with good governance, adherence to good corporate governance principles with integrity, transparency, fairness and work process to prevent corruption.



WHISTLEBLOWING OR COMPLAINTS OF CORRUPTION

The Bank complies with the BOT's regulations on good governance of specialized financial institutions. The Bank provides processes and channels for whistleblowing or corruption complaints by specifying a person responsible for receiving clues or complaints of corruption clearly, as well as protecting and keeping the information of whistleblowers or complainants confidential, and communicating to the Board of Directors, executives and officers about the process and channels for whistleblowing or complaints of corruption.

ANTI-CORRUPTION PROMOTION ACTIVITIES

- The Bank announced a No Gift Policy to affirm its intention to be a responsible bank, conduct business in accordance with good corporate governance principles, and be an organization with a culture of good governance, transparency and accountability, as well as to prevent conflict of personal interest and public interest, and anti-corruption.



- The Bank announced its intention to perform duties with integrity, transparency and good governance to encourage executives, officers, and employees of GSB to perform duties with morality and ethics considering the public interest, not acting with conflict of interest between personal interest and public interest, not exercising power in the position in the wrongful way or giving benefits to oneself or others and opposing all forms of corruption. This is to build confidence and trust from all groups of stakeholders and for sustainable development of the organization, as follows:

- Duties:** honest, transparent, fair, adhere to morality and ethics, have a good conscience, responsible for duty to the best of ability, consider the interests of the Bank, comply with the laws, rules, orders, and relevant regulations strictly.
- Budget utilization:** Adhere to the principles of worthiness, appropriateness, objective-based, transparency, not benefiting oneself or others.
- Exercise of power:** fair, non-discriminatory, not use authority to seek benefits for oneself or others, not use authority in a manner that corruptly influence other officers' performance of duties.

4. Use of the Bank's assets: Do not take the Bank's assets for one's own or others' possession and do not seek to exploit the Bank's name, symbol, or other assets.

5. Information Disclosure: Provide information clearly to service recipients, visitors, or stakeholders, do not hide or distort information, do not use confidential information or information learned from the performance of one's duty and which has not yet been disclosed to the public to seek benefits for oneself or others.

6. Fraud prevention: Do not get involved in any form of fraud and misconduct, refrain from neglecting when witnessing acts that may be considered fraudulent or misconduct, as well as cooperate in providing information or investigating facts.



OFFICIAL INFORMATION ACT, B.E. 2540

The Bank, as a state enterprise under the Ministry of Finance and a government agency, has made public disclosure of the Bank's information for the benefit of the public and stakeholders in accessing the Bank's information as follows:

1. Publication of organizational structure, vision, mission and values, list of executives, telephone numbers, and E-mail address.
2. Disclosure of Procurement Information where the Bank has published information about procurement on the Internet, consisting of procurement announcements, procurement plan announcement, draft TOR announcements, medium price announcements, bid winner announcements, auction sales announcements, land buy/sell announcements, property rental announcements, and summary of procurement results to facilitate the public in searching for information on the Bank's procurement.
3. Disclosure of bank and customer information to requested entities and third parties: The Bank has cooperated with legal authorities in requesting data verification or requesting documents or asking Bank's officers to testify as witnesses such as the State Audit Office of the Kingdom of Thailand, the Bank of Thailand, the Ministry of Finance, the Securities and

Exchange Commission, the National Anti-Corruption Commission, the Anti-Money Laundering Office, the courts, the Legal Execution Department, the Revenue Department, the Department of Special Investigation, Office of the Consumer Protection Board, etc., where the bank will provide information under the laws, and the bank's consideration principles.

4. Disclosure of spending of money or assets of the Bank to the media for the purpose of advertising or public relations.

CONFLICT OF INTEREST

Business Operation

The Bank promulgated GSB Regulation No. 680 on lending, investing, and incurring obligations to directors, executives, and related lending as well as issuing procedural order related to the prevention of conflicts of interest and regularly reviewing them. The regulation contains provision prohibiting credit granting and incurring obligations to directors, senior executives, and related parties with exception only in the case of granting credit in the form of credit cards or granting credit for welfare purposes only. The intent of the regulation was to prevent directors and senior executives from using their authority to facilitate the

transfer of assets of the Bank, while the procedural order was intended to provide a more comprehensive and complete information gathering and verification before granting credit or contingent liabilities.

In addition, the Bank promulgated the GSB Regulation on Policies Governing Securities Business Operations, including issuing procedural order related to such policy. The current GSB Regulation No. 768 which was reviewed in 2023 specifically stipulates the guidelines for preventing conflict of interest related to securities business operation for the GSB Board of Directors, executives, and officers to adhere to. The disclosure of conflict of interest is required for transparency and fairness to customers and to prevent conflicts of interest or violations of the law on securities and exchange especially in trading securities by using insider information for the benefit of oneself or others as follows

1. Cross executive

The Bank has stipulated rules for cross-executive who may cause a conflict of interest, where such executives are unable to approve transactions related to the securities company in which they hold positions and shall adhere to the guidelines for handling confidential information as well.

2. Securities trading of GSB's officers, executives, and the Board of Directors: The Bank encourages compliance with good corporate governance principles. Therefore, the following guidelines have been established to be in line with the regulations for conducting securities business:

2.1 Supervision and control of securities trading of GSB's officers, executives and the Board of Directors and related persons who have the opportunity to know insider information, the Bank shall supervise the purchase, sale, transfer, or acceptance of transfer of securities that are likely to take advantage of outsiders by using inside information to disclose in order for others to do so for their own benefit.

For reporting abnormalities occurring in the trading, transferring, or accepting transfer of securities and consideration of corrective action taken, the Compliance Unit will proceed in accordance with the guidelines of the regulators.

2.2 For supervision, preparation, and maintenance of securities lists, the Bank shall supervise the preparation of a list of securities that must be cautious in trading (Watch List), a list of securities that are prohibited from trading (Restricted List), and the restriction of persons involved in obtaining information by monitoring and controlling transactions related to such securities to ensure compliance with the regulations on securities business.

Such regulation and policy of the Bank have been regularly reviewed to be consistent with the current situation.

Officers

The Bank has important policies and practices to prevent conflicts of interest between personal interests and the interests of the Bank and to enhance transparency in operations, prevent fraud and misconduct, and prevent offenses related to conflicts of interest, which may lead to criminal offenses according to the Organic Act on Anti-Corruption B.E. 2561 and to build confidence and be accepted by all group of stakeholders.

The Bank has established practices to prevent significant conflicts of interest. as follows:

1. Practice for preventing conflict of interest as a guideline for the conduct of GSB executives, officers, and employees in prevention and avoidance of conflict of interest.

2. Criteria for receipt of assets or other benefits that may be calculated as money.

1) Specify prohibitions and exceptions in accepting assets or any other benefits that may be calculated into money.

2) Guidelines for receipt of assets or any other benefit that may be calculated as money, that does not comply with the specified criteria, which is received out of utmost necessity to maintain friendship or good relations between people.

3. Criteria for authorization in approving, granting permission, signing contracts, or taking legal action. Establish rules prohibiting executives and authorized officers from conducting business which is a conflict of interest as required by law, including prohibiting consent to their spouse's conduct of such business.

4. Disclosure of conflicts of interest of GSB executives, officers and employees to avoid using the opportunity of being officers for personal gain. The Bank has established rules for executives, officers and employees to disclose conflict of interest by preparing report on the disclosure of conflict of interest annually and reporting conflict of interest to the head of work unit in the following cases.

- 1) Annual review of the conflict between personal and public interest.
- 2) In the case of doubt or found themselves having conflict between personal and public interest.
- 3) In the case of receiving a probationary order, recruiting, appointing or rotation in office.
- 4) In the event that there is a restructuring of the Bank.

In 2023, the Bank developed a Conflict of Interest System (COIS) reporting format on Microsoft Power Apps using databases from traditional reporting formats to evaluate operational and management processes on good governance and organizational leadership to make such processes more efficient and effective.

If there is a conflict of interest, the Bank will consider setting appropriate measures or guidelines such as refraining from attending the meeting, participating in the decision-making process, using powers in matters to gain benefits, accessing related information or documents, changing an attorney or worker, or taking any other actions that supervisors consider preventing or resolving conflict of interest.

In addition, the Bank has established procedures for lending, investing, or incurring obligations to directors, executives, or related lending to prevent conflict of interest related to lending, investing, or incurring obligations to directors, executives, or related lending.

GSB executives, officers, and employees who violate the policies or practices to prevent conflict of interest shall be subject to disciplinary action. In the event of criminal offense or causing damage to the Bank, such person will be subject to criminal proceedings or civil damages.

In 2023, the audit results found no conflicts of interest among GSB executives, officers, and

employees. Result of the review of conflict of interest of GSB executives, officers, and employees are reported to the Good Corporate Governance and Sustainability Committee quarterly.

In addition, the Bank has established an e-Testing on preventing conflicts between personal and public interest for executives, officers, and employees to have knowledge and understanding of personal benefit, public benefit, and conflict of interest where the Bank's personnel can distinguish personal interest from public interest, do not violate the law and ethics, do not use authority in office to seek personal benefits as a guideline to prevent misuse of duties.

Supervision of Transactions with Related Lending

Related Lending means the companies that Government Savings Bank, Directors, executives, or related persons holds shares altogether more than 10 percent of the total number of shares sold of that company.

The Bank promulgated GSB Regulations No. 680 on lending, investing, and incurring obligations to directors, executives, and related lending as well as issuing procedural order related to the prevention of conflicts of interest and regularly reviewing them. The regulation establishes rules for supervising lending, investing, or incurring obligations for transactions with related lending so that the supervision can accommodate risk arising from transactions with a concise and appropriate process for considering such transaction. The Bank has set the following actions.

1. To comply with GSB Regulation on Credit Policy
2. Transaction with related lending shall be unanimously approved by the GSB Board of Directors.
3. Directors, executives, or officers who have interests related to lending, incurring obligations are prohibited to participate in the consideration and approval of lending, investing, and incurring obligations.

Compliance unit has reviewed the Bank's transactions to prevent transactions with related lending. In 2023, the review results did not find any transactions with related lending. Review results are reported to the Good Corporate Governance and Sustainability Committee quarterly.

Subsidiary Governance

GSB has entered into joint investment with external companies as subsidiaries to support new strategic direction of the Bank or to create flexibility in the management of its subsidiaries. As subsidiaries are under significant control or influence of the Bank, the Board of Directors has established a Subsidiary Governance Policy based on the Bank of Thailand Notification No. Sor Nor Sor 4/2023 on Corporate Governance Mechanism of Financial Institutions and Financial Business Group and Best Practice for the Board of Directors in Supervising Subsidiaries/Associates of the Thai Institute of Directors (Thai IOD) with the main goals of subsidiary governance as follows:

1. To establish mechanisms for control and monitor to ensure that the subsidiaries' operations are in accordance with principles of good corporate governance, good risk management, as well as related regulations and can grow sustainably.
2. To create operational guidelines of the subsidiaries that are in line with the goals and policies of GSB for the best interests of both parties.
3. To create transparency in the operations of the subsidiaries by ensuring that there are no transactions that may cause transfer of benefits or are unfair to stakeholders.
4. To establish a complete, efficient and timely disclosure process between GSB and its subsidiaries, as well as to provide channels for communication and exchange of important policies between each other.

The subsidiary governance policy framework consists of: Objectives of Investment in Subsidiaries, Appointment or nomination of a representative director in a subsidiary; Matters that require approval from the GSB Board of Directors before proceeding; Supervision of management of subsidiaries; Disclosure of important information; Use of insider information of subsidiaries; Transaction with potential conflict of interest.

In 2023, GSB has invested in equity securities in its subsidiaries with control over the invested businesses namely:

1) Mee Tee Mee Ngern Company Limited to operate the business of providing land loans and consignment sales,

2) Money DD Company Limited to operate the business of personal loans and microloans for occupation under supervision (Non-Bank), with continuous reporting of the performance of the subsidiary to the GSB Board of Directors.

Compliance Policy

The year 2023 remained the year of periodic changes in external regulations and important measures such as the Emergency Decree on the Exchange of Information to Comply with the International Agreement on Taxation B.E. 2566; Ministerial Regulation on the Exchange of Information to Comply with the International Agreement on Taxation B.E. 2566; Notification of the Ministry of Finance on the Determination of the List of States or Parties which are Contracting Parties under Multilateral Agreement between Competent Authorities for the Automatic Exchange of Financial Accounting Information; Notification of the Director General of the Revenue Department on Criteria, Methods Conditions, and Formats of the Automatic Transmission of Financial Account Information under the Multilateral Agreement between Competent Authorities for the Automatic Exchange of Financial Accounting Information; Notification of the Director General of the Revenue Department regarding Income Tax (No. 438) on the Forms for Withholding Personal Income Tax, Notification of the Digital Government Development Committee on Digital Government Standards on Government Data Governance Framework, etc. The Bank recognizes and places importance on supervising the Bank's business operations and operations the Bank's operations under the changed external regulations above.

GSB has a Compliance Policy, which is reviewed or updated at least once a year to be appropriate to the situation and in accordance with regulations of the regulatory agencies. In 2023, the Board of Directors at its meeting No. 7/2023 on 21 July 2023 resolved to approve the Compliance Policy for the GSB Board of Directors, senior executives, head of the units, and officers at all level to have knowledge and understanding

and realize the importance as well as duties and responsibilities for compliance to ensure that the Bank's compliance risk management is efficient and can prevent and reduce risks that may arise from non-compliance that could cause financial damage or damage to the Bank's reputation, and to be in accordance with best practices in line with international standards and consistent with guidelines specified by regulatory agencies. The Bank adheres to the principle of honesty, accuracy, morality (integrity) as well as compliance with rules and regulations applicable to the Bank's transactions. The roles and responsibilities of the GSB Board of Directors, officers, employees regarding compliance have been determined. Compliance Unit acts as a center for regulatory compliance and carries out the work as prescribed in the Compliance Unit's charter which specifies the duties of the Compliance Officer (CO), including the duty to report compliance to the Bank of Thailand, which consists of compliance policy, annual compliance report, report of violations or non-compliance with laws or regulation, and fraud report.

Compliance Review Results

The Bank has a unit responsible for reviewing compliance with the Bank's regulations and external regulations through various methods to ensure that the Bank operates in accordance with the regulations, including on – site, off – site, self – assessment, and mystery shopping methods, and prepares the review results along with suggestions to the Bank and related units to improve and increase operational efficiency. Compliance risk assessment is carried out and a compliance review plan is prepared and submitted to the Good Corporate Governance and Sustainability Committee for approval and submitted to the Board of Directors for acknowledgement quarterly. This includes requiring the review of business transactions that have significant legal consequences or legal penalties, such as compliance with personal data protection law or compliance with market conduct criteria, etc. In addition, the Compliance Unit acts as a consulting agency to ensure regulatory compliance,

promote and provide knowledge of operational related regulations, including participating in working group to improve operations/services to comply with the rules of the regulators.

In 2023, the Compliance Unit conducted a review of compliance with rules of the regulators and compliance with the regulations and orders of the Bank in a total of 16 matters, consisting of 4 on-site reviews, 9 off-site reviews, and 3 Self Assessment reviews. The results of the review did not find any significant discrepancy and found no offenses that violated or failed to comply with regulations that resulted in the Bank being subject to fines or penalties from regulators.

The Compliance Unit has prepared a compliance report for 2022 with a framework for preparing report in accordance with the criterion set by the Bank of Thailand, consisting of annual compliance review plan, summary of the result of annual compliance review, and submitted to the Good Corporate Governance and Sustainability Committee for approval to submit to external regulators within specified period, and submit to the GSB Board of Directors for acknowledgement.

Significant Legal and Regulatory Changes

The Bank has a Compliance Unit responsible for monitoring, analyzing, studying the impact of legal and regulatory changes on the Bank, and regularly reporting to the Bank and other units for improving, changing, and adding operating procedures as well as reviewing and preparing the Bank's regulations and orders to determine the Bank's operational procedures in accordance with the laws and regulations. The Compliance Unit has reported the legal and regulatory changes the impact the Bank's operations to the Good Corporate Governance and Sustainability Committee and the Board of Directors for acknowledgement.

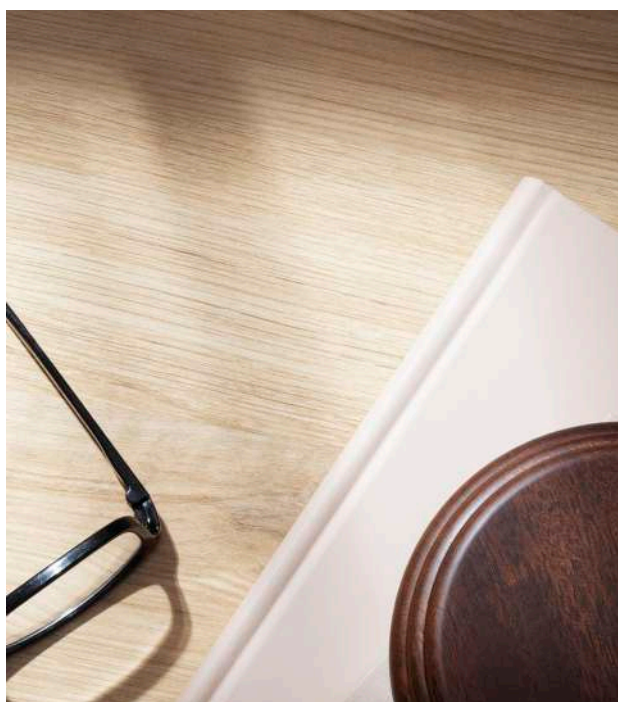
Implementation according to Observation and Recommendation of Regulators

The Bank attaches importance to the improvement in accordance with the directives and/or observations

of regulators including the Bank of Thailand (BOT), the Securities and Exchange Commission (SEC), the Office of the Personal Data Protection Commission (PDPC), and other regulators, as well as the analysis of corrective action approach to avoid repeating the same issues as observed by the regulators. The Board of Directors has given importance to such matters and assigned committees consisting of the Good Corporate Governance and Sustainability Committee, the Risk Oversight Committee, and the Audit Committee to closely monitor the progress of improvements in accordance with directives and/or observations of the Bank of Thailand and submit to the Board of Directors for acknowledgement quarterly.

Consultation on Regulations

The Bank has a Compliance Unit responsible for supervising compliance and providing consultation on external regulations applicable to the Bank's operations. The Compliance Unit involves with other units responsible for product release from the product release meeting to the approval of product release, and improvement of the Bank's products. The Compliance Unit also provides opinions/ consultations on regulations to other internal units as well as closely coordinating with external regulators on compliance.



Quality Control

The Bank operates systematically and has quality control in various ways, such as creating a database for products and applicable external regulations, daily and monthly data reporting, including a checklist to control and monitor the Bank's compliance efficiently and effectively.

Communication about Regulations

The Bank regularly communicates regulations related to work to working personnel in various ways and channels such as Classroom training or Morning Talk Evening Talk/ e-Learning/ e-Testing/ preparation of knowledge such as rehearsal letters, Q&A or Infographic through columns in the Bank's Intranet page/ Webpage of the unit/ E-mail : AllUsers AllBranch, such as columns on AML EASY EASY/ EASY EASY Regulations/ EASY PDPA or preparation of public relations materials for the public through the Personal Data Protection Regulation by GSB Column in the Bank's Internet page, etc. both when there is a change in the regulations and when a significant event occurs. In addition, there is a cooperation between the Risk Management Group and the Audit Group (GRC) in providing knowledge to executives, officers, and employees at all levels to enable both central and branch operations practitioners to have knowledge and understanding and be able to perform their work properly as required by laws and regulation.

Knowledge on Laws and Official Regulations

The Bank regularly provides knowledge on laws, regulations to executives, officers and employees and it is a compulsory course that all officers must attend to have knowledge and understanding and be able to work properly in compliance with laws and relevant regulations such as:

1. Compliance with money laundering and terrorism law
2. Compliance with personal data protection law
3. Compliance with official information law
4. Compliance with tax law
5. Fair customer service management (Market Conduct)

INTERNAL CONTROL

The Bank realizes the importance of the internal control system by requiring its subunits at Branch, Center, Zone, Office, Region, Department, and Functional Line level to conduct Control Self-Assessment (CSA) to create internal control responsibility for all officers who own the work at the subunit level by including it as part of their normal operations which adheres to the internal control standards according to the Ministry of Finance's regulations regarding standards and guidelines for internal control practices for government agencies B.E. 2561 in order to achieve the objectives of internal control in 3 areas namely:



In order to reasonably ensure that the aforementioned objectives are achieved, the Bank has appointed an Internal Control Assessment Working Group to establish guidelines for monitoring and controlling subunits to self-assess control and prepare corporate level internal control assessment report to submit to regulator, and summarize the assessment results of each element of internal control based on internal control standards according to the Ministry of Finance's regulations comprising 5 components as follows:

1. CONTROL ENVIRONMENT

The Board of Directors appointed 8 committees to consider and scrutinize all important matters of the Bank before submitting to the Board of Directors. The Good Corporate Governance and Sustainability Committee is responsible for supervising the implementation of good corporate governance, regulatory compliance, ethics, code of conduct, fraud prevention. The Risk Oversight Committee is responsible for overseeing the overall risk of the Bank to be at an acceptable risk level. In addition, the Board of Directors placed importance on integration of good governance, risk management, and internal control by having Good Corporate Governance and Sustainability Committee, Risk Oversight Committee, and Audit Committee responsible for integrating GRC (Governance Risk and Compliance) to ensure that the Bank's operations, work systems, processes, personnel, and information are systematically coordinated, achieve the goals set, and meet the expectations of the Bank's key stakeholders.

The joint meeting of the Good Corporate Governance and Sustainability Committee, the Risk Oversight Committee, and the Audit Committee is held at least once a year, and visits to the Bank's branch operations are arranged as a morale booster to officers working in the area. There are also visits to community groups, which are operations according to the mission to be a social bank, to learn about the Bank's operation in different areas, to listen to problems and obstacles and used it for improvement of the Bank's strategy.

Government Savings Bank has a good internal control environment with good corporate governance policies that promote fair competition. It conducts business transparently in accordance with the guidelines for fair competition and promote the disclosure of important information legally according to the guidelines for the preparation of performance report according to policies for good governance to the government sector. There are a Code of ethics and a Code of conduct to

enhance compliance with moral and ethical principles to become corporate culture. The Bank has also prepared and disseminated the Code of Ethics and Code of Conduct of GSB, Guidelines for Enhancing Behaviors according to Code of Conduct, and ethics promotion media continuously for the Board of Directors, executives, officers, and employees to study and understand and take it as a practical guideline to be able to put it into practice in a concrete way. In addition, the Bank has organized activities to promote morality and ethics such as (1) GSB Ethics and Code of Conduct Awards Project, (2) Dissemination of concepts and mottos used in the performance of outstanding Ethics and Code of Conduct Award winners for 2022 in the form of E-Magazine, (3) Organizing Ethics Club activities such as New Year Gift Delivery Project to charitable organizations for public benefit; online dhamma lecture project through electronic media (Microsoft Teams); mind development training courses to increase work efficiency, (4) Organizing study visit project on good corporate governance, ethics and code of conducts for outstanding Ethics and Code of Conduct Award winners for 2022, (5) Organizing training through E-learning system in the topic of Good Corporate Governance : Accountability / Ethics and Code of Conduct, (6) In-depth interview with the GSB's directors on guidelines for leading the organization in good corporate governance, ethics, and code of conduct to improve good corporate governance, and interview with senior executives who are role models to convey the working concept according to the Code of Ethics and Code of Conduct to all employees, etc.

The Bank has been honored by the Senate's Committee on Religion, Morality, Ethics, Arts, and Culture as a "Good People Organization" with its administration based on morality, ethics, and good governance that are evident in society, with exemplary organizational leaders.

GSB received the 2023 Moral Organization Assessment at "Moral Model" Level, which is the highest level of assessment for 3 consecutive years, by the National Moral Promotion Committee according to the project to promote morality of communities, organizations, districts, and provinces. In addition, the



subunits of GSB under 12 groups as well as branch operations 1-6 have participated in the assessment and was also assessed for the 2023 Moral Organization Assessment at "Moral Model" level. GSB is 1 of 2 public financial institution that have been assessed "Moral Model" organization by the Moral Promotion Subcommittee of the Ministry of Finance and approved by the National Moral Promotion Committee under the project to promote morality of communities, organizations, districts and provinces under the National Moral Promotion Action Plan Phase 2 (2023-2027). This is the result of the Bank's promotion of corporate governance culture; commitment to conducting business with integrity, transparency, and fairness under the good corporate governance principles; and encouraging GSB executives, officers and employees to perform their duties in compliance with laws, regulations, orders of the Bank and relevant rules with good conscience, morality, ethics, take responsibility for duties and take into account public interest, do not abuse the power of office or favor themselves or others, anti-corruption in all forms, and focus on sustainability development business operations in accordance with its role as a full-fledged social bank through various projects to pass on assistance to businesses, customers, and the public, creating positive social impact on a large scale.

The Bank has participated in the Integrity and Transparency Assessment (ITA) since 2014. In 2023, GSB received a score of 98.56%, ranking 1st among state enterprise under the Ministry of Finance, 1st among

specialized financial institutions, and 2nd among all 51 state enterprises. This is a result of the Board of Directors and senior executives placing importance on operating in accordance with good corporate governance principles with transparency and accountability. The results from the assessment have been used to improve work processes to be more efficient. The results from the assessment have been used to improve the work process to be more efficient. The training course on Integrity and Transparency Assessment for 2023 has been organized to build knowledge and understanding of the criteria framework and to enhance the integrity and transparency assessment result and foster participation of personnel throughout the organization. In addition, the Bank has placed importance on anti-corruption by establishing Anti-Corruption Policy, declare honest intention, and announcing No Gift Policy to be disseminated to all stakeholders for acknowledgment. This was to declare the intention of being an organization with good governance, fostering a culture of honesty and free from corruption. Executives and officers signed an oath to perform their duties with honesty and transparency through an online system. The procedural order on measures to prevent corruption, and prevention of conflict between personal and public interest has been issued as guidelines for officers to follow in the same direction.

The Bank has an organizational structure and work classification according to Three Lines of Defense to be able to monitor, supervise, control, and audit operations with check and balance and independence in line with the internal control practice, policy, and strategy. The Bank aims to become a social bank with the focus on low-income earners, small entrepreneurs, and communities, helping to reduce social inequality and raise income level to tackle poverty. The Bank also focuses on being the bank with modern financial innovation (Digital Banking) to support changes in consumer behavior by applying Financial Technology (FinTech) to develop products, services, service channels, Work Systems and Work Process.

The Bank has clearly defined job descriptions, responsibilities, and qualifications for the position. The structure is assessed/reviewed annually to link and

align with the Bank's strategy. For development of employee's knowledge, the Bank focuses on developing them to accommodate changes in the digital age, supporting the achievement of the organization's mission, and according to competency. Training has been adjusted to an online format through Microsoft Teams and E – Learning through GSB WISDOM system such as Digital Skills/ Data Analytic/ Compliance with Anti-Money Laundering and Anti-Terrorist Financing and Proliferation of Weapons of Mass Destruction Law/ Personal Data Protection (Data Privacy)/ Market Conduct, and support and promote Knowledge Management (KM), Coaching, and On the Job Training.

For personnel development according to competency, every year the results of the competency gap assessment of employees are used to prepare an Individual Development Plan (IDP) to develop/reduce the gap of employees' competency. In addition, the Bank has developed successors for the important position to accommodate the vacant post and retirement of executives. A new generation of senior executives has been prepared to accommodate the future direction through the Future skills Development Program, recruiting and developing high potential (talent) persons to create stars for the Bank, and retaining star employees with the Bank in the long-term through Talent Development Program. There is a career path development that allows employees to grow in their career both normal track and fast track. The Bank also developed and promoted knowledge and skills of talent people and innovation through "GSB Innovation Hackathon" project, which was an activity under the project to enhance innovation management to encourage personnel to be creative with innovation that can solve the Bank's pain points. There was a Star of Service Mind/Star of The Month project to create awareness of service behavior throughout the organization. The corporate value GSB Way "Giving for the greater good, Seeking for the possibilities, Brave beyond boundaries" was established and cultivated for personnel at all levels to have behaviors consistent with corporate value to achieve the organizational objectives.

2. RISK ASSESSMENT

The Bank has prepared policies and manuals for risk management and annually reviewed them to be in line with changing circumstances. The Risk Owner identifies, assesses, and analyzes potential risks that may affect the achievement of the unit's and the Bank's objectives, in accordance with COSO ERM approach for risk management through the Risk Control Self-Assessment (RCSA) at the unit level. At the organization level, there is a preparation of Risk Map to reduce and prevent risks that may affect both the financial and non-financial Objective Setting of the Bank. The identification of key risk factors is linked to the Strategy Map and the Bank's Key Performance Indicators. In addition, the Bank has set a risk management plan and controlled risks to an acceptable level by considering Cost/Benefit of risk management. In addition, Risk Appetite/Tolerance indicators are set to provide early warning before the performance does not meet the target. The Bank assesses changes that may have a significant impact on the internal control system and risk management such as economic conditions, government policies, laws and regulations of the regulator. The Risk Oversight Committee oversees the assessment and monitor risk to ensure that they are at an appropriate level. The result of the internal control plan and risk management plan are reported by the risk owner quarterly.

The Bank has complied with the regulations of the Public Sector Anti-Corruption Commission (PACC) which assigned the Bank to assess corruption risk in one of the procurement projects in fiscal year 2023 with maximum budget limit, by analyzing the likelihood and impact in order to assess the level of risk and set measures to control corruption and prepare corruption risk management plans in addition to the practices set by the Bank and report the results according to the plan to the Anti-Corruption Operation Center, Ministry of Finance to collect and submit to PACC Office. The Bank has published the results of corruption risk assessment and performance reports according to the plan on the GSB website. The Bank

has appointed the GSB Anti-Corruption Committee to set guidelines and measures to prevent and suppress corruption, approve anti-corruption action plans, and monitor anti-corruption operations. In 2023, the Bank had a corruption risk assessment score based on qualitative assessment criteria "Corruption Risk Management System (CRMS)" of PACC Office at an Excellent: E Level, which demonstrates its commitment to driving and emphasizing the importance of corruption risk assessment in order to prevent, intercept, reduce and close opportunities for corruption in the Bank's operations, and to serve as the Bank's Anti-Corruption Operation Center.

In the event of an unforeseen incident, the risk owner will further review the assessment of risks that may affect operational goals and formulate risk management plan to reduce and control risks of such incidents such as natural disaster, pandemic, cyber theft, cyber scams, theft of personal information, etc. In the event of an incident that prevents the Bank from providing customer service or unable to operate normally, the Bank has a Business Continuity Plan (BCP), a Disaster Recovery Plan (DRP), an Incident Management Plan (IMP), a Crisis Communication Plan (CCP), an IT Service Management (ITSM) plan, a Cyber Incident Response Plan (CIRP) for major transactions to respond to a crisis that may arise. In addition, the plans are tested to ensure that when an event disrupts the Bank's operations, critical transactions can be carried out continuously as a result of the implementation of such measures. The Bank has monitored and assessed significant operational risks based on the observations of regulators and internal audit reports, Risk Map, Risk Control Self-Assessment (RCSA) report, and risk events.

The Bank realizes the importance of risk control related to Cyber Threat Protection, Market Conduct, and Personal Data Protection. The Bank has assessed such risks and prepared the Internal Control Assessment Report (Form Por Kor 5) for 2022, to control risk to an acceptable level, and closely follow up on the performance of relevant units.

3. CONTROL ACTIVITIES

The Bank has established control activities that are appropriate and sufficient for operations to prevent and mitigate possible damages and to achieve internal control objectives. Policies, regulations, orders, operational manuals, flowcharts showing the operation process and the flow of the information system have been established. The operating manual and work plan are reviewed every year in every unit in the organization. The Bank has issued orders specifying the authority and approval limit of each level of executives in hierarchical order. There is a data collection system for directors, executives and connected persons in the Bank's lending and investment for the purpose of reviewing and reporting transactions that may cause conflicts between personal and public interests.

The Bank has an information system that supports internal auditing such as surveillance system, Team Mate system, ACL system, TRIA system, tableau server system and Microsoft Power Bi program. The Bank has developed information systems to support risk management operations, including the Risk Control Self Assessment (RCSA) system, the Risk Monitoring system, and the Loss Data collection and reporting system, Visa Risk Manager (VRM), Fraud Monitoring system, Risk Data Mart system, and Data Virtualization system. The Bank has developed a human resource management system in the form of a mobile application (MEMO) for executives and employees across the organization to use for performance management and self-management of human resources information. Besides, the Bank's employees must sign the Acceptable Use Policy of Assets (AUP Agreement) every year.

The Bank employs various systems such as CBS, LOPs, ERP-FIS/HRIS, iBond, iRisk, and Investment System, etc. In addition, the MyMo Application has been developed to allow credit approval through MyMo. The use of such various systems helps to control operations to be concise, accurate and

fast, reducing the use of discretion of employees in the operation, with checks and balances between recorders and approvers. The Credit Risk Rating Model system has been used and the Credit Risk Rating Model (CRR) has been prepared to help assess the risk of credit granting. There is an Investment System to set credit limits in the system after credit limit approval/review, which helps control the money spending not to exceed the credit limit, managing risk both quantitative and qualitative continuously.

To ensure operational confidence, the Bank focuses on the internal audit process to review operations in compliance with rules, regulations, and orders and to assess the adequacy of internal control as well as to provide advice on internal control matters to promote efficient operation at all levels of the Bank to achieve its objectives. In defining control measures for each activity, the Bank has set clear objectives and achievement goals so that performance can be monitored with control measures that reduce the risk of not achieving the objectives to an acceptable level, and a clear internal control and risk management process in line with the Three Lines of Defense principle. There was a joint meeting of the GRC Integration Working Group to prepare/implement the GRC Integration Plan and a meeting of 3 committees between the Audit Committee, the Risk Oversight Committee and the Good Corporate Governance and Sustainability Committee was held to exchange ideas, integrate information, and strengthen collaboration.

4. INFORMATION AND COMMUNICATION

The Bank has developed information and communication systems at all levels to have sufficient and effective controls to support operations and management. The Bank's vision, mission, values, directions, and policies are conveyed and communicated by the Board of Directors to executives, employees, customers, partners and all groups of stakeholders as well as the general public, both in the form of one way and two way communication both inside and outside the organization through various communication channels such as meeting (Meeting/Video Conference/Microsoft Teams)/ Digital Signage /internal broadcasting/Print media/ Online channels (Intranet/Line group/Facebook GSB Community)/Television/Radio/Print Media/ Annual Report/Social Media (Facebook/Instagram/ Twitter/Tik Tok/ Yammer).

The Bank has assessed and monitored its performance as well as specifying channels for expressing opinions, suggestions, and complaints to improve its service such as letter, E-mail, website, comment box, survey, interview, Call Center, QR Code, social media (Facebook/Line/ Instagram/Twitter/Tik Tok/Yammer), etc. Information from all channels will be validated before publishing. The Bank attaches great importance to the management of information technology system including Information Resource Management to ensure that information is accurate, reliable, and timely. The data imported from critical system are stored in various media including database to process as information to support operations adequately and communicate to all level, both at the management level and operational level, inside and outside the organization according to the Need-to-know basis for decision making and daily operations which emphasize the use of Fact base data to monitor, evaluate and assess, with safety in accordance with the established guidelines in the information

security policy, which has control measures in accordance with ISO/IEC 27001:2013 on Cyber Security, which is a risk that may significantly affect the Bank. Due to the use of innovation and technology to change the business model to deliver services to customers, including the management of information and communication that has changed, the Bank therefore places importance on the supervision of information technology risks (IT risks) covering cyber risks in accordance with the Bank of Thailand Notification Sor Nor Sor.19/2017. Additional cybersecurity controls are reviewed and established by applying best practices from NIST. There is an organizational structure to supervise according to the Three lines of defense principle to continuously manage such risks and threats, covering both People, Process and Technology. For example,

1) People: The Bank provides cyber-threat education and awareness to the Bank's Board of Directors, executives, employees and workers,

2) Process: The Bank announces the information security policy and relevant procedural order that conform to the international standard ISO/IEC 27001:2013, which is reviewed annually or whenever there has been significant change,

3) Technology: There is an investment in cybersecurity infrastructure in terms of providing equipment or security systems to prevent threats (Protection) and equipment or systems to detect abnormal events (Detection). This includes the preparation of a cyber threat response plan (Response & Recovery) and a cyber drill every year to ensure that the Bank's executives and employees are fully prepared to deal with cyber threat when they happen. Both short-term and long-term work plans are set in accordance with the results of risk assessment at the enterprise level (enterprise risk) and operational level (operation risk).



5. MONITORING ACTIVITIES

The Bank operated monitoring activities in accordance with the Three Lines of Defense principles, with independent units to control, supervise, and audit which can perform duties effectively. The duties and responsibilities of each unit are clearly defined, both the department or the person who creates risks and controls the risks at the first level (Business Unit or First Line of Defense), internal supervisory unit (Second Line of Defense), such as risk management unit, compliance unit, credit review unit, and internal audit unit (Third Line of Defense) to promote appropriate check and balance mechanisms. There is an information system for risk monitoring, early warning, to monitor the Bank's risk management to be at an acceptable level (Risk Appetite).

The Bank has appointed a working group for overall internal control assessment which has the authority to direct the evaluation of internal control; establish guidelines for the evaluation of internal control; gather, consider and scrutinize the overall internal control assessment results of the Bank; as well as control, monitor, evaluate reports and improve internal control at the corporate level. There is a follow up of internal control result to report to the Risk Oversight Committee annually, and there is an audit by internal auditor at least once a year. In addition, the Bank has internal control reviews from external regulators such as the State Audit Office of the Kingdom of Thailand, Bank of Thailand, Anti-Money Laundering Office, Securities Commission, and the Stock Exchange of Thailand, etc.

CAPITAL AND SHAREHOLDER STRUCTURE OF STATE ENTERPRISE

The Government Savings Bank was established under the Government Savings Bank Act B.E. 2489. The law establishing the Government Savings Bank does not contain any provisions on capital, but it only stipulates that all properties, assets, responsibilities and businesses of the Savings Office of the Post and Telegraph Department be transferred to the Government Savings Bank for further proceedings. For the establishment of the Savings Office of the Post and Telegraph Department, H.M. King Rama VI granted an initial capital of 100,000 Baht for business operations, which has been 110 years since then. As at 31 December 2023, the GSB Equity in the amount of 236,510 Million Baht, an increase from the end of 2022 in the amount of

9,582 Million Baht, or 4.22% from its performance with an annual net profit of 33,544 Million Baht.

The law on the establishment of the Government Savings Bank stipulates that the Government Savings Bank is under the supervision of the Ministry of Finance, whereby the Government Savings Bank is a bank that has no legal shareholders in the same way as other banks, but has determined the Government Savings Bank to be able to increase capital by receiving an allocation from the Specialized Financial Institutions Development Fund under the law on Specialized Financial Institutions Development Fund, annual expenditure budget, or from other government sources with approval from the Cabinet.

REPORT OF THE BOARD OF DIRECTORS' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

The GSB Board of Directors has placed importance on and has been aware of the duty as directors to be responsible for the separate financial statements and consolidated financial statements of the Bank and its subsidiaries as well as the financial information appearing in the annual report. The Board of Directors supervises to ensure that the financial statements are prepared in accordance with Thai Financial Reporting Standards, Thai Accounting Standards, and generally accepted accounting principles, under appropriate accounting policies and to be consistently adhered to with caution, accuracy, completeness, truthfulness, and reasonableness to be able to truly reflect the Bank's operating results; performance reports and important information are disclosed in a transparent and adequate manner on a continuous basis; and there is preparation for operations in accordance with the Thai Financial Reporting Standards on Financial Instruments.

The Board of Directors has established the management under the Good Corporate Governance system while maintaining appropriate and effective risk management system, internal control system, internal audits, and governance to ensure that financial information is accurate, complete, timely, and sufficient, to maintain asset as well as to prevent significant risks from abnormal operations.

The Board of Directors has appointed the Audit Committee comprising independent directors to oversee and review the reliability and accuracy of financial reports, including the appropriateness and adequacy of the Bank's internal control and internal audit system to be efficient and effective. Hence, it is assured that the Bank's financial statements are accurate and reliable. The Audit Committee has expressed its opinion on such matters as shown in the Report of the Audit Committee presented in this annual report.

The Board of Directors has published a summary of the quarterly financial statements of the Bank and its subsidiaries and the statement of financial position as at the end of the year which have been verified by the auditor within the period specified by the regulatory agencies.

The Board of Directors is of the opinion that the overall internal control system of the Bank is sufficient and appropriate for the Bank's business operations and can reasonably assure the credibility of the separate financial statements and consolidated financial statements of the Bank and its subsidiaries for the year ended 31 December 2023, according to the Thai Financial Reporting Standards, generally accepted accounting standards, relevant laws and regulations.



(Mr. Theeraj Athanavanich)
Chairman of the Board of Directors
Government Savings Bank



(Mr. Vitai Ratanakorn)
President & CEO
Government Savings Bank



Report of the Auditor

To Government Savings Bank Board of Directors

Opinion

The State Audit Office of the Kingdom of Thailand has audited the consolidated financial statements of the Government Savings Bank and subsidiaries (The Bank Group) and separate financial statements of the Government Savings Bank (the Bank) which comprise the consolidated and separate statements of financial position as at 31 December 2023, the consolidated and separate statements of income and other comprehensive income, the consolidated and separate statements of changes in equity, and the consolidated and separate statements of cash flows for the year then ended as well as notes to the financial statements and summary of significant accounting policies.

The State Audit Office of the Kingdom of Thailand is of the opinion that the aforementioned consolidated and separate financial statements present fairly, in all material respects, the consolidated financial position of the Government Savings Bank and subsidiaries and the separate financial statement of the Government Savings Bank as at 31 December 2023, and its consolidated and separate business performance and consolidated and separate cash flows for the year then ended in accordance with the regulations on accounting and financial reporting for specialized financial institutions issued by the Bank of Thailand and other criteria of the Bank of Thailand.

Basis for opinion

The State Audit Office of the Kingdom of Thailand conducted the audit in accordance with the State Audit Standards and Thai Standards on Auditing. The State Audit Office of the Kingdom of Thailand's responsibilities have been described in the Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements section of the Report of the State Audit Office of the Kingdom of Thailand. The State Audit Office of the Kingdom of Thailand is independent of the Bank Group and the Bank in accordance with the State Audit Standards prescribed by the State Audit Commission as well as the Code of Ethics of Professional Accountants and Standards on Independence prescribed by the Federation of Accounting Professions (Code of Ethics of Professional Accountants) that are relevant to the audit of consolidated and separate financial statements. The State Audit Office of the Kingdom of Thailand has complied with other ethical responsibilities in accordance with the State Audit Standards and Code of Ethics of Professional Accountants. The State Audit Office of the Kingdom of Thailand believes that the audit evidence obtained by the State Audit Office of the Kingdom of Thailand was sufficient and appropriate to provide a basis for our opinion.



Other Information

The management is responsible for other information. Other information comprises information included in the annual report but does not include the consolidated and separate financial statements and the auditor's report thereon. The State Audit Office of the Kingdom of Thailand expects to receive the annual report after the date of this auditor's report.

The State Audit Office of the Kingdom of Thailand's opinion on the consolidated and separate financial statements does not cover other information and the State Audit Office of the Kingdom of Thailand does not express any assurance to other information.

The State Audit Office of the Kingdom of Thailand's responsibility relevant to the audit of the consolidated and separate financial statements is to read other information and consider whether other information is materially inconsistent with the consolidated and separate financial statements, or the knowledge obtained from its audit, or otherwise appear to be materially misstated.

When the State Audit Office of the Kingdom of Thailand reads the annual report, if the State Audit Office of the Kingdom of Thailand concludes that there is a material misstatement therein, the State Audit Office of the Kingdom of Thailand is required to communicate the matter to those charged with governance.

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

The Management is responsible for preparation and fair presentation of these consolidated and separate financial statements in accordance with the regulations on accounting and financial reporting for specialized financial institutions issued by the Bank of Thailand and other criteria of the Bank of Thailand, and for such internal control as the management determines necessary to enable the preparation of the consolidated and separate financial statements without material misstatements whether due to fraud or error.

In preparing the consolidated and separate financial statements, the management is responsible for assessing the abilities of the Bank Group and the Bank to continue as a going concern; disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless the management either intend to liquidate the Bank Group and the Bank, or to cease operations, or has no realistic alternative but to do so.

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

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

The audit of the State Audit Office of the Kingdom of Thailand aims to obtain reasonable assurance whether the consolidated and separate financial statements are free from material misstatement, whether due to fraud or error, and to issue an auditor's report which includes the State Audit Office of the Kingdom of Thailand's opinion. The reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the State Audit Standards and Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatement 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 decision of users of the consolidated and separate financial statements taken on the basis of these financial statements.



As part of an audit in accordance with the State Audit Standards and the Thai Standards on Auditing, the State Audit Office of the Kingdom of Thailand exercises professional judgement and maintain professional skepticism throughout the audit. The State Audit Office of the Kingdom of Thailand also:

- Identifies and assesses the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error; designs and performs audit procedures responsive to those risks; and obtains audit evidence that is sufficient and appropriate to provide a basis for the State Audit Office of the Kingdom of Thailand's 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 override of the internal control;
- Obtains 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 internal control of the Bank Group and the Bank;
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosure made by the management;
- Concludes on the appropriateness of management's use of going concern basis of accounting, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cause significant doubt on the ability of the Bank Group and the Bank to continue as a going concern. If the State Audit Office of the Kingdom of Thailand concludes that a material uncertainty exists, the State Audit Office of the Kingdom of Thailand is required to draw attention in the auditor's report of the State Audit Office of the Kingdom of Thailand to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, the State Audit Office of the Kingdom of Thailand's opinion will be changed. The State Audit Office of the Kingdom of Thailand's conclusion is based on the audit evidence obtained up to the date of the auditor's report of the State Audit Office of the Kingdom of Thailand. However, future events or conditions may cause the Bank Group and the Bank to cease to continue as a going concern;
- Evaluates the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosure, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation;
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Bank Group to express an opinion on the consolidated financial statement. The State Audit Office of the Kingdom of Thailand is responsible for the direction, supervision, and performance of audit of the Bank Group. The State Audit Office of the Kingdom of Thailand remain solely responsible for the State Audit Office of the Kingdom of Thailand's opinion.



The State Audit Office of the Kingdom of Thailand communicates with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including significant deficiency in internal control if the State Audit Office of the Kingdom of Thailand identifies during the State Audit Office of the Kingdom of Thailand's Audit.

(Signed) *Klednatee Manosan*
(Mrs. Klednatee Manosan)
Deputy Auditor General

(Signed) *Nuntida Buayam*
(Ms. Nuntida Buayam)
Director of Financial and
Procurement Audit Office No.4

Government Savings Bank and Subsidiaries

Statement of Financial Position

As at 31 December 2023

Unit : Thousand Baht

		Consolidated Financial Statement		Financial Statement Presenting investment Under Equity Method	Separate Financial Statement		
	Notes	31 December 2023	31 December 2022 (adjusted)	1 January 2022 (Opening balance adjusted)	31 December 2023	31 December 2022 (adjusted)	1 January 2022 (Opening balance adjusted)
Assets							
Cash	5.2	25,418,939	24,134,288	29,139,601	25,418,494	24,134,281	29,139,601
Interbank and money market items - net	5.3	458,635,346	331,806,873	288,736,096	458,630,758	331,797,950	288,736,096
Derivative assets	5.4	225,862	145,859	416,714	225,862	145,859	416,714
Investments - net	5.5	468,323,933	475,691,158	473,138,804	468,323,933	475,691,158	473,138,804
Investments in Subsidiaries and Associates - net	5.6	1,922,709	3,253,615	3,058,709	2,166,555	3,518,817	3,024,319
Loans to customers and accrued interest receivables - net	5.7						
Loans to customers		2,207,340,272	2,172,333,243	1,981,984,898	2,207,014,876	2,172,287,891	1,981,984,898
Accrued interest receivables		49,366,991	48,790,767	49,478,538	49,353,127	48,790,706	49,478,538
Total loans to customers and accrued interest receivables		2,256,707,263	2,221,124,010	2,031,463,436	2,256,368,003	2,221,078,597	2,031,463,436
Less Deferred revenue		141,682	326,521	340,947	141,682	326,521	340,947
Less Allowance for doubtful accounts	5.8	105,754,571	94,297,691	88,068,758	105,777,968	94,297,691	88,068,758
Less Revaluation allowance for debt restructuring	5.9	23,305	25,815	28,417	23,305	25,815	28,417
Total loans to customers and accrued interest receivables - net		2,150,787,705	2,126,473,983	1,943,025,314	2,150,425,048	2,126,428,570	1,943,025,314
Loans to customers from public service account and accrued interest receivables - net	5.38						
Loans to customers from public service account							
Portion that is not subject to government compensation for damages		59,420,035	78,904,235	248,840,440	59,420,035	78,904,235	248,840,440
Portion that is subject to government compensation for damages		15,159,652	15,273,270	9,569,066	15,159,652	15,273,270	9,569,066
Accrued interest receivables from public service account							
Portion that is not subject to government compensation for damages		677,335	889,888	1,233,877	677,335	889,888	1,233,877
Total loans to customers from public service account and accrued interest receivables		75,257,022	95,067,393	259,643,383	75,257,022	95,067,393	259,643,383
Less Allowance for doubtful accounts from public service account		8,871,879	7,287,124	5,031,443	8,871,879	7,287,124	5,031,443
Total loans to customers from public service account and accrued interest receivables - net		66,385,143	87,780,269	254,611,940	66,385,143	87,780,269	254,611,940
Receivables eligible for government reimbursement from public service account	5.38.2	2,584,466	3,031,600	3,182,733	2,584,466	3,031,600	3,182,733
Property foreclosed - net	5.10	9,866,098	9,255,316	9,006,778	9,866,098	9,255,316	9,006,778
Property, Plant and Equipment - net	5.11	29,924,530	30,240,045	29,099,899	29,907,541	30,231,381	29,099,899
Right-of-use assets under lease agreement	5.12	1,822,761	1,856,602	1,263,252	1,810,906	1,844,466	1,263,252
Other intangible assets - net	5.13	1,380,427	1,555,657	1,665,785	1,334,002	1,544,977	1,665,785
Other assets - net	5.14	21,602,388	11,880,550	10,941,847	21,603,285	11,878,381	10,941,847
Total assets		3,238,880,307	3,107,105,815	3,047,287,472	3,238,682,091	3,107,283,025	3,047,253,082

Accompanying notes are an integral part of these financial statements.

Government Savings Bank and Subsidiaries

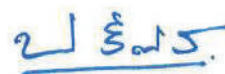
Statement of Financial Position (cont.)

As at 31 December 2023

Unit : Thousand Baht

		Consolidated Financial Statement		Financial Statement Presenting investment Under Equity Method	Separate Financial Statement		
	Notes	31 December 2023	31 December 2022 (adjusted)	1 January 2022 (Opening balance adjusted)	31 December 2023	31 December 2022 (adjusted)	1 January 2022 (Opening balance adjusted)
Liabilities and Equity							
Deposits	5.15	2,678,458,111	2,587,827,623	2,479,233,432	2,679,252,907	2,588,741,857	2,479,233,432
Interbank and money market items - net	5.16	164,716,417	141,200,933	140,775,994	164,716,417	141,200,933	140,775,994
Liabilities payable on demand		1,976,928	773,818	1,200,335	1,976,928	773,818	1,200,335
Derivative liabilities	5.4	29,085	494,947	288,433	29,085	494,947	288,433
Debt issued and borrowings	5.17	36,300,000	40,500,000	80,500,000	36,300,000	40,500,000	80,500,000
Lease liabilities	5.18	1,832,007	1,863,137	1,249,902	1,819,760	1,850,903	1,249,902
Provisions	5.19	68,405,622	65,013,677	70,142,133	68,402,118	65,012,837	70,142,133
Accrued interest payable	5.20	32,648,143	30,119,823	41,033,868	32,649,045	30,119,823	41,033,868
Accrued expenses		6,171,330	5,421,175	6,103,497	6,155,523	5,420,673	6,103,497
Other liabilities	5.21	10,888,084	6,246,245	11,404,611	10,870,165	6,239,575	11,404,611
Total liabilities		<u>3,001,425,727</u>	<u>2,879,461,378</u>	<u>2,831,932,205</u>	<u>3,002,171,948</u>	<u>2,880,355,366</u>	<u>2,831,932,205</u>
Equity							
Capital granted by HM King Rama VI		100	100	100	100	100	100
Other components of equity	5.22	14,148,858	18,656,612	22,062,323	14,573,465	19,108,503	22,457,978
Retained earnings							
Retained earnings							
Reserves for business expansion		42,738,263	40,025,898	37,499,884	42,738,263	40,025,898	37,499,884
Unappropriated		179,964,863	168,461,018	155,792,960	179,198,315	167,793,158	155,362,915
Total Bank's equity		<u>236,852,084</u>	<u>227,143,628</u>	<u>215,355,267</u>	<u>236,510,143</u>	<u>226,927,659</u>	<u>215,320,877</u>
Non-controlling interests		602,496	500,809	0	0.00	0.00	0.00
Total equity		<u>237,454,580</u>	<u>227,644,437</u>	<u>215,355,267</u>	<u>236,510,143</u>	<u>226,927,659</u>	<u>215,320,877</u>
Total liabilities and equity		<u><u>3,238,880,307</u></u>	<u><u>3,107,105,815</u></u>	<u><u>3,047,287,472</u></u>	<u><u>3,238,682,091</u></u>	<u><u>3,107,283,025</u></u>	<u><u>3,047,253,082</u></u>

Accompanying notes are an integral part of these financial statements.


(Mr. Vitai Ratanakorn)
President & CEO

(Ms. Paphakorn Ratanasate)
Senior Executive Vice President
Investment and Financial Management Group

Government Savings Bank and Subsidiaries
Statement of Income and other Comprehensive Income
For the year ended 31 December 2023

		Unit : Thousand Baht			
		Consolidated Financial Statement		Separate Financial Statement	
	Notes	2023	2022	2023	2022
Interest income	5.29	102,043,809	76,809,711	101,905,414	76,809,617
Interest expenses	5.30	28,860,670	18,590,162	28,864,065	18,590,333
Net interest income		73,183,139	58,219,549	73,041,349	58,219,284
Fee and service income		6,116,811	5,844,998	6,101,472	5,844,546
Fee and service expenses		1,913,704	2,020,722	1,913,081	2,020,704
Net fee and service income	5.31	4,203,107	3,824,276	4,188,391	3,823,842
Net loss on trading and foreign exchange	5.32	(87,563)	(27,020)	(87,521)	(27,020)
Net profit on investments	5.33	28,199	58,428	22,103	58,428
Share of profit from investments under equity method		234,249	316,426	-	-
Dividend income		1,401,831	1,457,861	1,501,897	1,525,227
Other operating income		2,377,540	2,617,476	2,377,407	2,617,460
Income from public service account	5.38.4	6,185,325	10,313,854	6,185,325	10,313,854
Total operating income		87,525,827	76,780,850	87,228,951	76,531,075
Other operating expenses					
Employee expenses		14,857,434	13,800,967	14,798,679	13,788,435
Gratuity of directors		5,591	4,348	5,591	4,348
Gratuity of employees		3,834,207	3,060,853	3,823,594	3,059,411
Directors' remuneration		14,455	8,910	9,965	7,570
Property, plant and equipment expenses		4,482,329	4,348,350	4,473,770	4,347,233
Expenses for right-of-use assets under lease agreements		1,526,755	1,679,264	1,522,571	1,678,365
Agency compensation for loan payments	5.34	91,387	116,787	91,387	116,787
Others		6,241,244	5,657,731	6,214,563	5,651,623
Total other operating expenses		31,053,402	28,677,210	30,940,120	28,653,772
Expenses from public service account	5.38.5	2,089,600	4,014,219	2,089,600	4,014,219
Bad debts, doubtful accounts, impairment loss	5.35	20,631,598	16,739,434	20,654,994	16,739,434
Operating profit before income tax		33,751,227	27,349,987	33,544,237	27,123,650
Income tax (income) expense		7,546	(188)	-	-
Net profit		33,743,681	27,350,175	33,544,237	27,123,650
Other comprehensive profit (loss)					
Items that will be reclassified subsequently to profit or loss					
Loss on remeasurement of available-for-sale investments	5.22	(4,535,038)	(3,349,475)	(4,535,038)	(3,349,475)
Share of other comprehensive profit (loss) in associates (under equity method)					
for items that will be reclassified subsequently to profit or loss	5.22	27,284	(56,236)	-	-
Total items that will be reclassified subsequently to profit or loss		(4,507,754)	(3,405,711)	(4,535,038)	(3,349,475)
Items that will not be reclassified subsequently to profit or loss					
Actuarial gain (loss)					
on employee benefit plan		(3,282,715)	5,181,607	(3,282,715)	5,181,607
Share of other comprehensive income in associates (under equity method)					
for items that will not be reclassified subsequently to profit or loss		931	2,083	-	-
Total items that will not be reclassified subsequently to profit or loss		(3,281,784)	5,183,690	(3,282,715)	5,181,607
Total other comprehensive profit (loss) - net		(7,789,538)	1,777,979	(7,817,753)	1,832,132
Total comprehensive income		25,954,143	29,128,154	25,726,484	28,955,782

Accompanying notes are an integral part of these financial statements.

Government Savings Bank and Subsidiaries
Statement of Income and other Comprehensive Income (cont.)
For the year ended 31 December 2023

		Unit : Thousand Baht			
		Consolidated Financial Statement		Separate Financial Statement	
	Notes	2023	2022	2023	2022
Net profit sharing					
Bank's portion		33,720,024	27,359,382	33,544,237	27,123,650
Non-controlling interest's portion		23,657	(9,207)	-	-
Total		33,743,681	27,350,175	33,544,237	27,123,650
Total comprehensive income sharing					
Bank's portion		25,930,486	29,137,361	25,726,484	28,955,782
Non-controlling interest's portion		23,657	(9,207)	-	-
Total		25,954,143	29,128,154	25,726,484	28,955,782

Accompanying notes are an integral part of these financial statements.



(Mr. Vitai Ratanakorn)
President & CEO



(Ms. Paphakorn Ratanasate)
Senior Executive Vice President
Investment and Financial Management Group

Government Savings Bank and Subsidiaries
Statement of Changes in Equity
For the year ended 31 December 2023

Consolidated Financial Statement										Unit : Thousand Baht
		Bank's portion					Non-controlling interests			
Notes	"Capital granted by HM King Rama VI"	Other components of equity				Retained earnings		Total Bank's portion		
		"Capital surplus from asset valuation"	Surplus (deficit) on revaluation of "available-for-sale investment"	Share of other comprehensive profit (loss) in associates	"Total other components of equity"	Appropriated	Unappropriated			
						"Reserves for business expansion"				
	100	19,739,580	2,718,398	(395,655)	22,062,323	37,499,884	155,792,960	215,355,267	-	215,355,267
5.23		-	-	-	-	2,526,014	(2,526,014)	-	-	-
5.23		-	-	-	-	-	(17,349,000)	(17,349,000)	-	(17,349,000)
		-	-	-	-	-	-	-	510,016	510,016
		-	-	(3,349,475)	(56,236)	(3,405,711)	-	32,543,072	29,137,361	29,128,154
	100	19,739,580	(631,077)	(451,891)	18,656,612	40,025,898	168,461,018	227,143,628	500,809	227,644,437
	100	19,739,580	(631,077)	(451,891)	18,656,612	40,025,898	168,461,018	227,143,628	500,809	227,644,437
5.23		-	-	-	-	2,712,365	(2,712,365)	-	-	-
5.23		-	-	-	-	-	(16,144,000)	(16,144,000)	-	(16,144,000)
		-	-	-	-	-	(78,030)	(78,030)	78,030	-
	-	-	(4,535,038)	27,284	(4,507,754)	-	30,438,240	25,930,486	23,657	25,954,143
	100	19,739,580	(5,166,115)	(424,607)	14,148,858	42,738,263	179,964,863	236,852,084	602,496	237,454,580

Accompanying notes are an integral part of these financial statements.



(Mr. Vital Ratanakorn)
President & CEO



(Ms. Paphakorn Ratanasate)
Senior Executive Vice President
Investment and Financial Management Group

Government Savings Bank and Subsidiaries
Statement of Changes in Equity
For the year ended 31 December 2023

Unit : Thousand Baht

Separate Financial Statement							
		Bank's portion					
Notes	"Capital granted by HM King Rama VI"	Other components of equity			Retained earnings		Total
		"Capital surplus from asset valuation"	Surplus (deficit) on revaluation of "available-for-sale investment"	"Total other components of equity"	Appropriated	Unappropriated	
					"Reserves for business expansion"		
	100	19,739,580	2,718,398	22,457,978	37,499,884	155,362,915	215,320,877
Balance as at 1 January 2022							
5.23	-	-	-	-	2,526,014	(2,526,014)	-
Reserves for business expansion							
5.23	-	-	-	-	-	(17,349,000)	(17,349,000)
Remittance to Ministry of Finance							
Total comprehensive profit (loss)	-	-	(3,349,475)	(3,349,475)	-	32,305,257	28,955,782
Balance as at 31 December 2022	100	19,739,580	(631,077)	19,108,503	40,025,898	167,793,158	226,927,659
	100	19,739,580	(631,077)	19,108,503	40,025,898	167,793,158	226,927,659
Balance as at 1 January 2023							
5.23	-	-	-	-	2,712,365	(2,712,365)	-
Reserves for business expansion							
5.23	-	-	-	-	-	(16,144,000)	(16,144,000)
Remittance to Ministry of Finance							
Total comprehensive profit (loss)	-	-	(4,535,038)	(4,535,038)	-	30,261,522	25,726,484
Balance as at 31 December 2023	100	19,739,580	(5,166,115)	14,573,465	42,738,263	179,198,315	236,510,143

Accompanying notes are an integral part of these financial statements.



(Mr. Vitai Ratanakorn)
President & CEO



(Ms. Paphakorn Ratanasate)
Senior Executive Vice President
Investment and Financial Management Group

Government Savings Bank and Subsidiaries
Statement of Cash Flows
For the year ended 31 December 2023

	Consolidated Financial Statement		Unit : Thousand Baht	
			Separate Financial Statement	
	2023	2022 (adjusted)	2023	2022 (adjusted)
Cash flows from operating activities				
Operating profit before income tax	33,751,227	27,349,987	33,544,237	27,123,650
Adjustment to reconcile operating profit before income tax to				
cash received (paid) from operating activities				
Depreciation and amortisation	2,375,381	2,493,943	2,367,382	2,492,639
Bad debts and doubtful accounts	20,582,454	17,053,925	20,605,851	17,053,925
Adjusted investment amortised	222,134	(13,549)	222,134	(13,549)
Unrealized gain - tradable	(1,272)	(2,374)	(1,272)	(2,374)
Share of gain on investments under equity method	(234,249)	(316,426)	-	-
Loss on disposal of assets	47,808	1,891	47,808	1,891
Gain on disposal of investments in securities	(28,199)	(58,428)	(22,103)	(58,428)
Gain on foreign currency translation	(479,316)	(471,411)	(479,316)	(471,411)
(Gain) Loss on forward contracts	(551,620)	477,651	(551,620)	477,651
Loss (Gain) on trading forward contracts	5,755	(282)	5,755	(282)
Loss on impairment of foreclosed properties	13,446	303,547	13,446	303,547
Loss (Gain) on alteration and termination of the lease	1,068	(700)	1,068	(700)
Discount rental space due to COVID-19 pandemic	-	(4,369)	-	(4,369)
Gain on purchase of investments in subsidiaries	-	(16)	-	-
Provisions	109,230	53,151	106,566	52,311
Other accrued income	72	833	(5,284)	833
Other accrued expenses	739,597	(333,503)	724,292	(334,005)
Income from donations	(10,726)	(30,277)	(10,726)	(30,277)
	56,542,790	46,503,593	56,568,218	46,591,052
Net interest income	(74,977,445)	(59,975,959)	(74,835,656)	(59,975,694)
Dividend income	(1,401,831)	(1,457,861)	(1,501,897)	(1,525,227)
Proceeds from interest	103,363,570	80,832,721	103,238,979	80,832,687
Interest paid	(27,169,581)	(31,122,527)	(27,172,074)	(31,122,697)
Proceeds from dividend	1,403,298	1,456,395	1,403,298	1,456,395
Income tax paid	(4,219)	-	-	-
Operating profit before changes in operating assets and liabilities	57,756,582	36,236,362	57,700,868	36,256,516
(Increase) Decrease in operating assets				
Interbank and money market items	(126,647,197)	(43,157,040)	(126,651,533)	(43,168,151)
Investment in trading securities	(2,518,674)	(3,832,387)	(2,518,674)	(3,832,387)
Loans to customers	(42,544,130)	(198,718,248)	(42,264,086)	(198,672,896)
Loans to customers from public service account	19,254,829	164,154,400	19,254,829	164,154,400
Receivables eligible for government reimbursement from PSA	447,134	151,133	447,134	151,133
Foreclosed properties	(501,553)	(249,820)	(501,553)	(249,820)
Other assets	(4,146,077)	(2,549,791)	(4,144,382)	(2,547,810)

Accompanying notes are an integral part of these financial statements.

Government Savings Bank and Subsidiaries

Statement of Cash Flows (cont.)

For the year ended 31 December 2023

Unit : Thousand Baht

	Consolidated Financial Statement		Separate Financial Statement	
	2023	2022	2023	2022
		(adjusted)		(adjusted)
Cash flows from operating activities (cont.)				
Increase (Decrease) in operating liabilities				
Deposits	90,630,488	108,594,191	90,511,050	109,508,425
Interbank and money market items	22,139,958	(10,713,336)	22,139,958	(10,713,336)
Liabilities payable on demand	1,203,110	(426,517)	1,203,110	(426,517)
Other liabilities	716,752	607,902	711,138	605,176
Net cash from operating activities	15,791,222	50,096,849	15,887,859	51,064,733
Cash flows from investing activities				
Cash paid for purchase of property, plant, and equipment	(957,147)	(2,589,392)	(945,268)	(2,581,407)
Proceeds from disposal of property, plant, and equipment	24,034	23,476	24,034	23,476
Cash paid for purchase of investments in securities	(170,676,210)	(220,380,530)	(170,676,210)	(220,380,530)
Proceeds from disposal of investments in securities	175,447,954	214,433,263	175,447,954	214,433,263
Net cash paid for purchase of subsidiaries	-	(9,800)	-	-
Cash paid for purchase of investments in subsidiaries	-	-	(147,137)	(494,498)
Proceeds from disposal of investments in associates	1,499,400	-	1,499,400	-
Proceeds from dividend income from associates	100,066	67,366	100,066	67,366
Proceeds from disposal of investments in securities	(105,829)	(59,862)	(71,536)	(52,042)
Cash paid for purchase of right-of-use assets	(2,874)	(9,278)	(2,874)	(9,278)
Net cash from (used in) investing activities	5,329,394	(8,524,757)	5,228,429	(8,993,650)
Cash flows from financing activities				
Proceeds from issuing long-term debt securities	-	10,000,000	-	10,000,000
Cash paid for repayment of long-term debt securities	(4,200,000)	(50,000,000)	(4,200,000)	(50,000,000)
Proceeds from long-term interbank loans	2,734,099	12,937,548	2,734,099	12,937,548
Cash paid for long-term interbank loans	(1,358,573)	(1,799,273)	(1,358,573)	(1,799,273)
Cash payment for lease liabilities	(866,702)	(864,756)	(862,812)	(863,954)
Remittance to Ministry of Finance	(16,144,000)	(17,349,000)	(16,144,000)	(17,349,000)
Capital from non-controlling interests in subsidiaries	-	499,800	-	-
Net cash used in financing activities	(19,835,176)	(46,575,681)	(19,831,286)	(47,074,679)
Effect of changes in exchange rate on cash	(789)	(1,724)	(789)	(1,724)
Net increase (decrease) in cash and cash equivalents	1,284,651	(5,005,313)	1,284,213	(5,005,320)
Cash and cash equivalents as at 1 January	24,134,288	29,139,601	24,134,281	29,139,601
Cash and cash equivalents as at 31 December	25,418,939	24,134,288	25,418,494	24,134,281

Accompanying notes are an integral part of these financial statements.


(Mr. Vitai Ratanakorn)
President & CEO

(Ms. Paphakorn Ratanasate)
Senior Executive Vice President
Investment and Financial Management Group

Government Savings Bank and Subsidiaries
Notes to the Financial Statements
For the year ended 31 December 2023

1. General Information

Government Savings Bank (GSB or the Bank) is a juristic person established by Government Savings Bank Act B.E. 2489 (1946), with its headquarters located at 470 Phaholyothin Road, Samsen Nai, Phayathai, Bangkok. The Bank's core business operations are deposit services, sales and purchases of government bonds, profit-oriented investments as approved by the Minister of Finance, and any other banking activities. GSB has branches throughout the country.

2. Significant Accounting Policies and Principles

2.1 Basis for Preparation of Financial Statements

The consolidated and separate financial statements for the year ended 31 December 2023 have been prepared in accordance with the Bank of Thailand Notification No. Sor Kor Sor 2.7/2021 dated 9 April 2021 regarding the Accounting and Financial Reporting for Specialized Financial Institutions which shall be applied to financial statements with accounting period beginning on or after 1 January 2020 onwards as follows:

1) Transactions or items not relating to financial instruments shall comply with the conceptual framework for relevant financial reporting, accounting standards, and financial reporting standards prescribed by the Federation of Accounting Professions, including any other relevant accounting and reporting criteria prescribed by the Bank of Thailand

2) Transactions or items related to financial instruments including other transactions or items where relevant accounting standards and financial reporting standards prescribed by the Federation of Accounting Professions have referred to Thai Financial Reporting Standard on Financial Instruments (TFRS 9) shall be complied with the accounting regulations prescribed by the Bank of Thailand, including relevant regulations and any other regulations that are additionally required. The regulations related to the Bank are as follows:

1. Regulations on bad debts and doubtful accounts prescribed by the BOT.
2. Regulations on accounting for troubled debt restructuring prescribed by the BOT.
3. Regulations on accounting for investments in debt and equity securities prescribed by the BOT.
4. Regulations on writing off financial assets and financial liabilities prescribed by the BOT.
5. Regulations on assets transferred by the debtor for debt repayment prescribed by the BOT.
6. Regulations on disclosure of information in the financial statements of the Bank and similar financial institutions prescribed by the BOT.
7. Regulations on presentation and disclosure of financial instruments prescribed by the BOT.

2.1 Basis for Preparation of Financial Statements (cont.)

For transactions or items related to financial instruments including other transactions or items where relevant accounting standards and financial reporting standards prescribed by the Federation of Accounting Professions have referred to TFRS 9, the Bank is in the process of preparing for the implementation of these regulations. A working group has been appointed to formulate policies, directions and operational plans; consider and assess impact on the operations; and determine guidelines for development of core and related work systems.

The Bank presented its financial statements in accordance with the BOT's Notification No. Sor Kor Sor 27/2019 dated 2 September 2019 regarding the Preparation and Announcement of Financial Statements for Specialized Financial Institutions. The financial statements are prepared and presented in Thai Baht, which is the Bank's functional currency, rounded in the financial statements to the nearest thousand and in the notes to the financial statements to the nearest million, unless otherwise specified.

Consolidated Financial Statements

The consolidated financial statements combine the Bank's separate financial statements and financial statements of subsidiaries in which the Bank invested in ordinary shares of the business which the Bank has control by eliminating significant inter-companies transactions and balances, and Interests in associates in which the Bank invested in ordinary shares in which the Bank has significant influence over the investee.

The financial statements of the subsidiaries are prepared in accordance with the accounting period and using the same significant accounting policies as the Bank. In the event that accounting policies differ, the Bank will make appropriate adjustments to be consistent with the Bank's accounting policies.

Investments in associates are presented under the equity method, and are initially recognized at cost including related transaction costs. The book value of investments in associates will be increased or decreased after the date of acquisition through the Bank's share of profits or losses in proportion to the Bank's investment and dividends received from the associate.

Separate Financial Statements

The separate financial statements combine the accounts of the Bank's entire branches and account of the Regional Urban Development Fund Office, which is one of the Bank's unit, and have eliminated inter-unit transactions. The investment in subsidiaries and associates are recognized at cost less allowance for impairment (if any). Dividend received from subsidiaries and associates are recognized as dividend income.

2.2 Accounting and Financial Reporting Standards, for Transactions or Items not Relating to Financial Instruments, Issued and Revised by the Federation of Accounting Professions

The Bank has adopted financial reporting standards, as announced by the Federation of Accounting Professions effective for the financial statements with the accounting period begin on or after 1 January 2023 for transactions or items that are not related to the financial instruments, that are relevant to the Bank's operations, which the Bank has assessed that there is no material impact on the accounting policy of consolidated and separate financial statements of the Bank.

2.3 Revised and New Financial Reporting Standards that are not yet effective

The Federation of Accounting Professions has announced accounting standards, financial reporting standards, and accounting guidelines which are effective for the financial statements with accounting period beginning on or after 1 January 2024. Those that are related to the Bank's business operations, which the Bank has assessed that there is no material impact on the accounting policy of consolidated and separate financial statements of the Bank are as follows:

TAS	1	Presentation of Financial Statements
TAS	7	Statement of Cash Flows
TAS	8	Accounting Policies, Changes in Accounting Estimates and Errors
TAS	12	Income Taxes
TAS	16	Property, Plant and Equipment
TAS	19	Employee Benefits
TAS	28	Investments in Associates and Joint Ventures
TAS	34	Interim Financial Reporting
TAS	36	Impairment of Assets
TAS	37	Provisions, Contingent Liabilities and Contingent Assets
TAS	38	Intangible Assets
TFRS	3	Business Combinations
TFRS	5	Non-current Assets Held for Sale and Discontinued Operation
TFRS	15	Revenue from Contracts with Customers

For TFRS 17 Insurance Contracts effective for reporting period beginning on or after 1 January 2025 which affects the Bank's financial statements in terms of recognition, measurement, presentation, and disclosure of insurance contracts that will replace TFRS 4 Insurance Contracts, the Bank is in the process of preparing for the adoption of such standard by appointing a working group to plan the implementation, consider and assess operational impacts, and determine guidelines for development of related work systems.

2.4 Accounting Regulations and Guidelines during the COVID-19 pandemic

2.4.1 The Federation of Accounting Professions has promulgated the Accounting Guidelines on Guidelines for Assistance to Debtors Affected by the COVID-19 which was published in the Royal Gazette on 22 December 2021. The objectives of this accounting guidelines are to be a temporary relief measure for businesses that provide assistance to debtors affected by the COVID-19, both directly and indirectly, according to the guidelines for assistance to debtors affected by the COVID-19 (sustainable debt relief measure) or any other additional measures prescribed by the Bank of Thailand, and to apply to classification and provision related to debt restructuring for all types of debtors, which has provided assistance between 1 January 2022 to 31 December 2023, or until the Bank of Thailand changes.

2.4 Accounting Regulations and Guidelines during the COVID-19 pandemic (cont.)

2.4.2 The Bank of Thailand has issued measures to assist debtors affected by COVID-19 pandemic as follows:

- BOT Notification No. Sor Kor Sor2. 14/2021 dated 16 December 2021 regarding Guidelines for Sustainable Debt Restructuring for Debtors of Specialized Financial which emphasized key principles on roles, duties, and responsibilities of the Board of Directors of specialized financial institutions, debt restructuring process, debt restructuring method, debtor qualifications and debt restructuring process, risk management, internal control, and compliance with related regulations of the Bank of Thailand so that the specialized financial institutions can use it as a framework for their operations and be able to exercise discretion carefully and prudently in implementing debt restructuring to suit the debtors' potential and ability to repay debt. This notification was effective from 1 January 2022 onwards.

- BOT Letter No. Tor Por Tor For Gor Chor (07) Wor 1156/2021 regarding Guidelines for Assisting Debtors Affected by Situations that Affect the Thai Economy (Sustainable Debt Restructuring Measures) which determined guidelines for providing assistance to debtors through sustainable long-term debt restructuring, taking into account the ability to repay debt, the future cash flow projection of the debtor, and the benefits that the debtor will receive, and determined guidelines for the implementation of the criteria for classification and provisioning to support sustainable debt restructuring measures and to support cases where specialized financial institutions need to temporarily and urgently provide short-term assistance to debtors due to natural disasters or situations in which debtors are severely affected. This was temporarily effective from 1 January 2022 to 31 December 2023.

2.4.3 Notification of the Ministry of Finance on Determination of the Rate of Remittance to the Specialized Financial Institutions Development Fund B.E. 2566 which was published in the Government Gazette on 13 March 2023 requiring specialized financial institutions to remit fund to the Specialized Financial Institutions Development Fund at the rate of 0.125% per year of the amount received from the public for remittance in 2023, and at the rate of 0.25% per year of the amount received from the public for remittance in 2024 onwards, which was the extension of the period for reducing remittance rate to the Specialized Financial Institutions Development Fund for another year, by cancelling the Notification of the Ministry of Finance on Determination of the Rate of Remittance to the Specialized Financial Institutions Development Fund B.E. 2565.

2.5 Summary of Significant Accounting Policies

2.5.1 Recognition of Income

Interest Income

Interest income of interbank and money market items is recognized on an accrual basis.

Interest income on investments in debt securities is recognized on effective interest rate method.

Interest on loans is recognized as income on an accrual basis. The recognition will be ceased and all recognized interest income will be cancelled, on loans for which interest payments are overdue for more than 3 months from the due date, or on loans for which interest payments are overdue for not more than 3 months from the due date but was classified as loss, doubtful of loss, or doubtful, and recognized as income upon receipt. It will be re-recognized on an accrual basis when the debtor has paid the principal and interest that has not been recorded as income, or all outstanding installments.

Interest received from debtors from debt restructuring during the follow-up on the results of compliance with the debt restructuring conditions under the new restructuring agreement for not less than 3 months or 3 payment installments, whichever is longer, is recognized as income on a cash basis. When debtors who have undergone debt restructuring return to normal classification in accordance with the Bank of Thailand's Notification regarding criteria for classification and provisioning of specialized financial institutions, it will be recognized on an accrual basis.

Interest on loans with interest received in advance on the loan payment date will be gradually recognized as income on a monthly basis throughout the contract period.

Interest on credit card business loans is recognized on an accrual basis, from credit card spending that is due but not paid from the date of recording of credit card business loans; and from cash advance from the date of withdrawal. The recognition will be ceased and all interest income on credit card business loans that have been recognized will be cancelled when the debt is overdue for more than 90 consecutive days. After that it will be recognized on a cash basis.

Interest compensation income according to the Bank of Thailand's measures is recognized on an accrual basis or on receipt on payment if there is uncertainty regarding the amount and time of payment.

Income from public service account reimbursement

Income from interest and principal reimbursement from public service account is recognized on an accrual basis throughout duration of each project in accordance with the Cabinet's Resolutions. Income compensation for damages is recognized upon receipt of payment.

Other income

Fee and service income, special privilege program for customers, and dividend income from investments are recognized when the obligations under the contract have been fulfilled, or are recognized over time according to the obligation to perform the contract, depending on the case.

2.5.2 Recognition of expenses

Interest expenses on deposits, interest expenses and prize expenses for GSB Premium Savings Certificate, interest expense from interbank and money market items, remittance to the Specialized Financial Institutions Development Fund, and interest expenses on debt issued and borrowings are recognized on an accrual basis.

2.5 Summary of Significant Accounting Policies (cont.)

2.5.2 Recognition of expenses (cont.)

Interest expenses under the lease agreement are recognized by the effective interest rate method.

Fee and service expenses as well as other operating expenses are recognized on an accrual basis or upon payment, depending on the case.

Expenses from public service account are recognized by expense allocation method for cost of money expenses, fee and service expenses, and other operating expenses. The expense allocation method has been approved by the Fiscal Policy Office (FPO).

2.5.3 Cash and Cash Equivalents

Cash and cash equivalents refer to cash on hand and cash items under collection.

2.5.4 Derivatives

Derivatives transactions are recognized on the trade date by the following methods:

Trading derivatives are stated at fair value. Gain or loss on changes in fair value is recognized as income or expense in the statements of income and other comprehensive income and are included in net gain (loss) on trading and foreign exchange transactions.

Hedging derivatives are measured by the same method as that applied for valuing the hedged items and are recognized as income or expense in the same manner as the hedged items.

2.5.5 Investments

The Bank's investments comprise debt securities and equity securities, classified into trading investment, available-for-sale investment, debt securities held until maturity, and general investment.

Trading Investments

Marketable debt securities or equity securities intended for short-term holding and intended to be sold in order to profit from changes in securities' price are stated at fair value. Unrealized gains or losses on changes in fair value are included in net gains (losses) on trading and foreign exchange transactions in the statement of income and other comprehensive income.

Available-for-sale investments

Marketable debt securities or equity securities other than those held for trading or debt securities held to maturity are stated at fair value. Unrealized gains or losses on changes in fair value are included in other comprehensive income (loss) in the statement of income and other comprehensive income and accumulated in other components of equity. On disposal of securities, the Bank reverses the unrealized gains or losses on changes in fair value before realizing gain or loss on disposal of securities in the statement of income and other comprehensive income.

The Bank assesses the impairment of available-for-sale securities as soon as there is an evidence to support the impairment. The deficit on changes in the value of available-for-sale securities presented in other components of equity is reversed as an impairment loss, or the surplus on changes in the value of available-for-sale securities previously recorded in other components of equity are reversed to reduce the value of investment before the impairment loss is recognized expense in the statement of income and other comprehensive income. An impairment loss on available-for-sale securities will be reversed when the evidence supporting impairment of securities no longer exist.

2.5 Summary of Significant Accounting Policies (cont.)

2.5.5 Investments (cont.)

Held-to-maturity debt securities

Debt securities that the Bank has the determination and ability to hold until maturity are stated at amortized cost net of allowance for impairment.

The Bank assesses the impairment of held-to-maturity debt securities by considering the probable probability that it will not be able to collect all or part of the principal or interest as stipulated in the contract. Losses on impairment are recognized as expenses in the statement of income and other comprehensive income. An impairment loss will be reversed when the impairment loss no longer exists or decreases, provided that it does not exceed the estimated amortized cost.

General investments

Non-marketable equity securities are stated at cost net of allowance for impairment.

The Bank assesses the impairment of general investments when there is an indication of impairment by recording a reduction in carrying amount of the general investments to the recoverable amount. If the recoverable amount is lower than the carrying amount of investments, the portion lower than the carrying amount is considered an impairment loss and is recognized as an expense in the statement of income and other comprehensive income. An impairment loss will be reversed when the indication of impairment has disappeared.

The Bank recognizes the trade of investments on the trade date by recognizing the initial investment value at the purchase price including all direct expenses in order to obtain the investment. When the investments are disposed, the Bank will calculate the cost of the disposed investment using the weighted average method. Gain or loss on disposal of trading investments are presented in net gain (loss) on trading and foreign exchange transactions, while other investments are presented in net gain (loss) on investments.

The Bank measures a fair value of debt securities with reference to the Thai Bond Market Association yield rate. The fair value of marketable equity securities and fund units are measured using the latest bid price from domestic market where the government is regulated and such securities were traded at the end of the last working day of the reporting period. Investments in investment units in non-active funds are measured at fair value by using Net Asset Value at reporting date.

2.5.6 Investment in subsidiaries and associates

Investments in subsidiaries

Equity securities in an entity in which the Bank invests is considered an investment in a subsidiary when the Bank has control over the investee based on its power over the investee. The exposure or rights to variable returns from involvement with the investee and the ability to exercise power over the investee have an effect on the amount of variable return on a Bank's investment. Investments in subsidiaries in the Bank's separate financial statement are presented at cost net of allowance for impairment. For the consolidated financial statements, the Bank consolidates the financial statements of its subsidiaries from the date on which control commences and ends on the loss of control over the subsidiary.

2.5 Summary of Significant Accounting Policies (cont.)

2.5.6 Investment in subsidiaries and associates (cont.)

A non-controlling interest is an interest in a subsidiary that is not directly or indirectly owned by the Bank. Non-controlling interests are presented in equity separately from those attributable to the Bank in the statement of financial position. Share of profit or loss and share of comprehensive income are included for each component in the statement of income and other comprehensive income in proportion to the investment of non-controlling interests.

The Bank assesses the impairment of investments in subsidiaries when there is an indication of impairment by comparing the carrying amount of investment with its expected recoverable amount. If the carrying amount of the investment exceeds its recoverable amount, the impairment loss is recognized as an expense in the statement of income and other comprehensive income. An impairment loss will be reversed when the indication of impairment has disappeared.

Investments in associates

Equity securities in an entity in which the Bank invests is considered an investment in an associate when the Bank has significant influence over the entity, as determined by the Bank's total voting power, directly and/or indirectly, in the entity of at least 20.00%, or having the power to participate in the decision-making on financial policies and operations of the business in which the Bank invests, but not to the extent to control or co-control in those policies. Investments in associates in the Bank's separate financial statements are presented at cost net of allowance for impairment. Investments in associates in the consolidated financial statements are presented under the equity method.

The Bank assesses the impairment of investments in associates when there is an indication of impairment by comparing the carrying amount of the investment with its expected recoverable amount. If the carrying amount of the investment exceeds its recoverable amount, the impairment loss is recognized as an expense in the statement of income and other comprehensive income. An impairment loss will be reversed when the indication of impairment has disappeared.

2.5.7 Loans

The Bank presents the amount of loans by the outstanding principal amount, with the accrued interest receivables on loans as a separate item, except for overdrafts. Advance-received discounts on loans which have not yet been recognized as income are presented in deferred revenue as a deduction item on loans.

The amount of personal loans which are guaranteed by life insurance deposits are presented with outstanding principal amount. Advance-received interest is presented separately as deduction items on life insurance loans.

Hire purchase receivables are stated by the outstanding debt under agreements, net of commission fees and deferred initial direct costs on hire purchase. Deferred revenue is presented separately as deduction items on loans.

2.5 Summary of Significant Accounting Policies (cont.)

2.5.8 Allowance for doubtful accounts

The Bank sets aside allowance for doubtful accounts according to the Bank of Thailand's Notification regarding Criteria for Classification and Provisioning of Specialized Financial Institutions as follows:

<u>Type of Classification</u>	<u>Rate (%)</u>
Normal (0 - 1 overdue)	1
Special mentioned (more than 1 - 3 months overdue)	2
Substandard (more than 3 - 6 months overdue)	100
Doubtful (more than 6 - 12 months overdue)	100
Doubtful of loss (more than 12 months overdue)	100

General loans: The Bank sets aside minimum allowance for doubtful accounts based on the percentage stipulated by the BOT, calculated from the percentage of the outstanding principal balance excluding accrued interest receivable after deduction of collateral, or debt balance after deduction of the present value of expected cash flows from debtors, or present value of expected cash flows from collateral disposal. The collateral value used depends on the type of collateral and the latest appraisal date.

Personal loans guaranteed by life insurance deposits: The Bank sets aside allowance for doubtful accounts at the rate of 1% of the total outstanding balance of all types of life support loans without using collateral value in the calculation.

Hire purchase loans: The Bank sets aside allowance for doubtful accounts based on the percentage stipulated by the BOT, calculated from the percentage of net hire purchase receivables after deduction of deferred revenue.

In addition, the Bank sets aside allowance additional to the minimum requirement stipulated by the BOT considering possible losses from changes in economic conditions and laws as well as other factors that may affect the debtor's ability to repay debt.

Other receivables: If it is expected to be unable to collect, the full amount of allowance for doubtful accounts will be set aside. Doubtful accounts are recorded as expenses in the accounting period and are reversed upon settlement.

Bad debts written off during the year are deducted from the allowance for doubtful accounts.

Bad debts and doubtful accounts are recognized as expenses, while bad debt recoveries are recognized as other income and presented in the statements of income and other comprehensive income.

Loans to PSA customers: The Bank sets aside allowance for doubtful accounts in accordance with the BOT's Notification on Regulations on Public Service Account (PSA) as follows:

1. For non-compensated portion in accordance with the Cabinet resolution, the Bank classifies and sets aside provisions for individual debtors in accordance with the Bank of Thailand's Notification regarding Criteria for Classification and Provisioning of Specialized Financial Institutions.
2. For compensated portion in accordance with the Cabinet resolution, the Bank classifies individual debtors or receivables eligible for government reimbursement as normal without setting aside provision as any loss is compensated by the government.

2.5 Summary of Significant Accounting Policies (cont.)

2.5.9 Debt restructuring

Debt Restructuring (DR) means restructuring of debt arising from a debtor's increased credit risks, which can be divided into:

1. Debt restructuring for loans that are not yet classified as Non-Performing Loans (NPLs). This type of debt restructuring is preemptive and will commence once the debtor starts demonstrating issues with debt repayment. The debtors are not yet classified as NPL.

2. Debt restructuring for Non-Performing Loans (NPLs) is considered Troubled Debt Restructuring (TDR).

Recognition of debt restructuring is as follows:

1. Losses from troubled debt restructuring resulting from reductions in principal and accrued interest receivables on unpaid debts and the use of various debt restructuring schemes such as asset transfers, changes in repayment terms, and debt restructuring in many forms are fully recognized as expenses in the statement of income and other comprehensive income.

2. In case of a relaxation of debt repayment conditions without reduction of principal and accrued interest receivables recognized as income before debt restructuring, the Bank calculates the present value of expected recoverable cash flows by using the effective interest rate under the original contract or the interest rate under the terms of the new debt restructuring agreement as the discount rate. If the interest rate pursuant to the terms of the new debt restructuring agreement is lower than the rate of financial cost, the Bank will use the rate of financial cost as a discount rate instead. When the present value of such calculated cash flows is lower than the book value (Principal plus accrued interest receivables of debtors recognized as income), allowance for loss on debt restructuring is fully recognized in the statement of income and other comprehensive income for that period.

The components of financial costs are for example cost of deposits, loans, remittance to the Specialized Financial Institutions Development Fund, and operation expenses.

3. In case of accepting debt repayment by transfer of assets, financial instruments, or capital of debtors arising from debt-to-equity conversion, the Bank will write off the outstanding balance of debtors and recognizes the incurred loss in the statement of income and other comprehensive income immediately after accepting the transfer by considering the original allowance for doubtful accounts provided. The Bank recognized the transferred assets at fair value and not higher than the book value of the debts plus the accrued interest receivables that the Bank is legally entitled.

In case of accepting partial debt repayment by transfer of assets, financial instruments, or capital of debtors arising from debt-to-equity conversion for debt repayment under the debt restructuring agreement, the Bank will comply with item 3 first. For the remaining balance of debts, if there is a relaxation of repayment conditions, the Bank will comply with item 2.

2.5.10 Receivables eligible for government reimbursement from Public Service Account

Receivables eligible for government reimbursement from Public Service Account refers to the Bank's right to receive reimbursement for the loss from the government as stipulated in the Cabinet resolution or written government order from Public Service Account.

2.5 Summary of Significant Accounting Policies (cont.)

2.5.11 Foreclosed properties

Foreclosed properties consist of immovable properties own by the Bank, acquired from debt settlement that is debt resolution, or the purchase of immovable properties that are mortgaged or used as collateral for debt repayment from the auction by court order, and the bank intends to sell such foreclosed properties later. Foreclosed properties are recognized at the lower of fair value or book value of foreclosed properties, and is the collection value. The Bank appraises the foreclosed properties and recognizes impairment losses for the difference of book value, that is higher than value obtained from the appraisal or valuation for not more than 12 months, and estimated selling expenses. However, if the Bank has done an appraisal or valuation for more than 12 months, only 50% of the value obtained from the appraisal will be used, which is in line with the Bank of Thailand's policy on Appraisal of Collateral and Foreclosed Properties Obtained from Debt Settlement, Credit Guarantee, or Purchased through Auction of Specialized Financial Institutions. Impairment loss is recognized as an expense or income from other operations in the statement of income and other comprehensive income. The Bank will not calculate the depreciation of foreclosed properties, following the Bank of Thailand's Notification regarding Criteria for Classification and Provisioning of Specialized Financial Institutions.

In addition, the Bank will set aside the allowance for impairment at the lower of the appraised value and the book value of the foreclosed properties, as specified by the Ministry of Finance as follows:

	<u>Rate (%)</u>
Foreclosed properties with a holding period of 9 years	20
Foreclosed properties with a holding period of 10 years	50
Foreclosed properties with a holding period over 10 years	100

Gain or loss on disposal of foreclosed properties are recognized as income or expenses from other operations in the statement of income and other comprehensive income.

2.5.12 Property, plant, equipment, and depreciation

Property, plant, and equipment comprises land, buildings (both freehold and non-freehold), equipment, and work in progress. The Bank recognizes the initial cost of property, plant, and equipment at cost, including direct costs attributable to the acquisition to bring the asset to a condition ready for its intended use, and subsequently measured either using the cost or revaluation model. The same accounting policy is applied for all property, plant, and equipment of the same type.

2.5 Summary of Significant Accounting Policies (cont.)

2.5.12 Property, plant, equipment, and depreciation (cont.)

Land is stated at revaluated amounts less allowance for impairment (if any). Land is revaluated every 3-5 years if the fair value of land previously revalued has not changed significantly. If there was a material change in the fair value of land, the Bank may revalue the land so that the book value of the land previously revalued does not materially differ from the fair value at the end of the reporting period. In case the land appraisal results have decreased in value more than the revaluation surplus on land previously recognized in the owner's equity of the same plot of land, the Bank recognizes the deficit in the statement of income and other comprehensive income. If the land appraisal result has increased value, the Bank recognizes the increased value in the revaluation surplus in equity, except in case the value of the land has been decreased and the loss has been recognized in the statement of income and other comprehensive income, the Bank will recognize only the amount of the subsequent revaluation in excess of the amount that previously recognized the decrease in value of the same plot. The revaluation of land is regularly performed by external appraisers who have qualifications as specified in the Bank of Thailand's policy guidelines.

Buildings (both freehold and non-freehold) and equipment are stated at cost less accumulated depreciation and allowance for impairment (if any).

Depreciation is recognized as an expense in the statement of income and other comprehensive income, calculated on a straight-line basis over the estimated useful life of each asset as follows:

Building and other constructions	7 - 95 years
Building on leased land	23 - 89 years or the lease term
Leased building improvements	5 years
Equipment	5 - 8 years

The Bank reviews the residual values and useful life of assets at each financial year end to reflect their current conditions and expected future economic benefits more appropriately, which is considered as a change in accounting estimates. The Bank recognizes the effect of such change by the prospective method onwards. For the assets that are fully depreciated but still in use, the Bank will not change its accounting estimates for those assets.

Impairment loss on property, plant, and equipment is recognized as other expenses in the statement of income and other comprehensive income.

The Bank writes off property, plant, and equipment items from the account upon disposal, or when no future economic benefits are expected from its use. Gain or loss on disposal of assets is recognized as income or expenses from other operations in the statement of income or other comprehensive income.

2.5.13 Right-of-use assets and lease liabilities

A lease is a contract or part of a contract that gives the right to use an asset (an underlying asset) for an agreed period in exchange for consideration and a leasehold right.

The Bank recognized right-of-use assets and lease liabilities with a lease term of more than 12 months as follows:

2.5 Summary of Significant Accounting Policies (cont.)

2.5.13 Right-of-use assets and lease liabilities (cont.)

1. Right-of-use asset is initially recognized at cost, comprising the initial recognition of the lease liability plus any lease payment made on or before the commencement of the lease net of incentives received under the lease, and subsequently measured at cost less accumulated depreciation and allowance for impairment (if any).

Depreciation of right-of-use assets is recognized as an expense in the statement of income and other comprehensive income, calculated on a straight-line basis over the lease term. At the end of the lease, the right-of-use asset and related items are written off from the accounts.

2. Lease liabilities are measured initially at the present value of unpaid lease payments at the commencement date using the weighted average incremental borrowing rate as a discount rate, and subsequently measured by increasing the carrying amount to reflect interest on the lease liability, decreasing the carrying amount to reflect the lease payments, and re-measuring the carrying amount to reflect any revaluation or change in the lease.

For leases with low value underlying assets and leases with a lease term of less than or equal to 12 months, lease payments are recognized as expenses on a straight-line basis over the lease term in the statement of income and other comprehensive income

2.5.14 Intangible assets

Intangible assets, comprising computer software, are stated at cost less accumulated amortization and allowance for impairment (if any).

The Bank recognizes intangible assets initially at cost. The cost of a computer software is the money paid for the computer software, including the money paid to acquire the ownership of the computer software.

Amortization of computer software is recognized as an expense in the statement of income and other comprehensive income, calculated by the straight-line method over the estimated useful lives of each computer program, which is between 3 - 27 years.

The Bank reviews the residual values and useful life of intangible assets at each financial year end to reflect their current conditions and expected future economic benefits more appropriately, which is considered as a change in accounting estimates. The Bank recognizes the effect of such change by the prospective method onwards. For the computer software that are fully amortized but still in use, the Bank will not change its accounting estimates.

Impairment loss on intangible assets is recognized as other operating expenses in the statement of income and other comprehensive income.

The Bank writes off the intangible assets from the account upon disposal or when expecting no economic benefits in the future. Gain or loss on disposal of intangible assets is recognized as income or expenses from other operations in the statement of income and other comprehensive income.

2.5.15 Assets from donation

Assets from donation consist of land and other assets received from donations, which are recognized at the appraisal value or fair value or market value on the date of donation. They are recognized as assets from donation in pair with income from donations at the same amount on the date of donation.

2.5 Summary of Significant Accounting Policies (cont.)

2.5.16 Life and family insurance deposits

Life and family insurance deposits is a deposit for life insurance and savings as income insurance and education by providing return in the form of dividend, pension, and various protections, according to the condition of the life and family insurance deposit policy. The Bank must pay back the life and family insurance deposits according to the conditions of the deposit.

The Bank has the liabilities for the life and family insurance deposits that have the nature of deposits and insurance, with the accounting policy as follows:

1. Life and family insurance deposit is shown in the deposit account with the balance net of operating expenses from the depositor.
2. Accrued interest payables on life and family insurance deposits under clause 1 is shown in the accrued interest on deposits and bonds account.

For life and family insurance deposit with nature of deposits that the Bank has recognized according to clause 1 and 2 at the end of the reporting period, the Bank calculates reserves according to the actuarial method of Net Premium Valuation (NPV).

For life and family insurance deposit with nature of insurance that the Bank has recognized according to clause 1 and 2, the Bank test the adequacy of liabilities at the end of the reporting period using the current estimates of future cash flows arising from insurance contracts commonly used in the insurance sector namely the Gross Premium Valuation (GPV) method and using the discount rate in accordance with the guidelines of the Office of Insurance Commission (OIC).

In addition, the Bank considers additional provisions for life and family insurance deposits with nature of insurance to manage the risk of interest rate volatility.

Doctor fees for health checkup of depositors are recognized as expenses in statement of income and other comprehensive income.

2.5.17 Provision

The Bank recognizes provisions the when all of the following conditions are met:

1. The Bank has a present obligation as a result of past events, whether that obligations are is a legal or constructive obligation.
2. It is probable that an outflow of resources embodying economic benefits to bhe Bank will be required to settle such obligation, and
3. The value of obligations can be estimated reliably.

Provisions comprise provisions for off-statement of financial position contingencies, provisions for probable damages on legal indemnity, provisions for employee benefits, and other provisions.

2.5 Summary of Significant Accounting Policies (cont.)

2.5.17 Provision (cont.)

For contingent liabilities and obligations that are off-statement of financial positions, the Bank recognizes provisions when all conditions are met. Recognition of provisions for obligations of debtors that are off-statement of financial position and are classified as substandard, doubtful, doubtful of loss, or loss, the rates used to calculate such provision will be the same rate as that used to set aside allowance for doubtful account of each debtor to accommodate possible damages.

The Bank recognizes provisions for probable damages on legal indemnity when they meet all conditions, with criteria for setting provisions for damages as follows:

1. The case is in the court of first instance and the outcome of the case is not probable that the Bank will have to pay damages, the Bank will not recognize the provision, unless in the following cases that the Bank will recognize it as provision:

- 1.1 The case which was filed on the same issue as that the court had previously given a final judgement in which the Bank lost the case, the Bank will recognize the provision from the beginning of the lawsuit.

- 1.2 The case which must be appealed to the supreme court, where the court of first instance judges that the Bank lost the case and must pay damages according to the judgement of the court, the Bank will recognize the provision according to the judgement of the court of first instance.

2. The case which the court of first instance judges that the Bank lost the case, but the court of appeal judges that the Bank win the case, the Bank will recognize the provision according to the judgement of the court of first instance.

3. The case which the court of first instance judges that the Bank win the case, but the court of appeal judges that the Bank lose the case, the Bank will recognize the provision according to the judgement of the court of appeal.

4. The case which the court of first instance and the court of appeal judge that the Bank lose the case, the Bank will recognize the provision according to the judgement of the court of appeal.

The Bank reviews provisions on a regular basis by recognizing changes in provisions as increase or decrease in other operating expenses in the statement of income and other comprehensive income, and will reverse the provisions if it is not probable that the Bank has to pay the obligation.

2.5.18 Officers Benefits

The Bank has officer benefit programs as follows:

Short-term employee benefits

Short-term employee benefits include salaries, overtime pay, bonuses and other short-term benefits based on employment arrangements and present statutory or constructive obligations to be paid as a result of the employee's past service, and such obligation can be reasonably estimated. The Bank recognizes short-term employee benefits as expenses in profit or loss on an accrual basis.

Post-employment benefits

1. Contribution plan

Contribution plan is a post-employment benefit plan, in which the Bank has registered as a provident fund under the Provident Fund Act B.E. 2530 and was approved by the Ministry of Finance as a registered fund on 29 June 2005. The fund is managed by an external fund manager. The Bank's obligation is limited to the amount that the Bank contributes to the fund at the rate of 9.00 - 12.00% according to the employee's year of service, whereas the officers who are members of the fund can choose a contribution rate from 3.00-15.00% of their salary. Officers will receive benefits upon termination of employment pursuant to the fund's regulations.

2.5 Summary of Significant Accounting Policies (cont.)

2.5.18 Officers benefits (cont.)

The provident fund is considered as a contribution plan. The Bank recognizes its contributions to the provident fund as expenses in the statement of income.

2. Defined benefit plan

Defined benefit plan is a post-employment benefit plan in addition to the contribution plan. It consists of pension, retirement gifts, compensation, living gratuity, and special gratuity. The defined benefit obligation is calculated separately for each plan by estimating the amount of future benefits that employees will receive from their services in the current and prior years and discounted using yields on bonds with maturities approximating the terms of the obligations, calculated using actuarial estimation technique of Projected Unit Credit Method by actuarial experts. The Bank recognizes the provisions at the present value of employee benefit obligations in the statement of financial position. Post-employment benefit expenses are recognized as expenses in profit or loss, and the actuarial gain (loss) is recognized in other comprehensive income.

Other long-term officer benefit plan

The Bank offers other long-term officers benefit plans to eligible officers in return for their service in the current year period prior to retirement. The calculation is done by the same method as post-employment benefit plan such as gifts to long service employees. The Bank recognizes provisions at the present value of employee benefit obligations in the statement of financial position. Other long-term benefit expenses are recognized as expenses in profit or loss. Actuarial gain/loss is recognized in profit or loss.

Termination benefit plan

Termination benefits result from a bank's decision to lay off an officers or an officers's decision to accept an offer of benefits in exchange for termination. The Bank's termination benefit is the Early Retirement Program. The Bank will recognize the termination benefit as an expense when the Bank is no longer able to withdraw the offer of such benefit.

For the termination benefits that are expected to be paid in full before 12 months after the end of the annual reporting period in which termination benefits are recognized, the Bank shall comply with the provisions for short-term employee benefit. If termination benefits are not expected to be paid in full before 12 months after the end of the annual reporting period, the Bank shall comply with the provisions for other long-term officers benefit.

2.5.19 Foreign currency translation

The Bank's transactions denominated in foreign currencies are foreign currencies arising from foreign exchange service, transactions arising from the acquisition of assets, liabilities, income, and expenses in foreign currencies. The Bank recognizes foreign currency transactions incurred during the period in Thai Baht using the spot exchange rate prevailing on the date of the transaction. Assets and liabilities denominated in outstanding foreign currencies at the reporting date are converted into Thai Baht at the exchange rates published on the Bank of Thailand's website. Non-monetary assets and liabilities are stated at original cost converted to Thai Baht on the transaction date.

Gain or loss on foreign exchange rate and gain or loss on foreign currency translation are presented in the statement of income and other comprehensive income.

2.5 Summary of Significant Accounting Policies (cont.)

2.5.20 Reclassification

The Bank has reclassified the transaction in the statement of financial positions as at 31 December 2022 and 1 January 2022 to be consistent with and compare with the presentation in the statement of financial position as at 31 December 2023. The Pending transfer -PromptPay, which originally presented as deduction in other liabilities was reclassified and presented as other assets. There was no impact on the net profit and equity that have already been reported as follows:

Unit: Million Baht

	Consolidated Financial Statement			Financial Statement Presenting Investments under Equity Method		
	31 December 2022			1 January 2022		
	as reported	adjustment	adjusted	as reported	adjustment	adjusted
Statement of Financial Position						
Other assets	9,479.36	2,401.19	11,880.55	8,703.51	2,238.34	10,941.85
Other liabilities	3,845.05	2,401.19	6,246.24	9,166.27	2,238.34	11,404.61

Unit: Million Baht

	Separate Financial Statement					
	31 December 2022			1 January 2022		
	as reported	adjustment	adjusted	as reported	adjustment	adjusted
Statement of Financial Position						
Other assets	9,477.19	2,401.19	11,878.38	8,703.51	2,238.34	10,941.85
Other liabilities	3,838.38	2,401.19	6,239.57	9,166.27	2,238.34	11,404.61

3. Risk Management

3.1 Bank Risk Information

3.1.1 Credit Risk

Credit Risk refers to the risk arising from the Bank's customers or counterparties failing to comply with the contract of repayment of debt or failing to comply with the agreement with the Bank or having a chance that the customer may not be able to repay the debt, causing the credit rating to be downgraded, which may affect the Bank's capital position and income.

The Bank is aware of the uncertainty of the current economic and social conditions, and has closely monitor it to appropriately improve the credit provision criteria and credit risk management by focusing on developing a systematic credit risk management process in accordance with the best practice standards, improving the credit facility process, developing credit risk management tools to support the quality growth of loans and investments, including monitoring and controlling credit risk within risk appetite. Summary is as follows:

3.1 Bank Risk Information (cont.)

3.1.1 Credit Risk (cont.)

1. Determine a credit risk management policy so that the Bank has good credit risk management in the same direction and consistent with the Bank's strategies and policies.
2. Determine a business credit policy to be used as a framework and standard guideline for efficient business loan operation of the Bank.
3. Determine a retail loan policy to be used as a framework and standard guideline for efficient retail loan operation of the Bank.
4. Determine the policy for classification and provisioning to be used as a guideline for classification and provisioning of the Bank and as a tool to create stability. Sufficient provisioning will allow the Bank to absorb losses that may arise from the impairment of assets held by the Bank.
5. Determine the policy and the minimum criteria for risk acceptance for credit cards and cash card loans to be used as a framework and guidelines for providing credit cards and cash card loans.
6. Setup a centralized credit analysis and approval process, determine credit approval authority including authority to review and renew business credit limits in order to have a check & balance process in line with good risk management principle.
7. Set criteria for considering debt repayment ability as follows:
 - 7.1 Set standard criteria for considering repayment ability of retail loan customers to ensure that borrowers still have enough money to support their living and reduce the chance of future NPLs.
 - 7.2 Set net profit standards of each business to use as a basis for calculating the debt repayment ability of customers applying for loans in an appropriate and uniform manner.
 - 7.3 Set criteria for calculating debt obligations for all types of loans under the credit information (NCB) to be used as criteria for calculating ability to repay debt to be the same standard.
8. Determine Credit Product Program (CPP) to be used as a preliminary guideline in considering business credit that the Bank will support and create a business credit risk consideration form in applying for credit approval and credit limit renewal with business credit limits and/or total investment (Total Exposure) not exceeding 20 Million Baht (Check List: CL) to serve as a guideline for determining the feasibility in considering loans for business credit customers.
9. Review qualification criteria of leading financial institutions to be used as a basis for considering interest rates for leading financial institutions.
10. Develop and improve credit risk measurement model which comprises Credit Scoring Model (namely Application Scoring, Behavior Scoring, Collection Scoring), Credit Risk Rating Model and Credit Risk Rating for Small Business Model to screen and evaluate customer risks appropriately and used in conjunction with Credit Bureau Score (Credit Score of National Credit Bureau) for more efficient credit approval consideration and test the model reliability at least once a year.

3.1 Bank Risk Information (cont.)

3.1.1 Credit Risk (cont.)

11. Develop work system to support the Bank's credit approval process to be standardized and increase the efficiency of risk management, including:

11.1 Loan Origination and Process System (LOPs) consists of Loan Origination System (LOR), Collateral Management System (CMS), and Litigation System (LS) to increase the efficiency of loan approval process and competitiveness.

11.2 System for analyzing information of corporate customers and credit risks, consisting of business data analysis system (Enlite) and financial analysis system (Optimist).

11.3 Credit scoring calculation system (Blaze Advisor) and score calculation system for credit card and cash card loans (Strategy Management).

11.4 Database system for risk management (Risk Data Mart) to support Capital Calculation, Stress Test, and Credit Portfolio Management.

11.5 Credit Criteria Processing System (CCPS) to process credit approval criteria in terms of criteria for all types of retail loan products and risk criteria as well as calculating debt obligations according to the criteria specified by the Bank.

12. Monitor and control credit risks such as:

12.1 Set a Single Lending Limit to control risks in order to prevent the Bank from lending, investing, creating commitments or conducting transactions similar to granting credits to a single person and to avoid concentration risk in a particular debtor including related parties too much, and to ensure that the Bank has sufficient capital to continue its business operations in case of unexpected events, which may affect a particular group of debtors or any business sector.

12.2 Set and review the industry limit to serve as a guideline for consideration of credit approval and to diversify the risk so that it is not so concentrated in a particular business.

12.3 Set a limit or ceiling for credit granting, investing, or creating obligations to each counterparty country (Country Limit) to control the risk from concentration in one country or a particular group of countries that are economically related, and to allow the Bank to have sufficient and appropriate reserves to accommodate the impact that may arise from increased transactions.

12.4 Monitor the structure and quality of the credit portfolio to be in line with the Bank's policy as well as monitor credit concentration in various dimensions such as credit types, business sectors, and receivables, etc., and regularly monitor the concentration to not exceed the specified ceiling, such as Single Lending Limit, Industry Limit, Country Limit by using the standard according to the Bank of Thailand criteria.

3.1 Bank Risk Information (cont.)

3.1.1 Credit Risk (cont.)

12.5 Review loans to monitor credit operations to be in accordance with the rules prescribed by the Bank and in accordance with the guidelines of the Bank of Thailand.

12.6 Conduct Credit Stress Testing using economic and financial simulation scenarios as specified by the Bank of Thailand, which considers the impact of domestic and international economic risk factors including credit risk to assess the impact on the Bank in terms of credit portfolio, reserves, and capital adequacy.

13. Monitor and report risks to the Risk Oversight Committee and related committee regularly.

14. Develop officers' capabilities and skills in credit granting, investment, credit risk management and support the creation of credit risk management culture for relevant employees continuously.

15. Establish Debt Management Process to prevent and resolve overdue debts as well as proceeding with a lawsuit or a compromise and management of non-performing assets.

16. Prepare to support the calculation of impairment according to TFRS 9 by developing/ improving impairment model (ECL Model), including the reliability test of the model so that the Bank can calculate the reserves appropriately.

3.1.2 Market Risk

Market Risk refers to the risk arising from the movement of interest rates, foreign exchange rates, equity prices and commodity prices that have a negative impact on income and capital.

To manage market risk, the Bank by the Board of Directors has established the market risk management policy. The Risk Oversight Committee is responsible for approving systems for measuring, monitoring, and controlling market risks, to control potential risks in both trading book and banking book to be under the Risk Appetite by setting risk limit (Limit) risk alarms (Trigger) to suit the investment portfolio, with regular monitoring and reporting to the relevant executives and committees. In addition, the Bank conducts market stress testing on a quarterly basis, by defining the simulation scenarios that may arise from extreme changes in risk factors that adversely affect the Bank's earnings and capital, which is in consistent with the guidelines of the Bank of Thailand. In addition, crisis testing is conducted using the Bank of Thailand's Supervisory Stress Test. There is also a regular back testing of the Value at Risk (VaR) model in accordance with the guidelines of the Bank of Thailand.

3.1 Bank Risk Information (cont.)

3.1.2 Market Risk (cont.)

The Bank has a risk control oversight of investment in subsidiaries by establishing subsidiary governance policy and requiring regular monitoring of the the performance and management of subsidiaries, and having tools to control overall risk of investment portfolios. Subsidiaries have established a risk management policy covering market risks in order to manage the risks of the subsidiaries appropriately.

As for the market risk level of investment portfolio as of 31 December 2023, most of them were within risk limit and trigger set by the Bank. Only the available-for-sale portfolio - Fund the exceeds the risk limit according to the volatility of the capital market. The management approach has been established and reported to relevant executives and committees for consideration regularly. Available-for-sale portfolios - Fund accounts for 4.91% of total investment portfolios. Losses from the valuation of the market value of available-for-sale portfolio - Equity will be deducted from the capital every 6 months period in accordance with the Bank of Thailand's guidelines to ensure that the capital is at a high enough level to cover such risk. In addition, the overall market risk of the investment portfolio as of 31 December 2023 is still under risk appetite.

(1) Interest rate risk

Interest rate risk refers to the risk arising from interest rate movements that have a negative effect on a bank's income and/or economic value, consisting of interest rate risk in the banking book and interest rate risk in the trading book.

Interest rate risk in the banking book arises from inconsistencies in asset and liability structures, with different period and types of interest rates. The Bank has been working to manage the asset and liability structure appropriately, including analyzing the impact of interest rate changes on net interest income in the next one year (NII Sensitivity) against the regularly set risk limit to ensure that the effects of the interest rate changes occur within the risk appetite.

For interest rate risk in trading book as of 31 December 2023, the Bank invested in debt securities in the trading portfolios at 1.35% of total investment portfolio. There are risk control tools such as Present Value of 1 basis point (PV01), and the valuation of the maximum damage that may occur from a transaction under normal circumstances using the Value at Risk (VaR) model at a confidence level of 99% and a holding period of 1 day.

3.1 Bank Risk Information (cont.)

3.1.2 Market Risk (cont.)

The following table shows the average balance and interest amounts for interest-bearing financial instruments of the Bank and its subsidiaries for the year ended 31 December 2023 and 2022:

Unit: Million Baht

	Consolidated Financial Statement					
	2023			2022		
	Avg. Outstanding Balance	Interest Amount	Avg. Interest Rate (%)	Avg. Outstanding Balance	Interest Amount	Avg. Interest Rate (%)
Interest-bearing financial assets						
Interbank and money market items	362,285.79	7,505.99	2.07	290,889.62	2,383.13	0.82
Investments	459,699.10	9,389.60	2.04	422,732.09	6,052.58	1.43
Loans to customers	2,186,713.82	85,066.85	3.89	2,012,524.78	68,369.48	3.40
Loans to PSA customers	83,009.77	3,457.34	4.16	185,420.03	6,262.83	3.38
Total	<u>3,091,708.48</u>	<u>105,419.78</u>	3.41	<u>2,911,566.52</u>	<u>83,068.02</u>	2.85
Interest-bearing financial liabilities						
Deposits	2,668,877.65	26,449.40	0.99	2,601,144.84	18,374.64	0.71
Interbank and money market items	160,985.58	2,543.69	1.58	107,624.32	587.60	0.55
Debts issued and borrowings	37,863.26	679.33	1.79	46,932.72	861.59	1.84
Total	<u>2,867,726.49</u>	<u>29,672.42</u>	1.03	<u>2,755,701.88</u>	<u>19,823.83</u>	0.72

Unit: Million Baht

	Separate Financial Statement					
	2023			2022		
	Avg. Outstanding Balance	Interest Amount	Avg. Interest Rate (%)	Avg. Outstanding Balance	Interest Amount	Avg. Interest Rate (%)
Interest-bearing financial assets						
Interbank and money market items	362,279.39	7,505.96	2.07	290,873.49	2,383.10	0.82
Investments	459,699.10	9,389.60	2.04	422,732.09	6,052.58	1.43
Loans to customers	2,186,369.47	84,928.48	3.88	2,012,479.43	68,369.42	3.40
Loans to PSA customers	83,009.77	3,457.34	4.16	185,420.03	6,262.83	3.38
Total	<u>3,091,357.73</u>	<u>105,281.38</u>	3.41	<u>2,911,505.04</u>	<u>83,067.93</u>	2.85
Interest-bearing financial liabilities						
Deposits	2,669,583.15	26,453.60	0.99	2,602,098.49	18,375.02	0.71
Interbank and money market items	160,985.58	2,543.69	1.58	107,624.32	587.60	0.55
Debts issued and borrowings	37,863.26	679.33	1.79	46,932.72	861.59	1.84
Total	<u>2,868,431.99</u>	<u>29,676.62</u>	1.04	<u>2,756,655.53</u>	<u>19,824.21</u>	0.72

(2) Foreign exchange risk

Foreign exchange risk refers to the risk arising from movements in foreign exchange rates that have a negative effect on the Bank's income and capital. There are risk control tools such as Warning Indicator which measures the loss value based on the market value of foreign currencies. In addition the Bank uses financial derivatives to hedge its risks by entering into Cross Currency Swap contracts.

3.1 Bank Risk Information (cont.)

3.1.2 Market Risk (cont.)

(3) Equity price risk

Equity price risk refers to the risk arising from changes in the price of equity instruments that have a negative effect on the Bank's income and capital funds, consisting of equity price risk in the banking book and equity price risk in the trading book.

For the equity price risk in the banking book as of 31 December 2023, the Bank's investments in ordinary shares and fund in the available-for-sale portfolio accounted for 2.23% and 4.91% of the total investment portfolio, respectively. There are risk control tools such as estimating potential maximum damage from transaction under normal conditions using Value at Risk (VaR) model at a confidence level of 99.00% and a holding period of 30 days.

Value at Risk (VaR) For the equity price risk in the trading book as of 31 December 2023, the Bank has no outstanding ordinary shares in its trading portfolio. There are risk control tools such as estimating potential maximum damage from transaction under normal conditions using Value at Risk (VaR) model.

(4) Commodity price risk

Commodity price risk refers to the risk arising from changes in commodity prices that have an adverse impact on the Bank's income and capital. Since the Bank has not invested in commodities, thus there is no commodity price risk.

3.1.3 Liquidity Risk

Liquidity Risk is the risk arising from the Bank's inability to pay its debts and obligations when they are due, due to the inability to convert assets into cash or inability to obtain sufficient funds or being able to obtain funds but at costs that are higher than an acceptable level (Funding Liquidity Risk), which may affect the Bank's current and future income and capital funds. In addition, liquidity risk arises from the inability to cancel or offset existing risks from the assets held, causing the assets to be sold at a price lower than the cost of purchase due to the low liquidity of the assets held or caused by the lack of market liquidity (Trading Liquidity Risk).

For the liquidity risk management, the Bank establishes a liquidity risk management policy which is approved by the Board of Directors. The Risk Oversight Committee is responsible for approving liquidity risk measurement, monitoring, and control systems. The Asset and Liability Management Committee (ALCO) is responsible for determining the asset and liability management guidelines, liquidity risk management strategy; and supervising operations to be in line with the risk management framework to control risks to be in accordance with Risk Appetite. Moreover, the liquidity management working group is responsible for setting guidelines, managing liquidity by allocating deposits, investments, and loans in line with business operations to ensure that the Bank has an appropriate level of liquidity and can meet its financial obligations.

3.1 Bank Risk Information (cont.)

3.1.3 Liquidity Risk (cont.)

The Bank has a risk control oversight of investment in subsidiaries by establishing subsidiary governance policy and requiring regular monitoring of the the performance and management of subsidiaries. Subsidiaries have established a risk management policy covering liquidity risks in order to manage the risks of the subsidiaries appropriately.

The Bank measures and assesses liquidity risk using financial ratios, Liquidity Gap Report prepared by both remaining contractual period and behavioral pattern. It also conducts liquidity Stress Testing on a quarterly basis by setting 3 simulation situations namely:

- (1) Institution - specific crisis
- (2) Market - wide crisis, and
- (3) Combination of both

In each scenario, the assumption is that there is a larger outflow of deposits than usual in different proportion, and the setting of discount rate used to reduce the securities's value from the market price (Hair Cut), etc. In addition, crisis testing is conducted using the Bank of Thailand's Supervisory Stress Test. According to the results of the crisis test in 2023, it was found that the Bank has sufficient liquidity to cover all losses. There is also a preparation of a Contingency Liquidity Plan which specifies Early Warning Indicators to indicate abnormal situations in liquidity. Responsibilities of executives, relevant department, operational procedures, and methods for dealing with liquidity shortages are defined, and the liquidity contingency plans are tested to ensure the Bank's readiness for management in the event of liquidity crisis. In addition, the level or amount of high-quality and highly liquid assets (Liquidity Cushion) is determined in order to have sufficient liquidity to support business operations in both normal and crisis situations.

For risk control, risk limits and triggers are set, such as loan to deposit and debenture ratio, liquid asset to deposit ratio, etc. In addition, liquidity risk is monitored and reported on a daily, weekly, monthly, and quarterly basis to report to relevant executives and committees. The liquid assets to deposits ratio as of 31 December 2023 was 26.43%, an increase from 24.04% as of 31 December 2022. It was higher than the requirement set by the Bank of Thailand (Not less than 6%) and meet the criteria of risk limit/trigger set by the Bank.

3.1 Bank Risk Information (cont.)

3.1.3 Liquidity Risk (cont.)

The following table presents significant financial assets and liabilities categorized by contractual maturity as at 31 December 2023 and 2022 as follows:

Unit: Million Baht

Consolidated Financial Statement					
2023					
	Not more than 1 month	More than 1 month but not more than 3 months	More than 3 months but not more than 1 year	More than 1 year	Total
Financial assets					
Net interbank and money market items	425,945.62	14,920.90	13,419.34	4,349.49	458,635.35
Net investments	4,148.93	19,020.63	78,469.83	366,684.54	468,323.93
Loans to customers	73,969.41	49,753.46	255,800.16	1,827,817.24	2,207,340.27
Loans to PSA customers	7,008.29	7,761.12	16,782.03	43,028.25	74,579.69
Total financial assets	<u>511,072.25</u>	<u>91,456.11</u>	<u>364,471.36</u>	<u>2,241,879.52</u>	<u>3,208,879.24</u>
Financial liabilities					
Deposits	910,956.39	198,991.62	620,959.55	947,550.55	2,678,458.11
Net interbank and money market items	124,954.58	3,338.49	8,043.61	28,379.74	164,716.42
Debts issued and borrowings	-	-	10,620.00	25,680.00	36,300.00
Total financial liabilities	<u>1,035,910.97</u>	<u>202,330.11</u>	<u>639,623.16</u>	<u>1,001,610.29</u>	<u>2,879,474.53</u>

Unit: Million Baht

Consolidated Financial Statement					
2022					
	Not more than 1 month	More than 1 month but not more than 3 months	More than 3 months but not more than 1 year	More than 1 year	Total
Financial assets					
Net interbank and money market items	305,925.65	19,503.05	529.29	5,848.88	331,806.87
Net investments	3,153.98	25,323.62	138,034.17	309,179.39	475,691.16
Loans to customers	70,749.35	41,829.06	193,525.43	1,866,229.40	2,172,333.24
Loans to PSA customers	10,916.23	8,779.69	14,615.28	59,866.31	94,177.51
Total financial assets	<u>390,745.21</u>	<u>95,435.42</u>	<u>346,704.17</u>	<u>2,241,123.98</u>	<u>3,074,008.78</u>
Financial liabilities					
Deposits	958,985.18	213,359.22	601,256.36	814,226.86	2,587,827.62
Net interbank and money market items	106,692.81	4,154.49	3,105.21	27,248.42	141,200.93
Debts issued and borrowings	-	4,200.00	-	36,300.00	40,500.00
Total financial liabilities	<u>1,065,677.99</u>	<u>221,713.71</u>	<u>604,361.57</u>	<u>877,775.28</u>	<u>2,769,528.55</u>

3.1 Bank Risk Information (cont.)

3.1.3 Liquidity Risk (cont.)

Unit: Million Baht

Separate Financial Statement					
2023					
	Not more than 1 month	More than 1 month but not more than 3 months	More than 3 months but not more than 1 year	More than 1 year	Total
Financial assets					
Net interbank and money market items	425,941.03	14,920.90	13,419.34	4,349.49	458,630.76
Net investments	4,148.93	19,020.63	78,469.83	366,684.54	468,323.93
Loans to customers	73,966.84	49,728.61	255,445.13	1,827,874.29	2,207,014.87
Loans to PSA customers	7,008.29	7,761.12	16,782.03	43,028.25	74,579.69
Total financial assets	511,065.09	91,431.26	364,116.33	2,241,936.57	3,208,549.25
Financial liabilities					
Deposits	911,550.30	199,192.51	620,959.55	947,550.55	2,679,252.91
Net interbank and money market items	124,954.58	3,338.49	8,043.61	28,379.74	164,716.42
Debts issued and borrowings	-	-	10,620.00	25,680.00	36,300.00
Total financial liabilities	1,036,504.88	202,531.00	639,623.16	1,001,610.29	2,880,269.33

Unit: Million Baht

Separate Financial Statement					
2022					
	Not more than 1 month	More than 1 month but not more than 3 months	More than 3 months but not more than 1 year	More than 1 year	Total
Financial assets					
Net interbank and money market items	305,916.73	19,503.05	529.29	5,848.88	331,797.95
Net investments	3,153.98	25,323.62	138,034.17	309,179.39	475,691.16
Loans to customers	70,749.35	41,829.06	193,525.40	1,866,184.08	2,172,287.89
Loans to PSA customers	10,916.23	8,779.69	14,615.28	59,866.31	94,177.51
Total financial assets	390,736.29	95,435.42	346,704.14	2,241,078.66	3,073,954.51
Financial liabilities					
Deposits	959,899.42	213,359.22	601,256.36	814,226.86	2,588,741.86
Net interbank and money market items	106,692.81	4,154.49	3,105.21	27,248.42	141,200.93
Debts issued and borrowings	-	4,200.00	-	36,300.00	40,500.00
Total financial liabilities	1,066,592.23	221,713.71	604,361.57	877,775.28	2,770,442.79

3.2 Fair value of financial instruments

The following table presents the carrying amount and estimated fair value of financial instruments as at 31 December 2023 and 2022, as follows:

Unit: Million Baht

Type of Financial Instruments	Consolidated Financial Statement			
	2023		2022	
	Carrying amount	Fair value	Carrying amount	Fair value
Financial assets				
Cash	25,418.94	25,418.94	24,134.29	24,134.29
Net interbank and money market items	458,635.35	458,635.35	331,806.87	331,806.87
Derivatives	225.86	225.86	145.86	145.86
Net investments	468,323.93	460,355.05	475,691.16	468,664.75
Net investments in subsidiaries and associates	1,922.71	1,798.05	3,253.62	3,388.31
Net loans to customers and accrued interest	2,150,787.70	2,150,787.70	2,126,473.98	2,126,473.98
Net loans to PSA customers and accrued interest	66,385.14	66,385.14	87,780.27	87,780.27
Receivable eligible for government reimbursement from PSA	2,584.47	2,584.47	3,031.60	3,031.60
Total	<u>3,174,284.10</u>	<u>3,166,190.56</u>	<u>3,052,317.65</u>	<u>3,045,425.93</u>
Financial liabilities				
Deposits	2,678,458.11	2,678,458.11	2,587,827.62	2,587,827.62
Net interbank and money market items	164,716.42	164,716.42	141,200.93	141,200.93
Liabilities payable on demand	1,976.93	1,976.93	773.82	773.82
Derivatives	29.08	29.08	494.95	494.95
Debts issued and borrowings	36,300.00	36,300.00	40,500.00	40,500.00
Accrued interest on deposits and bonds	32,648.14	32,648.14	30,119.82	30,119.82
Total	<u>2,914,128.68</u>	<u>2,914,128.68</u>	<u>2,800,917.14</u>	<u>2,800,917.14</u>

Unit: Million Baht

Type of Financial Instruments	Separate Financial Statement			
	2023		2022	
	Carrying amount	Fair value	Carrying amount	Fair value
Financial assets				
Cash	25,418.49	25,418.49	24,134.28	24,134.28
Net interbank and money market items	458,630.76	458,630.76	331,797.95	331,797.95
Derivatives	225.86	225.86	145.86	145.86
Net investments	468,323.93	460,355.05	475,691.16	468,664.75
Net investments in subsidiaries and associates	2,166.56	2,439.69	3,518.82	3,882.81
Net loans to customers and accrued interest	2,150,425.04	2,150,425.04	2,126,428.57	2,126,428.57
Net loans to PSA customers and accrued interest	66,385.14	66,385.14	87,780.27	87,780.27
Receivable eligible for government reimbursement from PSA	2,584.47	2,584.47	3,031.60	3,031.60
Total	<u>3,174,160.25</u>	<u>3,166,464.50</u>	<u>3,052,528.51</u>	<u>3,045,866.09</u>

3.2 Fair value of financial instruments (cont.)

Unit: Million Baht

Type of Financial Instruments	Separate Financial Statement			
	2023		2022	
	Carrying amount	Fair value	Carrying amount	Fair value
Financial liabilities				
Deposits	2,679,252.91	2,679,252.91	2,588,741.86	2,588,741.86
Net interbank and money market items	164,716.42	164,716.42	141,200.93	141,200.93
Liabilities payable on demand	1,976.93	1,976.93	773.82	773.82
Derivatives	29.08	29.08	494.95	494.95
Debts issued and borrowings	36,300.00	36,300.00	40,500.00	40,500.00
Accrued interest on deposits and bonds	32,649.04	32,649.04	30,119.82	30,119.82
Total	<u>2,914,924.38</u>	<u>2,914,924.38</u>	<u>2,801,831.38</u>	<u>2,801,831.38</u>

3.3 Assets and liabilities measured at fair value

The Bank classifies the fair value measurement hierarchy into 3 levels based on the inputs used in the fair value measurement as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities accessible by the Bank on the measurement date.
- Level 2 inputs are inputs other than quoted market prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 inputs are unobservable inputs adopted for the asset or liability.

Fair value measurement techniques of regular transactions are categorized into Level 2 as follows:

- Derivatives calculated by standard model which is commonly used in the market by using observable inputs including interest rates, currency exchange rates to reduce future cash flows for fair value measurement.
- Investments in investment units that are not listed on the stock exchange which are available-for-sale securities are measured at Net Assets Value as of reporting date.
- Investments in government and state enterprise debt securities including private equity securities that are trading investments and available-for-sale investments, the fair value is determined by using the market yield rates of Thai Bond Market Association.

3.3 Assets and liabilities measured at fair value (cont.)

As at 31 December 2023 and 2022, the Bank's assets and liabilities measured at fair value in hierarchy were as follows:

Unit: Million Baht

Consolidated and Separate Financial Statement				
2023				
	Level 1	Level 2	Level 3	Total
<u>Assets</u>				
Derivatives				
Trading derivatives	-	3.98	-	3.98
Hedging derivatives	-	9.21	-	9.21
Investments				
Trading investments	-	6,356.82	-	6,356.82
Available-for-sale investments	17,942.17	72,345.34	-	90,287.51
Total	17,942.17	78,715.35	-	96,657.52
<u>Liabilities</u>				
Derivatives				
Trading Derivatives	-	8.29	-	8.29
Hedging Derivatives	-	3.50	-	3.50
Total	-	11.79	-	11.79

Unit: Million Baht

Consolidated and Separate Financial Statement				
2022				
	Level 1	Level 2	Level 3	Total
<u>Assets</u>				
Derivatives				
Trading derivatives	-	5.24	-	5.24
Hedging derivatives	-	4.86	-	4.86
Investments				
Trading investments	-	3,834.73	-	3,834.73
Available-for-sale investments	20,543.88	88,690.39	-	109,234.27
Total	20,543.88	92,535.22	-	113,079.10
<u>Liabilities</u>				
Derivatives				
Trading Derivatives	-	3.80	-	3.80
Hedging Derivatives	-	4.84	-	4.84
Total	-	8.64	-	8.64

3.4 Capital Maintenance

As at 31 December 2023 and 2022, the Bank calculated capital maintenance in accordance with BOT's guideline set forth under Basel II principles.

The Bank's capital under Basel II framework was as follows:

		Unit: Million Baht	
		Separate Financial Statement	
		2023	2022
Tier 1 Capital			
Capital granted by HM King Rama VI		0.10	0.10
Reserves appropriated from net profits		42,738.26	40,025.90
Net profits after appropriation		162,840.11	151,597.46
Total Tier 1 Capital		205,578.47	191,623.46
Tier 2 Capital			
Incremental value from land valuation		13,495.26	13,495.26
Allowance for classified assets of "normal" category		16,239.51	15,639.41
Total Tier 2 Capital		29,734.77	29,134.67
Total Capital before Deduction		235,313.24	220,758.13
Loss from revaluation of available for sales securities		(5,207.37)	(700.44)
Total Capital		230,105.87	220,057.69

According to the BOT's requirements, the Specialized Financial Institutions are required to maintain the capital adequacy ratio of not less than 8.50% to total risk-weighted assets, provided that Tier-1 capital must not be less than 4.25% of total risk-weighted assets.

As at 31 December 2023 and 2022, the Bank maintained the capital adequacy ratio to the total risk-weighted assets according to Basel II principles as follows:

		Percentage	
		2023	2022
Total capital		17.71	17.59
Tier 1 capital		15.82	15.32

4. Estimates and Assumptions

In preparing financial statements in accordance with the guidelines on accounting and financial reporting for specialized financial institutions issued by the Bank of Thailand, management has to make estimates and make several assumptions that have an impact on amounts relating to assets, liabilities, income, and expenses, and the disclosure of contingent assets and liabilities. Actual results may differ from these estimates.

Estimates and assumptions used are continually reviewed. Changes in accounting estimates are recorded in the accounting period in which they are changed and in the future where they are affected. Information about significant estimation, uncertainties and assumptions in applying accounting policies is disclosed in the notes to the financial statements for the periods that have a material effect.

5. Additional Information

5.1 Additional information of cash flows

Significant non-cash items for the year ended 31 December 2023 and 2022 were as follows:

	Unit: Million Baht			
	Consolidated Financial Statement		Separate Financial Statement	
	2023	2022	2023	2022
Revaluation deficit on available-for-sale investment increase	4,535.04	3,349.48	4,535.04	3,349.48
Foreclosed property received from transfer of asset to pay debts increase	139.63	313.85	139.63	313.85
Share of other comprehensive loss in associates decrease (increase)	28.22	(54.15)	-	-

5.2 Cash

	Unit: Million Baht			
	Consolidated Financial Statement		Separate Financial Statement	
	2023	2022	2023	2022
Cash	23,650.91	23,097.23	23,650.46	23,097.22
Foreign currency	22.14	18.09	22.14	18.09
Cash under collection	1,745.89	1,018.97	1,745.89	1,018.97
Total cash	25,418.94	24,134.29	25,418.49	24,134.28

5.3 Net interbank and money market items (assets)

	Unit: Million Baht					
	Consolidated Financial Statement					
	2023			2022		
	On demand	Time period	Total	On demand	Time period	Total
(1) Domestic						
BOT and Financial Institutions Development Fund	2.95	403,263.00	403,265.95	22.76	295,643.00	295,665.76
Commercial banks	97.27	5,438.00	5,535.27	112.26	3,431.00	3,543.26
Specialized financial institutions	0.10	15,715.98	15,716.08	0.23	2,553.49	2,553.72
Other financial institutions	-	34,206.42	34,206.42	-	30,309.40	30,309.40
Total	100.32	458,623.40	458,723.72	135.25	331,936.89	332,072.14
<u>Add</u> Accrued interest	0.00	284.73	284.73	-	69.73	69.73
<u>Less</u> Allowance for doubtful accounts	-	375.54	375.54	-	341.25	341.25
Total domestic	100.32	458,532.59	458,632.91	135.25	331,665.37	331,806.62
(2) Foreign						
US Dollar	1.24	-	1.24	5.69	-	5.69
Yen	0.03	-	0.03	0.04	-	0.04
Euro	1.13	-	1.13	0.48	-	0.48
Others	0.04	-	0.04	0.04	-	0.04
Total foreign	2.44	-	2.44	6.25	-	6.25
Total domestic and foreign	102.76	458,532.59	458,635.35	141.50	331,665.37	331,806.87

5.3 Net interbank and money market items (assets) (cont.)

Unit: Million Baht

	Separate Financial Statement					
	2023			2022		
	On demand	Time period	Total	On demand	Time period	Total
(1) Domestic						
BOT and Financial Institutions Development Fund	2.95	403,263.00	403,265.95	22.76	295,643.00	295,665.76
Commercial banks	92.68	5,438.00	5,530.68	103.34	3,431.00	3,534.34
Specialized financial institutions	0.10	15,715.98	15,716.08	0.23	2,553.49	2,553.72
Other financial institutions	-	34,206.42	34,206.42	-	30,309.40	30,309.40
Total	95.73	458,623.40	458,719.13	126.33	331,936.89	332,063.22
Add Accrued interest	-	284.73	284.73	-	69.73	69.73
Less Allowance for doubtful accounts	-	375.54	375.54	-	341.25	341.25
Total domestic	95.73	458,532.59	458,628.32	126.33	331,665.37	331,791.70
(2) Foreign						
US Dollar	1.24	-	1.24	5.69	-	5.69
Yen	0.03	-	0.03	0.04	-	0.04
Euro	1.13	-	1.13	0.48	-	0.48
Others	0.04	-	0.04	0.04	-	0.04
Total foreign	2.44	-	2.44	6.25	-	6.25
Total domestic and foreign	98.17	458,532.59	458,630.76	132.58	331,665.37	331,797.95

As at 31 December 2023 and 2022, the balance of loans which was interbank and money market items where the Bank suspended recognition of income on an accrual basis in accordance with the BOT's regulation amounted to 4.57 Million Baht and 4.57 Million Baht, respectively

5.4 Derivatives

As at 31 December 2023 and 2022, the Bank's derivatives included:

- Derivatives assets of 225.86 Million Baht and 145.86 Million Baht, respectively;
- Derivatives liabilities of 29.08 Million Baht and 494.95 Million Baht, respectively

5.4.1 Trading derivatives

Fair values and notional amounts classified by type of risk as at 31 December 2023 and 2022 consisted of:

Unit: Million Baht

Type of Risks	Consolidated and Separate Financial Statement					
	2023			2022		
	Fair Value*		Notional Amount or Effective	Fair Value*		Notional Amount or Effective
	Assets	Liabilities		Assets	Liabilities	
Foreign exchange rate	3.98	8.29	570.02	5.24	3.80	411.54
Total	3.98	8.29	570.02	5.24	3.80	411.54

* Fair Value refers to gain (loss) on revaluation to reflect the fair value as of the date of Statement of Financial Position

5.4 Derivatives (cont.)

5.4.1 Trading derivatives (cont.)

Proportion of derivative transactions classified by type of counterparty based on notional amount as of 31 December 2023 and 2022 were as follows:

Counterparty	Consolidated and Separate Financial Statement	
	2023	2022
	Proportion (%)	Proportion (%)
Third parties	100.00	100.00
Total	100.00	100.00

5.4.2 Hedging derivatives

Fair value and notional amount classified by type of hedging as at 31 December 2023 and 2022 consisted of:

Table 1 Fair value hedges

Unit: Million Baht

Type of Risks	Consolidated and Separate Financial Statement					
	2023			2022		
	Fair Value*/Value on an accrual basis		Notional Amount or Effective Notional Amount	Fair Value*/Value on an accrual basis		Notional Amount or Effective Notional Amount
	Assets	Liabilities		Assets	Liabilities	
Foreign exchange	221.88	20.79	9,510.19	140.62	491.15	14,582.32
Total	221.88	20.79	9,510.19	140.62	491.15	14,582.32

* Fair Value refers to gain (loss) on revaluation to reflect the fair value as of the date of Statement of Financial Position

As at 31 December 2023 and 2022, derivative assets were 221.88 Million Baht and 414.80 Million Baht, and derivative liabilities were 20.79 Million Baht and 491.15 Million Baht, respectively. Fair value measurement by foreign exchange rates according to the BOT announcement at the end of the last business day of reporting period were derivative assets of 212.67 Million Baht and 135.76 Million Baht, and derivative liabilities of 17.29 Million Baht and 140.62 Million Baht, respectively.

5.5 Net investment

As at 31 December 2023 and 2022, the Bank classified investments in securities as follows:

		Unit: Million Baht	
		Consolidated and Separate Financial Statement	
		2023	2022
		Fair value	Fair value
5.5.1 Trading Investments			
Government and State Enterprise securities	6,356.82	3,834.73	
Total	6,356.82	3,834.73	
		Unit: Million Baht	
		Consolidated and Separate Financial Statement	
		2023	2022
		Fair value	Fair value
5.5.2 Available-for-sale Investments			
Government and State Enterprise securities	55,869.22	70,081.68	
Private debt securities	825.51	861.32	
Domestic marketable equity securities	17,942.17	20,543.88	
Others	15,650.61	17,747.39	
Total	90,287.51	109,234.27	
		Unit: Million Baht	
		Consolidated and Separate Financial Statement	
		2023	2022
		Cost/Amortized cost	Cost/Amortized cost
5.5.3 Held-to-maturity debt securities			
Government and State Enterprise securities	344,821.08	325,061.39	
Private debt securities	17,764.59	22,723.07	
Foreign debt securities	8,737.97	14,481.74	
Total	371,323.64	362,266.20	
<u>Less</u> Allowance for impairment	135.05	135.05	
Total	371,188.59	362,131.15	
		Unit: Million Baht	
		Consolidated and Separate Financial Statement	
		2023	2022
		Cost	Cost
5.5.4 General Investments			
Domestic non-marketable equity securities	4,713.44	4,713.44	
Others*	0.00	0.00	
Total	4,713.44	4,713.44	
<u>Less</u> Allowance for impairment	4,222.43	4,222.43	
Total	491.01	491.01	
Total investment - net	468,323.93	475,691.16	

* Others of 0.00 Million Baht were investments in foreign securities with a cost price of 3,919.00 Baht

5.5 Net investment (cont.)

As at 31 December 2023 and 2022, available-for-sale investments which were domestic marketable equity securities were at fair value of 17,942.17 Million Baht and 20,543.88 Million Baht, including items that the Bank recognized allowance for impairment of 2,079.00 Million Baht and 2,079.00 Million Baht, respectively.

As at 31 December 2023 and 2022, investments in held-to-maturity debt instruments that were private debt securities were in the amount of 17,764.59 Million Baht and 22,723.07 Million Baht, the Bank recognized an allowance for impairment of 135.05 Million Baht and 135.05 Million Baht respectively.

As at 31 December 2023 and 2022, general investments which were domestic non-marketable equity securities were in the amount of 4,713.44 Million Baht and 4,713.44 Million Baht, included ordinary shares of the Islamic Bank of Thailand in the amount of 4,163.13 Million Baht and 4,163.13 Million Baht respectively, which the Bank set up and allowance for impairment in whole amount.

As at 31 December 2023 and 2022, the Bank's investments included investments in available-for-sale equity securities of 1,326.39 Million Baht, and investments in held-to-maturity securities of 100.00 Million Baht of a company experiencing financial problems and undergoing a rehabilitation plan. The Bank has set aside an allowance for impairment in full amount.

As at 31 December 2023 and 2023, other available-for-sale investments comprised investments in venture capital funds that Krung Thai Asset Management Public Company Limited act as trustees amounting to 502.44 Million Baht and 470.95 Million Baht respectively. It was an investments according to the Cabinet resolution on 8 September 2015 for GSB to cooperate with the Small and Medium Enterprise Development Bank of Thailand and Krung Thai Bank Public Company Limited set up a joint venture fund of 2,000.00 Million Baht each, totaling 6,000.00 Million Baht. It was an investment in accordance with measures to support SMEs through joint venture, and the type of fund to be established depends on the ability and suitability of management of each financial institution. Such joint venture fund aimed to invest in Start-up SMEs with high potential, having opportunities to grow, being in a business group that is beneficial to the country's economic growth, suppliers for government or corporate sectors, or being a member of the Thai Chamber of Commerce or government agencies as follows:

Unit: Million Baht

Funds	Investment limit	Consolidated and Separate Financial Statement			
		2023		2022	
		Cost	Fair value	Cost	Fair value
SMEs Private Equity Trust Fund 1	500.00	192.75	200.66	192.34	188.54
SMEs Private Equity Trust Fund 2	500.00 - 750.00	115.76	89.79	114.16	90.64
SMEs Private Equity Trust Fund 3	500.00 - 1,000.00	152.48	130.19	151.68	130.43
SMEs Private Equity Trust Fund 4	500.00	113.09	81.80	84.00	61.34
Total		574.08	502.44	542.18	470.95

5.5 Net investment (cont.)

As at 31 December 2023 and 2022, other available-for-sale investments consisted of investments in private funds of 7,155.03 Million Baht and 7,902.61 Million Baht, respectively

- The fair value of investments in private funds, classified by fund manager, was as follows:

Unit: Million Baht

Consolidated and Separate Financial Statement						
2023 (Fair Value)						
	Eastspring Asset	K. Asset	MFC Asset	BBL Asset	SCB Asset	Total
Deposits						
- Savings	93.93	54.91	68.66	30.85	5.62	253.97
	93.93	54.91	68.66	30.85	5.62	253.97
Investments in other securities						
- Bonds and treasury bills						
Government bonds	49.93	-	-	-	-	49.93
	49.93	-	-	-	-	49.93
- Equity securities						
Ordinary shares	1,250.96	2,501.96	1,612.19	325.27	848.76	6,539.14
Funds	351.35	-	-	-	-	351.35
Warrant	-	-	0.09	-	-	0.09
	1,602.31	2,501.96	1,612.28	325.27	848.76	6,890.58
- Foreign exchange						
Transactions	6.50	-	-	-	-	6.50
	6.50	-	-	-	-	6.50
Other receivables	0.45	69.64	22.66	0.99	1.27	95.01
	0.45	69.64	22.66	0.99	1.27	95.01
Other payables	9.73	94.44	34.44	2.28	0.07	140.96
	9.73	94.44	34.44	2.28	0.07	140.96
	1,743.39	2,532.07	1,669.16	354.83	855.58	7,155.03

The Bank received a return on investments in private funds with a cumulative balance brought forward of 1,206.56 Million Baht, an increase of 265.02 Million Baht during the period, resulting in a total accumulative return on investments in private funds as of 31 December 2023 amounted to 1,471.58 Million Baht.

5.5 Net investment (cont.)

Unit: Million Baht

	Consolidated and Separate Financial Statement						
	2022 (Fair Value)						
	Thanachart Fund	TMB Asset	K. Asset	MFC Asset	BBL Asset	SCB Asset	Total
Deposits							
- Savings	36.53	41.43	37.86	0.98	13.73	8.95	139.48
	36.53	41.43	37.86	0.98	13.73	8.95	139.48
Investments in other securities							
- Bonds and treasury bills							
Government bonds	49.99	-	-	120.88	8.29	-	179.16
Treasury bills	-	-	-	3.00	-	-	3.00
	49.99	-	-	123.88	8.29	-	182.16
- Equity securities							
Ordinary shares	1,487.22	-	2,726.33	1,683.69	390.74	943.59	7,231.57
Funds	-	355.87	-	-	-	-	355.87
Warrant	-	-	-	0.05	-	0.13	0.18
	1,487.22	355.87	2,726.33	1,683.74	390.74	943.72	7,587.62
- Foreign exchange							
Transactions	-	3.66	-	-	-	-	3.66
	-	3.66	-	-	-	-	3.66
Other receivables	0.16	0.00	0.01	57.55	12.17	5.66	75.55
	0.16	0.00	0.01	57.55	12.17	5.66	75.55
Other payables	0.36	0.53	1.18	81.70	0.02	2.07	85.86
	0.36	0.53	1.18	81.70	0.02	2.07	85.86
	1,573.54	400.43	2,763.02	1,784.45	424.91	956.26	7,902.61

The Bank received a return on investments in private funds with a cumulative balance brought forward of 903.06 Million Baht, an increase of 303.50 Million Baht during the period, resulting in a total accumulative return on investments in private funds as of 31 December 2022 amounted to 1,206.56 Million Baht.

5.5 Net investment (cont.)

- Changes in investments in private funds were as follows:

Unit: Million Baht

	Consolidated and Separate Financial Statement							
	2023							
	Eastspring Asset	Thanachart Fund	TMB Asset	K. Asset	MFC Asset	BBL Asset	SCB Asset	Total
Opening balance (cost price)	-	1,700.00	500.00	3,000.00	2,000.00	450.00	1,250.00	8,900.00
Securities purchase/transfer	2,200.00	-	-	-	-	-	-	2,200.00
Securities sale/transfer	-	(1,700.00)	(500.00)	-	-	-	-	(2,200.00)
Total (Cost price)	2,200.00	-	-	3,000.00	2,000.00	450.00	1,250.00	8,900.00
Unrealized loss	(456.61)	-	-	(467.93)	(330.84)	(95.17)	(394.42)	(1,744.97)
Closing balance (Fair value)	1,743.39	-	-	2,532.07	1,669.16	354.83	855.58	7,155.03

Unit: Million Baht

Consolidated and Separate Financial Statement							
2022							
	Thanachart Fund	TMB Asset	K Asset	MFC Asset	BBL Asset	SCB Asset	Total
Opening balance (cost price)	1,700.00	500.00	4,250.00	2,000.00	450.00	-	8,900.00
Securities purchase/transfer	-	-	-	-	-	1,250.00	1,250.00
Securities sale/transfer	-	-	(1,250.00)	-	-	-	(1,250.00)
Total (Cost price)	1,700.00	500.00	3,000.00	2,000.00	450.00	1,250.00	8,900.00
Unrealized loss	(126.46)	(99.57)	(236.98)	(215.55)	(25.09)	(293.74)	(997.39)
Closing balance (Fair value)	1,573.54	400.43	2,763.02	1,784.45	424.91	956.26	7,902.61

Equity investments of available-for-sale investments and general investments in which the Bank holds shares of 10.00% or more of the paid up capital and not considered as investments in subsidiaries and associates, which were presented at fair value, can be classified as follows:

Unit: Million Baht

Type of business	Consolidated and Separate Financial Statement	
	2023	2022
Utilities and services	2,298.34	3,423.94
Fund and financial business	7,964.80	8,991.57
Total	10,263.14	12,415.51

5.6 Net investment in subsidiaries and associates

5.6.1 Type of investment in subsidiaries and associates

Investments in subsidiaries and associates as of 31 December 2023 and 2022 were as follows:

Unit: Million Baht

Company name	Type of Business	Type of securities invested	Shareholding proportion both directly and indirectly (%)		Consolidated Financial Statement		Separate Financial Statement	
			2023	2022	2023	2022	2023	2022
Direct subsidiaries								
Mee Tee Mee Ngern Co., Ltd.	Land loan & consignment	Ordinary share	49.00	49.00			494.50	494.50
Money DD Co., Ltd.	Personal & Retail Loan	Ordinary share	49.00	-			147.14	-
Indirect subsidiaries								
Money DD Co., Ltd.*	Personal & Retail Loan	Ordinary share	24.99	-			-	-
Total Subsidiaries							641.64	494.50
Associates								
MFC Asset Management Pcl.	Securities	Ordinary share	24.94	24.94	296.87	310.19	353.53	353.53
ASL Securities Co., Ltd.	Securities	Ordinary share	25.00	25.00	162.92	176.50	174.00	174.00
Dhipaya Life Assurance Pcl.	Life Insurance	Ordinary share	25.00	25.00	1,462.92	1,247.66	997.39	997.39
Fast Money Co., Ltd.	Hire Purchase and Personal Loan	Ordinary share	-	49.00	-	1,519.27	-	1,499.40
Total associates					1,922.71	3,253.62	1,524.92	3,024.32
Total investment in subsidiaries and associates - net					1,922.71	3,253.62	2,166.56	3,518.82

* The Bank has a direct shareholding proportion in Mee Tee Mee Ngern Co., Ltd. of 49.00% of the issued and paid-up registered capital, and Mee Tee Mee Ngern Co., Ltd. holds shares in Money DD Co., Ltd. in the proportion of 51.00%.

Mee Tee Mee Ngern Co., Ltd., a subsidiary of the Bank, operates land loan and consignment business. The Bank has invested in 49 million ordinary shares of the said company at the par price of 10.00 Baht per share, representing a total investment of 490.00 Million Baht with a transaction cost of 4.50 Million Baht. The total investment value was 494.50 Million Baht. The shareholding is 49.00% of the issues and paid-up registered capital, which is in accordance with the resolution of the GSB Board of Directors' meeting No. 5/2022 on 17 November 2022.

Money DD Co., Ltd., a subsidiary of the Bank, operates personal loans under supervision, and retail loan for occupation under supervision (Non-Bank). On 19 June 2023, the Bank invested in 49,000 ordinary shares (par value 10 Baht) of the said company with payment of 25.00% of the registered capital amounting to 0.12 Million Baht, holding 49.00% of the total registered capital of 10,000 shares. Subsequently, on 21 June 2023, Money DD Co., Ltd. registered an increase of 39.90 million shares at the par value of 10.00 Baht per share, totaling 399.00 Million Baht. The Bank invested in 19.551 million newly issued ordinary shares with payment of 25.00% of the newly issued capital amounting to 48.88 Million Baht. On 30 November 2023,

5.6 Net investment in subsidiaries and associates (cont.)

5.6.1 Type of investment in subsidiaries and associates (cont.)

the Company demanded additional payment of 50.00% of the registered capital in proportion to the Bank's shareholding of 19.60 million shares totaling 98.00 Million Baht. The total payment for ordinary shares was 75.00% of the registered capital amounting to 147.00 Million Baht with the transaction cost of 0.14 Million Baht. The total investment value was 147.14 Million Baht. At the GSB Board of Directors' Meeting No. 2/2023, the meeting resolved to allow the Bank to invest in the said company with the total investment amount not exceeding 196.00 Million Baht, with the shareholding proportion not exceeding 49.00% of the issued and paid-up registered capital.

As at 31 December 2023 and 2022, the investments in associates had the following movements:

Unit: Million Baht

	Consolidated Financial Statement		Separate Financial Statement (cost method)	
	2023	2022	2023	2022
Opening balance	3,253.62	3,058.71	3,024.32	3,024.32
Share of profit from investments under Equity Method	262.47	262.27	-	-
<u>Less</u> Sale	1,493.31	-	1,499.40	-
<u>Less</u> Dividend received	100.07	67.36	-	-
Closing balance	1,922.71	3,253.62	1,524.92	3,024.32

As at 31 December 2023, the Bank recognized its share of profit from investments under Equity Method of 262.47 Million Baht from the unaudited statement of income and other comprehensive income for the year ended 31 December 2023 of the associates.

On 30 June 2023, the Bank exercised its right to sell the entire amount of ordinary shares held (Put Option) of Fast Money Co., Ltd., an associate company of the Bank, at a price of 306.00 Baht per share for 4.90 million shares totaling 1,499.40 Million Baht to other shareholders as stipulated in the shareholders agreement at the beginning of the investment. The Bank recognized the share of capital gains and dividend income according to the equity method for the year ended 31 December 2023 of such company in the amount of 26.21 Million Baht and 53.07 Million Baht respectively, and recognized the profit from the sale of investments in the consolidated financial statement of 6.09 Million Baht.

5.6.2 Non-controlling interests

The consolidated financial statement includes non-controlling interests of subsidiaries as follows:

Unit: Million Baht

Company name	Proportion held by non-controlling interests (%)		Profit (loss) attributable to non-controlling interests		Cumulative non-controlling interests	
	2023	2022	2023	2022	2023	2022
Mee Tee Mee Ngern Co., Ltd.	51.00	51.00	29.22	(9.21)	530.03	500.81
Money DD Co., Ltd.	26.01	-	(5.56)	-	72.47	-
Total			23.66	(9.21)	602.50	500.81

5.6 Net investment in subsidiaries and associates (cont.)

5.6.3 Financial position and performance of subsidiaries and associates

Summary of financial position and performance from the financial statements of subsidiaries and associates was as follows:

Unit: Million Baht

Company name	Statement of Financial Position					
	2023			2022		
	"Unaudited"			"Audited"		
	Total assets	Total liabilities	Equity	Total assets	Total liabilities	Equity
Subsidiaries						
Mee Tee Mee Ngern Co., Ltd.	4,992.15	3,952.87	1,039.28	989.62	8.01	981.61
Money DD Co., Ltd.	293.02	14.47	278.55	-	-	-
Total Subsidiaries	5,285.17	3,967.34	1,317.83	989.62	8.01	981.61
Associates						
MFC Asset Management Pcl.	1,679.59	506.80	1,172.79	1,563.21	337.16	1,226.05
ASL Securities Co., Ltd.	946.13	377.25	568.88	1,684.09	1,060.89	623.20
Dhipaya Life Assurance Pcl.	35,706.01	30,788.80	4,917.21	32,629.87	28,573.73	4,056.14
Fast Money Co., Ltd.*	-	-	-	16,369.10	13,528.32	2,840.78
Total Associates	38,331.73	31,672.85	6,658.88	52,246.27	43,500.10	8,746.17
Grand Total	43,616.90	35,640.19	7,976.71	53,235.89	43,508.11	9,727.78

Unit: Million Baht

Company name	Statement of Income and Other Comprehensive Income			
	2023		2022	
	"Unaudited"		"Audited"	
	Total income	Net profit (loss)	Total income	Net profit (loss)
Subsidiaries				
Mee Tee Mee Ngern Co., Ltd.	227.08	57.30	0.51	(18.40)
Money DD Co., Ltd.	0.27	(21.45)	-	-
Total Subsidiaries	227.35	35.85	0.51	(18.40)
Associates				
MFC Asset Management Pcl.	1,143.75	183.84	1,095.73	221.11
ASL Securities Co., Ltd.	156.96	(54.32)	195.19	(20.35)
Dhipaya Life Assurance Pcl.	7,294.39	704.89	6,043.54	937.52
Fast Money Co., Ltd.*	-	-	1,706.80	63.41
Total Associates	8,595.10	834.41	9,041.26	1,201.69
Grand Total	8,822.45	870.26	9,041.77	1,183.29

* On 30 June 2023, the Bank exercised its right to sell the entire amount of shares held (Put Option) of Fast Money Co., Ltd.

5.7 Loans to customers and accrued interest receivables - net

5.7.1 Categorized by type of credits

	Unit: Million Baht			
	Consolidated Financial Statement		Separate Financial Statement	
	2023	2022	2023	2022
Overdraft	53,699.28	46,163.69	53,699.28	46,163.69
Loans (Note 5.7.2)	1,618,730.25	1,535,562.83	1,618,404.85	1,535,517.48
Bill	534,753.13	590,445.79	534,753.13	590,445.79
Hire purchase receivables (Note 5.7.8)	157.61	160.93	157.61	160.93
<u>Less</u> Deferred income	141.68	326.52	141.68	326.52
Total loans net of deferred income				
(Note 5.7.4)	2,207,198.59	2,172,006.72	2,206,873.19	2,171,961.37
<u>Add</u> Accrued interest	49,366.99	48,790.77	49,353.13	48,790.71
Total loans net of deferred income				
plus accrued interest	2,256,565.58	2,220,797.49	2,256,226.32	2,220,752.08
<u>Less</u> Allowance for doubtful account				
1. Minimum provision under BOT regulation				
- Individual approach	37,653.29	35,308.75	37,676.69	35,308.75
- Collective approach (C.P.K. loans)	11,948.19	12,763.68	11,948.19	12,763.68
2. Excess provisions	56,153.09	46,225.26	56,153.09	46,225.26
<u>Less</u> revaluation allowance for debt restructuring	23.31	25.82	23.31	25.82
"Total loans to customers and accrued interest - net"	2,150,787.70	2,126,473.98	2,150,425.04	2,126,428.57

As at 31 December 2023 and 2022, loan to customers and accrued interest receivables - net, included loans to Public Service Account customers in the amount of 10.07 Million Baht and 367.94 Million Baht respectively, and has set up an allowance for doubtful accounts of 0.03 Million Baht and 0.49 Million Baht respectively as follows:

Project	Credit limit	Unit: Million Baht	
		Consolidated and Separate Financial Statement	
		2023	2022
Soft loan project to provide working capital for SMEs	100,000.00	-	34.80
Soft loan project to provide working capital for SMEs, Phase 2	50,000.00	-	283.90
Soft loan project to modify the machinery and			
increase the productivity of SMEs	30,000.00	10.07	49.24
Total		10.07	367.94

5.7 Loans to customers and accrued interest receivables - net (cont.)

5.7.1 Categorized by type of credits (cont.)

As at 31 December 2022, loans to customers and accrued interest receivables - net, included loans according to measures to assist debtors affected by the COVID-19 pandemic as follows:

1) Loan measures to assist customers affected by the COVID-19 pandemic.

Unit: Million Baht					
				Consolidated and Separate Financial Statement	
Measures	Credit limit/customer	Interest rate	Period	Number of cases	Outstanding balance
1. Soft loans BOT for SME entrepreneurs	Existing customer not more than 500.00 Million Baht	2.00% per year interest-free for the first 6 months	Short-term loan, promissory note not more than 2 years Long-term loans not more than 2 years (Debt-free upto 6 months)	398	389.11
2. Soft loans BOT for business rehabilitation	Existing customers not more than 150.00 Million Baht New customers not more than 50.00 Million Baht	2.00%/year for the first 2 years interest-free for the first 6 months avg. not more than 5.00%/year during the first 5 years	Short-term loan, promissory note not more than 10 years long term loans not more than 10 years (principal-repayment-free upto 24 months)	11,705	21,029.30
3. Soft loans BOT for adaptation	Existing customers not more than 500.00 Million Baht New customers not more than 150.00 Million Baht	2.00%/year for the first 2 years interest-free for the first 6 months avg. not more than 5.00%/year during the first 5 years	long term loans not more than 10 years (principal-repayment-free upto 24 months)	2	3.45
Total					<u>21,421.86</u>

2) Other measures to assist customers affected by the COVID-19 pandemic.

Unit: Million Baht		
Consolidated and Separate Financial Statement		
	Number of accounts	Outstanding balance
Effective Rate Loans	509,621	375,967.98
Flat Rate Loans	118,155	11,516.42
DR BIZ Project	1	2.37
Debt resolution projec, bad debt write off	6,973	297.40
Credit card business debt correction project	4,002	101.40
Total		<u>387,885.57</u>

In addition, the Bank has measures to assist business operators under the Asset Warehousing project, which the Bank has provided assistance to the measure as of 31 December 2023 in the amount of 976.91 Million Baht.

As at 31 December 2023 and 2022, outstanding balance of loans to customers for which the Bank ceased recognizing income on an accrual basis in accordance with the Bank of Thailand's regulations amounted to 77,779.54 Million Baht and 68,384.11 Million Baht, respectively.

5.7 Loans to customers and accrued interest receivables - net (cont.)

5.7.2 Categorized by type of loans

Unit: Million Baht

	Consolidated Financial Statement					
	2023			2022		
	Loans	Allowance for doubtful accounts	Net loans	Loans	Allowance for doubtful accounts	Net loans
Housing loans	438,129.06	5,187.72	432,941.34	374,764.49	4,694.66	370,069.83
Public and State Enterprise loans	288,882.48	321.82	288,560.66	266,510.18	199.81	266,310.37
Occupation development loans	307,693.21	22,092.07	285,601.14	341,374.17	21,658.12	319,716.05
Sai Thong loans	145,405.09	1,390.64	144,014.45	124,769.89	925.21	123,844.68
Corporate loans	120,551.82	5,418.04	115,133.78	104,694.02	5,110.26	99,583.76
General business loans	88,977.31	1,509.66	87,467.65	90,431.39	1,364.47	89,066.92
Welfare loans	67,662.52	2,481.70	65,180.82	67,840.91	2,588.47	65,252.44
Happy Life loans	28,846.95	11.34	28,835.61	25,969.21	11.14	25,958.07
People's Bank loans	31,205.55	3,525.51	27,680.04	37,983.31	4,017.96	33,965.35
Row house loans	24,366.43	599.86	23,766.57	25,132.80	579.05	24,553.75
Others	77,009.83	4,602.87	72,406.96	76,092.46	4,579.82	71,512.64
Total	1,618,730.25	47,141.23	1,571,589.02	1,535,562.83	45,728.97	1,489,833.86

Unit: Million Baht

	Separate Financial Statement					
	2023			2022		
	Loans	Allowance for doubtful accounts	Net loans	Loans	Allowance for doubtful accounts	Net loans
Housing loans	438,129.06	5,187.72	432,941.34	374,764.49	4,694.66	370,069.83
Public and State Enterprise loans	288,882.48	321.82	288,560.66	266,510.18	199.81	266,310.37
Occupation development loans	307,693.21	22,092.07	285,601.14	341,374.17	21,658.12	319,716.05
Sai Thong loans	145,405.09	1,390.64	144,014.45	124,769.89	925.21	123,844.68
Corporate loans	124,451.82	5,441.44	119,010.38	104,694.02	5,110.26	99,583.76
General business loans	88,977.31	1,509.66	87,467.65	90,431.39	1,364.47	89,066.92
Welfare loans	67,662.20	2,481.70	65,180.50	67,840.91	2,588.47	65,252.44
Happy Life loans	28,846.95	11.34	28,835.61	25,969.21	11.14	25,958.07
People's Bank loans	31,205.55	3,525.51	27,680.04	37,983.31	4,017.96	33,965.35
Row house loans	24,366.43	599.86	23,766.57	25,132.80	579.05	24,553.75
Others	72,784.75	4,602.87	68,181.88	76,047.11	4,579.82	71,467.29
Total	1,618,404.85	47,164.63	1,571,240.22	1,535,517.48	45,728.97	1,489,788.51

5.7 Loans to customers and accrued interest receivables - net (cont.)

5.7.2 Categorized by type of loans (cont.)

As at 31 December 2023 and 2022, public and state enterprise loans included loans with ordinary shares as collateral amounting to 3,014.26 Million Baht, which was a result of the Cabinet resolution on 8 August 2006, which approved in principle the Ministry of Finance to sell shares of a company partially held by the Ministry of Finance to the Bank in the amount of 78.866 million shares at a price of 38.22 Baht per share (closing price of the said ordinary shares as of 28 December 2023 was 3.18 Baht per share), and approved the government sector (Ministry of Finance and State Enterprises owned or wholly owned by the Ministry of Finance) holding shares in such company not less than 70% of the total issued shares, as well as allowing the Ministry of Finance to determine price and conditions for selling shares to the Bank. The Ministry of Finance has stipulated rules for the sale of such ordinary shares to the Bank by specifying the right to repurchase shares from the Bank within 3 years, specifying the redemption price, rate of return, and prohibit the Bank to transfer shares, rights, and duties to third party. In case there is a meeting of shareholders while the Bank holds the shares, the Bank must proceed according to the opinion of the Ministry of Finance which is not giving up control of ordinary shares to the Bank. The Ministry of Finance will discuss with the Bank to consider approaches to repurchase shares in a way that will not cause any damage to the Bank.

The Ministry of Finance has continuously extended the repurchase period every 3 years. On 25 June 2021, the Ministry of Finance issued a letter to consider extending the period to repurchase shares from the Bank for another 3 years from the original expiry date on 21 August 2021.

As at 31 December 2023 and 2022, other loans included loans that the Regional Urban Development Fund Office provided to local government organizations in the amount of 252.83 Million Baht and 224.87 Million Baht respectively.

5.7.3 Categorized by currency and residence of the debtor

Unit: Million Baht

	Consolidated Financial Statement					
	2023			2022		
	Domestic	Foreign	Total	Domestic	Foreign	Total
Baht	2,199,353.54	7,824.21	2,207,177.75	2,165,373.13	6,585.02	2,171,958.15
US Dollar	-	-	-	27.73	-	27.73
Others	20.84	-	20.84	20.84	-	20.84
Total	<u>2,199,374.38</u>	<u>7,824.21</u>	<u>2,207,198.59</u>	<u>2,165,421.70</u>	<u>6,585.02</u>	<u>2,172,006.72</u>

Unit: Million Baht

	Separate Financial Statement					
	2023			2022		
	Domestic	Foreign	Total	Domestic	Foreign	Total
Baht	2,199,028.14	7,824.21	2,206,852.35	2,165,327.78	6,585.02	2,171,912.80
US Dollar	-	-	-	27.73	-	27.73
Others	20.84	-	20.84	20.84	-	20.84
Total	<u>2,199,048.98</u>	<u>7,824.21</u>	<u>2,206,873.19</u>	<u>2,165,376.35</u>	<u>6,585.02</u>	<u>2,171,961.37</u>

5.7 Loans to customers and accrued interest receivables - net (cont.)

5.7.4 Categorized by business type and classification

Unit: Million Baht

Consolidated Financial Statement						
2023						
	Normal	Special mentioned	Substandard	Doubtful	Doubtful of loss	Total
Agriculture and mining	21,157.57	2,020.90	662.59	507.80	1,364.34	25,713.20
Manufacturing industry and commerce	90,635.19	2,937.12	630.20	1,152.78	2,894.53	98,249.82
Real estate and construction	73,051.81	1,078.93	113.81	211.47	972.27	75,428.29
Utilities and services	156,999.93	1,529.97	228.07	523.33	4,094.03	163,375.33
Housing loans	404,924.16	19,226.39	2,538.42	2,923.37	8,515.73	438,128.07
Others	1,304,054.02	79,454.52	6,224.43	5,889.39	10,681.52	1,406,303.88
Total	2,050,822.68	106,247.83	10,397.52	11,208.14	28,522.42	2,207,198.59

Unit: Million Baht

Consolidated Financial Statement						
2022						
	Normal	Special mentioned	Substandard	Doubtful	Doubtful of loss	Total
Agriculture and mining	22,346.44	1,387.11	409.06	321.37	1,105.41	25,569.39
Manufacturing industry and commerce	86,346.32	1,949.53	539.20	731.58	1,659.17	91,225.80
Real estate and construction	59,800.55	904.50	142.17	142.44	789.56	61,779.22
Utilities and services	146,087.91	1,128.36	89.38	338.30	3,887.75	151,531.70
Housing loans	352,593.94	11,055.79	1,243.47	1,804.74	8,066.87	374,764.81
Others	1,376,128.88	70,308.82	4,387.75	6,016.41	10,293.94	1,467,135.80
Total	2,043,304.04	86,734.11	6,811.03	9,354.84	25,802.70	2,172,006.72

5.7 Loans to customers and accrued interest receivables - net (cont.)

5.7.4 Categorized by business type and classification (cont.)

Unit: Million Baht

	Separate Financial Statement					
	2023					
	Normal	Special mentioned	Substandard	Doubtful	Doubtful of loss	Total
Agriculture and mining	21,148.49	2,020.90	662.59	507.80	1,364.34	25,704.12
Manufacturing industry and commerce	90,464.22	2,887.32	611.20	1,152.78	2,894.53	98,010.05
Real estate and construction	76,379.76	1,078.93	113.81	211.47	972.27	78,756.24
Utilities and services	156,542.96	1,489.87	228.07	523.33	4,094.03	162,878.26
Housing loans	404,924.16	19,226.39	2,538.42	2,923.37	8,515.73	438,128.07
Others	1,301,250.79	79,373.19	6,201.56	5,889.39	10,681.52	1,403,396.45
Total	2,050,710.38	106,076.60	10,355.65	11,208.14	28,522.42	2,206,873.19

Loans to customers classified by other businesses amounting to 1,403,396.45 Million Baht were mainly public and state enterprise loans in the amount of 682,760.12 Million Baht and occupation development loans in the amount of 307,693.21 Million Baht (including loan customers according to C.P.K. -C.P.S project agreement between Office of the Welfare Promotion Commission for Teachers and Educational Personnel and Government Savings Bank in the amount of 274,167.71 Million Baht).

Unit: Million Baht

	Separate Financial Statement					
	2022					
	Normal	Special mentioned	Substandard	Doubtful	Doubtful of loss	Total
Agriculture and mining	22,346.44	1,387.11	409.06	321.37	1,105.41	25,569.39
Manufacturing industry and commerce	86,346.32	1,949.53	539.20	731.58	1,659.17	91,225.80
Real estate and construction	59,765.55	904.50	142.17	142.44	789.56	61,744.22
Utilities and services	146,087.91	1,128.36	89.38	338.30	3,887.75	151,531.70
Housing loans	352,593.94	11,055.79	1,243.47	1,804.74	8,066.87	374,764.81
Others	1,376,118.53	70,308.82	4,387.75	6,016.41	10,293.94	1,467,125.45
Total	2,043,258.69	86,734.11	6,811.03	9,354.84	25,802.70	2,171,961.37

Loans to customers classified by other businesses amounting to 1,467,125.45 Million Baht were mainly public and state enterprise loans in the amount of 732,644.72 Million Baht and occupation development loans in the amount of 341,374.17 Million Baht (including loan customers according to C.P.K. -C.P.S project agreement between Office of the Welfare Promotion Commission for Teachers and Educational Personnel and Government Savings Bank in the amount of 300,206.43 Million Baht).

5.7 Loans to customers and accrued interest receivables - net (cont.)

5.7.5 Categorized by classification

Unit: Million Baht

Consolidated Financial Statement				
2023				
Loans and accrued interest receivables	Net amount used for setting allowance for doubtful accounts*	Rate used for setting allowance for doubtful accounts (%)	Allowance for doubtful accounts	
1. Minimum reserves under BOT regulation				
Normal	2,095,697.77	1,155,441.33	1	5,705.28
Special mentioned	110,585.50	68,822.15	2	13,001.86
Substandard	10,551.75	6,213.57	100	6,213.57
Doubtful	11,208.14	5,881.25	100	5,881.25
Doubtful of loss	28,522.42	16,670.97	100	18,799.52
2. Excess reserves				56,153.09
Total	2,256,565.58	1,253,029.27		105,754.57

Unit: Million Baht

Consolidated Financial Statement				
2022				
Loans and accrued interest receivables	Net amount used for setting allowance for doubtful accounts*	Rate used for setting allowance for doubtful accounts (%)	Allowance for doubtful accounts	
1. Minimum reserves under BOT regulation				
Normal	2,086,963.83	563,431.41	1	5,759.71
Special mentioned	91,749.32	63,621.94	2	13,638.55
Substandard	6,926.80	4,148.66	100	4,148.66
Doubtful	9,354.84	5,838.12	100	5,838.12
Doubtful of loss	25,802.70	16,558.84	100	18,687.39
2. Excess reserves				46,225.26
Total	2,220,797.49	653,598.97		94,297.69

* Net amount used for setting allowance for doubtful accounts is calculated by outstanding amount of loans excluding accrued interest receivables net of collateral value or loans net of present value of expected cash flows from debtors or present value of expected cash flows from disposal, except for lease debtors as net deferred revenue value.

5.7 Loans to customers and accrued interest receivables - net (cont.)

5.7.5 Categorized by classification (cont.)

Unit: Million Baht

Separate Financial Statement				
2023				
Loans and accrued interest receivables	Net amount used for setting allowance for doubtful accounts*	Rate used for setting allowance for doubtful accounts (%)	Allowance for doubtful accounts	
1. Minimum reserves under BOT regulation				
Normal	2,095,574.63	1,157,781.01	1	5,728.68
Special mentioned	110,411.25	68,822.15	2	13,001.86
Substandard	10,509.88	6,213.57	100	6,213.57
Doubtful	11,208.14	5,881.25	100	5,881.25
Doubtful of loss	28,522.42	16,670.97	100	18,799.52
2. Excess reserves				56,153.09
Total	2,256,226.32	1,255,368.95		105,777.97

Unit: Million Baht

Separate Financial Statement				
2022				
Loans and accrued interest receivables	Net amount used for setting allowance for doubtful accounts*	Rate used for setting allowance for doubtful accounts (%)	Allowance for doubtful accounts	
1. Minimum reserves under BOT regulation				
Normal	2,086,918.42	563,431.41	1	5,759.71
Special mentioned	91,749.32	63,621.94	2	13,638.55
Substandard	6,926.80	4,148.66	100	4,148.66
Doubtful	9,354.84	5,838.12	100	5,838.12
Doubtful of loss	25,802.70	16,558.84	100	18,687.39
2. Excess reserves				46,225.26
Total	2,220,752.08	653,598.97		94,297.69

* Net amount used for setting allowance for doubtful accounts is calculated by outstanding amount of loans excluding accrued interest receivables net of collateral value or loans net of present value of expected cash flows from debtors or present value of expected cash flows from disposal, except for lease debtors as net deferred revenue value.

As at 31 December 2023 and 2022, special mentioned loans included loans according to C.P.K. -C.P.S project agreement between Office of the Welfare Promotion Commission for Teachers and Educational Personnel and Government Savings Bank. The Bank set additional reserves for doubtful accounts for such special mentioned loans of 11,948.19 Million Baht and 12,763.68 Million Baht respectively.

As at 31 December 2023, doubtful of loss loans included loans of a company which was in the process of business rehabilitation. The Bank set aside allowance for doubtful accounts for loans and loan commitment amounting to 3,500.00 Million Baht which was the amount before offsetting debt with the deposit account of such company.

5.7 Loans to customers and accrued interest receivables - net (cont.)

5.7.6 Non-Performing Loans (NPLs)

As at 31 December 2023 and 2022, the Bank had non-performing loans comprising loans classified as Substandard, Doubtful and Doubtful of loss, including loans to PSA customers and interbank and money market loans as follows:

	Unit: Million Baht			
	Consolidated Financial Statement		Separate Financial Statement	
	2023	2022	2023	2022
NPLs before deducting allowance for doubtful accounts	66,890.67	58,456.94	66,848.80	58,456.94
As percentage of total loans	2.87	2.55	2.87	2.55
NPLs after deducting allowance for doubtful accounts	27,546.14	23,064.00	27,504.27	23,064.00
As percentage of total loans - net	1.21	1.03	1.21	1.03

5.7.7 Troubled Debt Restructuring

For the year ended 31 December 2023 and 2022, the Bank recognized interest income from debt restructuring in the statement of income and other comprehensive income as follows:

	Unit: Million Baht	
	Consolidated and Separate Financial Statement	
	2023	2022
Interest income from debt restructuring	2.51	2.6

As at 31 December 2023 and 2022, the Bank had outstanding balances of debtors from debt restructuring recognized in the statement of financial position as follows

	Unit: Million Baht	
	Consolidated and Separate Financial Statement	
	2023	2022
Outstanding balances of debtors after debt restructuring	852.25	856.97

5.7.8 Account Receivables under Hire Purchase Contract

	Unit: Million Baht			
	Consolidated and Separate Financial Statement			
	2023			
	Amount due for payment under the contract			
	Not more than 1 year	More than 1-5 years	More than 5 years	Total
Total of initial investments under hire purchase contract	65.79	83.29	8.53	157.61
<u>Less</u> Allowance for doubtful accounts				127.35
Account receivables under hire purchase contract - net				30.26

	Unit: Million Baht			
	Consolidated and Separate Financial Statement			
	2022			
	Amount due for payment under the contract			
	Not more than 1 year	More than 1-5 years	More than 5 years	Total
Total of initial investments under hire purchase contract	66.46	85.98	8.49	160.93
<u>Less</u> Allowance for doubtful accounts				130.67
Account receivables under hire purchase contract - net				30.26

5.8 Allowance for doubtful accounts

Unit: Million Baht

Consolidated Financial Statement							
2023							
	Normal	Special mentioned	Substandard	Doubtful	Doubtful of loss	Excess reserves	Total
Opening balance	5,759.70	13,638.55	4,148.67	5,838.12	18,687.39	46,225.26	94,297.69
Doubtful accounts	(54.42)	(636.69)	2,064.90	43.13	7,331.79	9,927.83	18,676.54
Bad debt write-off	-	-	-	-	(7,219.66)	-	(7,219.66)
Closing balance	5,705.28	13,001.86	6,213.57	5,881.25	18,799.52	56,153.09	105,754.57

Unit: Million Baht

Consolidated Financial Statement							
2022							
	Normal	Special mentioned	Substandard	Doubtful	Doubtful of loss	Excess reserves	Total
Opening balance	5,676.24	13,965.75	6,488.38	5,175.80	20,734.77	36,027.82	88,068.76
Doubtful accounts	83.46	(327.20)	(2,339.71)	662.32	6,003.42	10,197.44	14,279.73
Bad debt write-off	-	-	-	-	(8,050.80)	-	(8,050.80)
Closing balance	5,759.70	13,638.55	4,148.67	5,838.12	18,687.39	46,225.26	94,297.69

Unit: Million Baht

Separate Financial Statement							
2023							
	Normal	Special mentioned	Substandard	Doubtful	Doubtful of loss	Excess reserves	Total
Opening balance	5,759.70	13,638.55	4,148.67	5,838.12	18,687.39	46,225.26	94,297.69
Doubtful accounts	(31.02)	(636.69)	2,064.90	43.13	7,331.79	9,927.83	18,699.94
Bad debt write-off	-	-	-	-	(7,219.66)	-	(7,219.66)
Closing balance	5,728.68	13,001.86	6,213.57	5,881.25	18,799.52	56,153.09	105,777.97

Unit: Million Baht

Separate Financial Statement							
2022							
	Normal	Special mentioned	Substandard	Doubtful	Doubtful of loss	Excess reserves	Total
Opening balance	5,676.24	13,965.75	6,488.38	5,175.80	20,734.77	36,027.82	88,068.76
Doubtful accounts	83.46	(327.20)	(2,339.71)	662.32	6,003.42	10,197.44	14,279.73
Bad debt write-off	-	-	-	-	(8,050.80)	-	(8,050.80)
Closing balance	5,759.70	13,638.55	4,148.67	5,838.12	18,687.39	46,225.26	94,297.69

As at 31 December 2023 and 2022, allowance for special mentioned loans amounted to 13,001.86 Million Baht and 13,638.55 Million Baht, respectively, which allowance for doubtful accounts of loans according to C.P.K-C.P.S loan project agreement between Office of the Welfare Promotion Commission for Teachers and Educational Personnel and Government Savings Bank (Note 5.7.5).

5.9 Revaluation allowance for debt restructuring

Unit: Million Baht

	Consolidated and Separate Financial Statement	
	2023	2022
Opening balance	25.82	28.42
Write-off during the period	(2.51)	(2.60)
Closing balance	23.31	25.82

5.10 Foreclosed properties - net

Unit: Million Baht

	Consolidated and Separate Financial Statement			
	2023			
	Opening balance	Increase	Disposal/transfer	Closing balance
Immovable assets	9,614.14	1,635.06	1,010.83	10,238.37
Less Allowance for impairment	358.82	105.75	92.30	372.27
Total foreclosed properties - net	9,255.32	1,529.31	918.53	9,866.10

Unit: Million Baht

	Consolidated and Separate Financial Statement			
	2022			
	Opening balance	Increase	Disposal/transfer	Closing balance
Immovable assets	9,062.06	2,083.60	1,531.52	9,614.14
Less Allowance for impairment	55.28	321.86	18.32	358.82
Total foreclosed properties - net	9,006.78	1,761.74	1,513.20	9,255.32

As at 31 December 2023 and 2022, Allowance for impairment of foreclosed properties in the amount of 372.27 Million Baht and 358.82 Million Baht, respectively, included provision for impairment of foreclosed properties held by the Bank for 9 years or more at the rate of 20.00-100.00% depending on the holding period, as determined by the Ministry of Finance in the amount of 325.62 Million Baht and 237.66 Million Baht, respectively. The disposition/transfer of 92.30 Million Baht and 18.32 Million Baht, respectively, included a reversal of impairment provisions for foreclosed properties that were decreased in the amount of 67.71 Million Baht and 15.22 Million Baht respectively.

As at 31 December 2023 and 2022, the Bank has immovable properties foreclosed received from debt repayment classified by appraisers as follows:

Unit: Million Baht

	Consolidated and Separate Financial Statement	
	2023	2022
External appraisers	10,238.37	9,133.65
Internal appraisers	-	480.49
Total	10,238.37	9,614.14

For the year ended 31 December 2023 and 2022, the Bank had gains from sale of foreclosed properties amounting to 184.08 Million Baht and 326.31 Million Baht, respectively.

5.11 Property, plant, and equipment

Unit: Million Baht

Consolidated Financial Statement												
2023												
	Cost				Accumulated depreciation				Allowance for impairment			Property, Plant and Equipment, net
	Opening balance	Increase	Disposal/ transfer	Closing balance	Opening balance	Depreciation	Disposal/ transfer	Closing balance	Opening balance	Increase/ (decrease)	Closing balance	
Land												
Cost	2,406.29	8.52	-	2,414.81	-	-	-	-	-	-	-	2,414.81
Appraisal surplus*	19,739.58	-	-	19,739.58	-	-	-	-	-	-	-	19,739.58
Appraisal deficit*	(31.92)	-	-	(31.92)	-	-	-	-	-	-	-	(31.92)
Buildings	8,535.38	250.52	(41.15)	8,744.75	4,882.97	155.55	(41.15)	4,997.37	644.38	-	644.38	3,103.00
Equipment	9,341.58	429.44	(1,259.95)	8,511.07	7,414.89	712.20	(1,188.15)	6,938.94	-	-	-	1,572.13
Assets in process	3,191.37	663.55	(727.99)	3,126.93	-	-	-	-	-	-	-	3,126.93
Total	43,182.28	1,352.03	(2,029.09)	42,505.22	12,297.86	867.75	(1,229.30)	11,936.31	644.38	-	644.38	29,924.53

Unit: Million Baht

Consolidated Financial Statement												
2022												
	Cost				Accumulated depreciation				Allowance for impairment			Property, Plant and Equipment, net
	Opening balance	Increase	Disposal/ transfer	Closing balance	Opening balance	Depreciation	Disposal/ transfer	Closing balance	Opening balance	Increase/ (decrease)	Closing balance	
Land												
Cost	2,400.77	5.52	-	2,406.29	-	-	-	-	-	-	-	2,406.29
Appraisal surplus*	19,739.58	-	-	19,739.58	-	-	-	-	-	-	-	19,739.58
Appraisal deficit*	(31.92)	-	-	(31.92)	-	-	-	-	-	-	-	(31.92)
Buildings	8,414.98	144.41	(24.01)	8,535.38	4,759.14	147.84	(24.01)	4,882.97	644.38	-	644.38	3,008.03
Equipment	10,979.46	759.00	(2,396.88)	9,341.58	8,949.43	837.03	(2,371.57)	7,414.89	-	-	-	1,926.69
Assets in process	1,949.98	2,040.44	(799.05)	3,191.37	-	-	-	-	-	-	-	3,191.37
Total	43,452.85	2,949.37	(3,219.94)	43,182.28	13,708.57	984.87	(2,395.58)	12,297.86	644.38	-	644.38	30,240.04

5.11 Property, plant, and equipment (cont.)

Unit: Million Baht

Separate Financial Statement												
2023												
Cost				Accumulated depreciation				Allowance for impairment			Property, Plant and Equipment, net	
Opening balance	Increase	Disposal/ transfer	Closing balance	Opening balance	Depreciation	Disposal/ transfer	Closing balance	Opening balance	Increase/ (decrease)	Closing balance		
Land												
Cost	2,406.29	8.52	-	2,414.81	-	-	-	-	-	-	-	2,414.81
Appraisal surplus*	19,739.58	-	-	19,739.58	-	-	-	-	-	-	-	19,739.58
Appraisal deficit*	(31.92)	-	-	(31.92)	-	-	-	-	-	-	-	(31.92)
Buildings	8,532.04	245.62	(41.15)	8,736.51	4,882.86	154.54	(41.15)	4,996.25	644.38	-	644.38	3,095.88
Equipment	9,335.95	423.35	(1,259.87)	8,499.43	7,414.69	710.62	(1,188.14)	6,937.17	-	-	-	1,562.26
Assets in process	3,191.37	656.22	(720.66)	3,126.93	-	-	-	-	-	-	-	3,126.93
Total	43,173.31	1,333.71	(2,021.68)	42,485.34	12,297.55	865.16	(1,229.29)	11,933.42	644.38	-	644.38	29,907.54

Unit: Million Baht

Separate Financial Statement												
2022												
Cost				Accumulated depreciation				Allowance for impairment			Property, Plant and Equipment, net	
Opening balance	Increase	Disposal/ transfer	Closing balance	Opening balance	Depreciation	Disposal/ transfer	Closing balance	Opening balance	Increase/ (decrease)	Closing balance		
Land												
Cost	2,400.77	5.52	-	2,406.29	-	-	-	-	-	-	-	2,406.29
Appraisal surplus*	19,739.58	-	-	19,739.58	-	-	-	-	-	-	-	19,739.58
Appraisal deficit*	(31.92)	-	-	(31.92)	-	-	-	-	-	-	-	(31.92)
Buildings	8,414.98	141.07	(24.01)	8,532.04	4,759.14	147.73	(24.01)	4,882.86	644.38	-	644.38	3,004.80
Equipment	10,979.46	753.37	(2,396.88)	9,335.95	8,949.43	836.83	(2,371.57)	7,414.69	-	-	-	1,921.26
Assets in process	1,949.98	2,040.44	(799.05)	3,191.37	-	-	-	-	-	-	-	3,191.37
Total	43,452.85	2,940.40	(3,219.94)	43,173.31	13,708.57	984.56	(2,395.58)	12,297.55	644.38	-	644.38	30,231.38

* The Bank's Revaluation in 2020

As at 31 December 2023 and 2022, the Bank had fully depreciated buildings and equipment that were still in use with cost of 6,520.00 Million Baht and 6,656.49 Million Baht, respectively.

5.12 Right-of-use assets under lease term

Unit: Million Baht

Consolidated Financial Statement									
2023									
Cost				Accumulated depreciation				Right-of-use assets under lease term, net	
Opening balance	Increase	Decrease	Closing balance	Opening balance	Depreciation	Decrease/ adjust	Closing balance		
Land and/or building leases	1,459.43	519.47	(568.44)	1,410.46	629.23	502.55	(472.03)	659.75	750.71
Car leases	1,716.82	435.47	(411.62)	1,740.67	690.42	374.90	(396.70)	668.62	1,072.05
Total	3,176.25	954.94	(980.06)	3,151.13	1,319.65	877.45	(868.73)	1,328.37	1,822.76

5.12 Right-of-use assets under lease term (cont.)

Unit: Million Baht

Consolidated Financial Statement									
2022									
	Cost			Closing balance	Accumulated depreciation			Closing balance	Right-of-use assets under lease term, net
	Opening balance	Increase	Decrease		Opening balance	Depreciation	Decrease/ adjust		
Land and/or building leases	1,418.61	611.20	(570.38)	1,459.43	668.99	514.01	(553.77)	629.23	830.20
Car leases	1,004.37	893.86	(181.41)	1,716.82	490.74	380.53	(180.85)	690.42	1,026.40
Total	2,422.98	1,505.06	(751.79)	3,176.25	1,159.73	894.54	(734.62)	1,319.65	1,856.60

Unit: Million Baht

Separate Financial Statement									
2023									
	Cost			Closing balance	Accumulated depreciation			Closing balance	Right-of-use assets under lease term, net
	Opening balance	Increase	Decrease		Opening balance	Depreciation	Decrease/ adjust		
Land and/or building leases	1,453.24	515.56	(568.44)	1,400.36	628.71	499.74	(472.03)	656.42	743.94
Car leases	1,709.98	435.47	(411.62)	1,733.83	690.04	373.53	(396.70)	666.87	1,066.96
Total	3,163.22	951.03	(980.06)	3,134.19	1,318.75	873.27	(868.73)	1,323.29	1,810.90

Unit: Million Baht

Separate Financial Statement									
2022									
	Cost			Closing balance	Accumulated depreciation			Closing balance	Right-of-use assets under lease term, net
	Opening balance	Increase	Decrease		Opening balance	Depreciation	Decrease/ adjust		
Land and/or building leases	1,418.61	605.01	(570.38)	1,453.24	668.99	513.49	(553.77)	628.71	824.53
Car leases	1,004.37	887.02	(181.41)	1,709.98	490.74	380.15	(180.85)	690.04	1,019.94
Total	2,422.98	1,492.03	(751.79)	3,163.22	1,159.73	893.64	(734.62)	1,318.75	1,844.47

5.13 Other intangible assets - Net

Unit: Million Baht

Consolidated Financial Statement									
2023									
	Cost			Closing balance	Accumulated depreciation			Closing balance	Other intangible assets, net
	Opening balance	Increase	Disposal/ transfer		Opening balance	Amortization	Disposal/ transfer		
Computer software	5,918.33	457.22	(146.75)	6,228.80	4,362.67	630.17	(144.47)	4,848.37	1,380.43
Total	5,918.33	457.22	(146.75)	6,228.80	4,362.67	630.17	(144.47)	4,848.37	1,380.43

5.13 Other intangible assets - Net (cont.)

Unit: Million Baht

		Consolidated Financial Statement							
		2022							
		Cost				Accumulated depreciation			Other intangible assets, net
		Opening balance	Increase	Disposal/ transfer	Closing balance	Opening balance	Amortization	Disposal/ transfer	
Computer software		5,560.93	504.49	(147.09)	5,918.33	3,895.15	614.53	(147.01)	1,555.66
Total		5,560.93	504.49	(147.09)	5,918.33	3,895.15	614.53	(147.01)	1,555.66

Unit: Million Baht

		Separate Financial Statement							
		2023							
		Cost				Accumulated depreciation			Other intangible assets, net
		Opening balance	Increase	Disposal/ transfer	Closing balance	Opening balance	Amortization	Disposal/ transfer	
Computer software		5,907.56	418.09	(144.59)	6,181.06	4,362.58	628.95	(144.47)	1,334.00
Total		5,907.56	418.09	(144.59)	6,181.06	4,362.58	628.95	(144.47)	1,334.00

Unit: Million Baht

		Separate Financial Statement							
		2022							
		Cost				Accumulated depreciation			Other intangible assets, net
		Opening balance	Increase	Disposal/ transfer	Closing balance	Opening balance	Amortization	Disposal/ transfer	
Computer software		5,560.93	493.72	(147.09)	5,907.56	3,895.15	614.44	(147.01)	1,544.98
Total		5,560.93	493.72	(147.09)	5,907.56	3,895.15	614.44	(147.01)	1,544.98

As at 31 December 2023 and 2022, the Bank had fully amortized computer software that were still in use with cost of 2,592.05 Million Baht 1,895.54 Million Baht, respectively.

5.14 Other assets - Net

Unit: Million Baht

	Consolidated Financial Statement		Separate Financial Statement	
	2023	2022	2023	2022
Accrued income	1,823.94	1,082.71	1,829.29	1,082.71
Receivables from disposal of investments	3,490.57	985.55	3,490.57	985.55
Auction assets purchase - suspended	3,566.73	4,619.11	3,566.73	4,619.11
Other receivables and miscellaneous assets	10,441.00	5,193.15	10,436.54	5,190.98
Waiting for adjustment - loans	2,280.15	0.03	2,280.15	0.03
Total	21,602.39	11,880.55	21,603.28	11,878.38

5.14 Other assets - Net (cont.)

Receivables from disposal of investments of 3,490.57 million Baht are transactions of sales duly concluded but a settlement has not yet been made.

Suspended auction assets purchase amounting to 3,566.73 Million Baht is a debt suspension of loan receivables. Adjustment and appropriation for loan repayment will be made upon availability of receipt-payment account from Legal Execution Department or Provincial Legal Execution Office.

Other receivables and miscellaneous assets of 10,436.54 Million Baht consisted of:

- Pending transfer - PromptPay amounting to 5,945.05 Million Baht is a retail transfer between banks which a settlement has not yet been made.
- Other receivables-Regional Urban Development Fund Office in the amount of 12.94 Million Baht.
- Advance received from electronic money transfer transactions amounting to 0.09 Million Baht, which the Bank provided money transfer service offering instant or same-day money transfer service but unable to complete a money transfer within the day that the money was received from the user, and the Bank kept it separately from other working capital of the Bank.
- Receivables pending transfer - fraud and Cash Short accounts amounting 0.06 Million Baht, consisting of account receivables in the event of fraud in the amount of 307.80 Million Baht less full allowance of doubtful accounts and cash short receivables in the amount of 22.53 Million Baht less allowance for doubtful accounts in the amount of 22.47 Million Baht, leaving a balance of 0.06 Million Baht.
- Receivables pending transfer - others in the amount of 320.03 Million Baht.
- and Others of 4,158.37 Million Baht.

Pending adjustment - Loans amounting to 2,280.15 Million Baht consist of a pending adjustment of one loan debtor pending legal proceedings in which the outcome of the proceedings is not final in the amount of 2,279.77 Million Baht (Note 5.21) and pending adjustment of other loans in the amount of 0.38 Million Baht.

5.15 Deposits

5.15.1 Categorized by type of deposits

Type of deposits	Consolidated Financial Statement		Unit: Million Baht	
	2023	2022		
Demand	3,943.40		4,328.10	
Savings	782,255.96		826,543.97	
Term				
- Special savings with a term	347,480.22	228,646.46		
- Fixed	251,985.09	250,115.87		
- GSB Premium Savings Certificate and bond	1,242,319.20	1,220,793.86		
- GSB Life Insurance Deposit				
- Insurance nature	39,204.11	44,077.62		
- Deposits nature	7,242.15	9,470.14	1,753,103.95	
Other deposits	4,027.98		3,851.60	
Total	2,678,458.11		2,587,827.62	

5.15 Deposits (cont.)

5.15.1 Categorized by type of deposits (cont.)

Unit: Million Baht

Type of deposits	Separate Financial Statement	
	2023	2022
Demand	3,943.40	4,328.10
Savings	782,849.87	827,458.21
Term		
- Special savings with a term	347,480.22	228,646.46
- Fixed	252,185.98	250,115.87
- GSB Premium Savings Certificate and bond	1,242,319.20	1,220,793.86
- GSB Life Insurance Deposit		
- Insurance nature	39,204.11	44,077.62
- Deposits nature	7,242.15	9,470.14
Other deposits	4,027.98	3,851.60
Total	2,679,252.91	2,588,741.86

Savings deposits of 782,849.87 Million Baht included the guaranteed contributions (pension category 1) amounting to 58.95 Million Baht, which cannot be withdrawn during their employment period.

Other deposits of 4,027.98 million Baht were inclusive of neglected and non-active accounts of 4,026.28 Million Baht which were deposits with a balance not over 10,000.00 Baht that depositors have not been in contact with the Bank within the specified period and the Bank will not recognize accrued interest payables, but will recognize it as interest expenses when depositors contact the Bank. For accounts with a balance not over 500.00 Baht, an account maintenance fee is charged pursuant to Ministerial Notification no. 44 (B.E. 2546) issued by virtue of Government Savings Bank Act B.E. 2489 (1946) regarding savings deposit services.

GSB Life and Family Insurance Deposits

As at 31 December 2023 and 2022, the Bank had liabilities of Life and Family Insurance Deposits with insurance nature and deposit nature as follows:

Unit: Million Baht

	Consolidated and Separate Financial Statement	
	2023	2022
With insurance nature		
- GSB Life and Family Insurance Deposit	39,204.11	44,077.62
- Accrued interest payables of Life and Family Insurance Deposit (Note 5.20)	22,367.45	18,525.11
With deposits nature		
- GSB Life and Family Insurance Deposit	7,242.15	9,470.14
- Accrued interest payables of Life and Family Insurance Deposit (Note 5.20)	3,216.65	3,757.67
Total	72,030.36	75,830.54

5.15 Deposits (cont.)

5.15.1 Categorized by type of deposits (cont.)

As at 31 December 2023, the Bank had liabilities of Life and Family Insurance deposit with insurance nature of 61,571.56 Million Baht which included accrued interest payables of Life and Family insurance deposit that the Bank set additional provisions of 4,700.00 Million Baht to ensure that carrying amount of liabilities for insurance contracts was adequate and to support management of risk from interest rate volatility.

The Bank analyzed the sensitivity on changes in assumptions used for measuring liabilities' values of life and family insurance deposits with insurance nature as at 31 December 2023 as follows:

		Unit: Million Baht
		Consolidated and Separate Financial Statement
		2022
Discount rate		
Increase of 0.25%		(1,134.63)
Decrease of 0.25%		1,182.03
Mortality rate		
Increase of 25.00%		34.60
Decrease of 25.00%		(31.64)
Expense		
Increase of 10.00%		113.67
Increase of 10.00%		(113.67)

5.15.2 Categorized by currency and depositor's residence

		Unit: Million Baht
		Consolidated Financial Statement
		2023
		2022
		Domestic
		Foreign
		Total
Baht		2,674,999.24
Total		2,674,999.24

		Unit: Million Baht
		Separate Financial Statement
		2023
		2022
		Domestic
		Foreign
		Total
Baht		2,675,794.04
Total		2,675,794.04

5.16 Interbank and money market items - Net (liabilities)

Unit: Million Baht

	Consolidated and Separate Financial Statement					
	2023			2022		
	Demand	Term	Total	Demand	Term	Total
Domestic						
BOT and Financial Institutions						
Development Fund	1.30	26,557.31	26,558.61	-	25,181.78	25,181.78
Commercial banks	26.01	85,900.01	85,926.02	0.81	71,100.01	71,100.82
Specialized Financial Institutions	80.21	33,000.00	33,080.21	13.15	28,100.00	28,113.15
Other financial institutions	4,892.41	14,259.17	19,151.58	3,108.89	13,696.29	16,805.18
Total domestic	4,999.93	159,716.49	164,716.42	3,122.85	138,078.08	141,200.93

As at 31 December 2023 and 2022, net interbank and money market items included promissory notes issued by the Bank to borrow money from the Bank of Thailand as follows:

Unit: Million Baht

Royal Decree	Summary	Credit line	Consolidated and Separate Financial Statement	
			2023	2022
Provision of financial assistance to enterprises affected by the COVID-19 pandemic, B.E. 2563 (2020)	The BOT granted loans to financial institutions to provide loans to business operations affected by COVID-19 pandemic at an interest rate of 0.01% per year. The loan will be repaid with the interest within 5 years from the receipt date or longer period as prescribed by the BOT. The interest is charged from business enterprises not exceeding 2% per year for the first 2 years, with interest-free for the first 6 months.	500,000.00	-	47.53
Provision of assistance and rehabilitation of business operators affected by the COVID-19 pandemic, B.E. 2564 (2021)	1) Measures for granting loans to business operators BOT granted loans to financial institutions to provide loans to provide loans to business operators affected by the COVID-19 pandemic at an interest rate of 0.01% per year. The loan must be repaid with an interest to BOT within 5 years from the receipt date or longer period as prescribed by the BOT. Avg. interest rate throughout the contract term not more than 5% per year, for the first 2 years not more than 2.00% per year, with interest-free for the first 6 months. 2) Measures to transfer collateral for debt repayment. BOT granted loans to financial institutions to support them for accepting the transfer of collaterals for debt repayment with the condition to repurchase the collateral back at the transfer price within 5 years, and had the right to rent the collateral asset to use for business to prevent liquidity shortages or defaults. The BOT charged an interest rate of 0.01% per year and purchased promissory notes issued by financial institutions. The loan with interest must be repaid with an within 5 years from receipt date or longer as prescribed by BOT.	250,000.00	25,580.40	24,323.38
		100,000.00	976.91	810.87
Total			26,557.31	25,181.78

5.17 Debts issued and borrowings

Unit: Million Baht

					Consolidated and Separate Financial Statement					
					2023			2022		
					Credit line	Interest payment due	Interest rate (%)	Maturity date	Domestic	Foreign
Debentures in 2019 total credit line 30,500.00 Million Baht										
No. 1/2019 credit line 16,000.00 Million Baht										
Set 1	6,220.00	16 Apr. and 16 Oct. every year	1.53	16 Oct. 2024	6,220.00	-	6,220.00	6,220.00	-	6,220.00
Set 2	9,780.00	16 Apr. and 16 Oct. every year	1.69	16 Oct. 2026	9,780.00	-	9,780.00	9,780.00	-	9,780.00
No. 2/2562 credit line 14,500.00 Million Baht										
Set 1	4,200.00	6 Feb. and 6 Aug. every year	1.45	6 Feb 2023	-	-	-	4,200.00	-	4,200.00
Set 2	4,400.00	6 Jun. and 6 Dec. every year	1.58	6 Dec. 2024	4,400.00	-	4,400.00	4,400.00	-	4,400.00
Set 3	5,900.00	6 Jun. and 6 Dec. every year	1.79	6 Dec. 2026	5,900.00	-	5,900.00	5,900.00	-	5,900.00
Social debentures total credit line 20,000.00 Million Baht										
No. 1/2022	10,000.00	24 Jun. and 24 Dec. every year	2.35	24 Jun 2025	10,000.00	-	10,000.00	10,000.00	-	10,000.00
Total					36,300.00	-	36,300.00	40,500.00	-	40,500.00

5.18 Lease liabilities

Unit: Million Baht

	Consolidated Financial Statement					
	2023					
	Lease liabilities					
	Opening balance	Increase	Decrease	Closing balance	Accrued Interest	Total
Land and/or building lease	827.24	510.60	(587.21)	750.63	1.19	751.82
Car lease	1,033.29	435.47	(388.63)	1,080.13	0.06	1,080.19
Total	1,860.53	946.07	(975.84)	1,830.76	1.25	1,832.01

Unit: Million Baht

	Consolidated Financial Statement					
	2022					
	Lease liabilities					
	Opening balance	Increase	Decrease	Closing balance	Accrued Interest	Total
Land and/or building lease	733.10	601.87	(507.73)	827.24	2.54	829.78
Car lease	515.50	893.86	(376.07)	1,033.29	0.07	1,033.36
Total	1,248.60	1,495.73	(883.80)	1,860.53	2.61	1,863.14

5.18 Lease liabilities (cont.)

Unit: Million Baht

	Separate Financial Statement					
	2023					
	Lease liabilities					
	Opening balance	Increase	Decrease	Closing balance	Accrued Interest	Total
Land and/or building lease	821.51	506.70	(584.54)	743.67	1.19	744.86
Car lease	1,026.78	435.47	(387.41)	1,074.84	0.06	1,074.90
Total	1,848.29	942.17	(971.95)	1,818.51	1.25	1,819.76

Unit: Million Baht

	Separate Financial Statement					
	2022					
	Lease liabilities					
	Opening balance	Increase	Decrease	Closing balance	Accrued Interest	Total
Land and/or building lease	733.10	595.67	(507.26)	821.51	2.54	824.05
Car lease	515.50	887.02	(375.74)	1,026.78	0.07	1,026.85
Total	1,248.60	1,482.69	(883.00)	1,848.29	2.61	1,850.90

For the year ended 31 Decemer 2023 and 2022, the Bank had expenses under the lease agreement as follows:

Unit: Million Baht

	Consolidated Financial Statement		Separate Financial Statement	
	2023	2022	2023	2022
Interest paid under the lease	34.68	37.98	33.88	37.76
Lease expenses with low-value underlying assets	705.34	936.34	705.34	936.34
Discount on rental space due to the COVID-19 pandemic	-	(4.37)	-	(4.37)
Total	740.02	969.95	739.22	969.73

As at 31 December 2023 and 2022, the Bank had the amount to be paid without discount and maturity period according to the lease term as follows:

Unit: Million Baht

	Consolidated Financial Statement							
	2023				2022			
	Amount and Maturity Period				Amount and Maturity Period			
	Not more than 1 year	More than 1-5 years	More than 5 years	Total	Not more than 1 year	More than 1-5 years	More than 5 years	Total
Land and/or buildings lease	438.26	325.54	2.70	766.50	441.31	403.26	4.51	849.08
Car lease	348.46	771.47	-	1,119.93	371.65	701.62	-	1,073.27
Total	786.72	1,097.01	2.70	1,886.43	812.96	1,104.88	4.51	1,922.35

5.18 Lease liabilities (cont.)

Unit: Million Baht

	Separate Financial Statement							
	2023				2022			
	Amount and Maturity Period				Amount and Maturity Period			
	Not more than 1 year	More than 1-5 years	More than 5 years	Total	Not more than 1 year	More than 1-5 years	More than 5 years	Total
Land and/or buildings lease	434.02	322.36	2.70	759.08	439.03	399.29	4.51	842.83
Car lease	346.86	767.12	-	1,113.98	370.05	695.67	-	1,065.72
Total	780.88	1,089.48	2.70	1,873.06	809.08	1,094.96	4.51	1,908.55

5.19 Provisions

Unit: Million Baht

	Consolidated Financial Statement			
	2023		2022	
Short-term employee benefit liabilities		365.76		369.22
Employee benefit obligation				
Pension		54,596.63		51,843.27
Living gratuity		2,020.63		2,129.51
Special gratuity		2,798.23		2,602.69
Compensation		6,908.89		6,540.74
Retirement gifts		134.50		132.70
Long-service gifts		282.36		300.50
		66,741.24		63,549.41
Obligations from other guarantees (Note 5.25.1)		1,065.21		1,081.69
Obligations from litigation		233.41		13.36
Total provisions		68,405.62		65,013.68

Unit: Million Baht

	Separate Financial Statement			
	2023		2022	
Short-term employee benefit liabilities		365.76		369.22
Employee benefit obligation				
Pension		54,596.63		51,843.27
Living gratuity		2,020.63		2,129.51
Special gratuity		2,798.23		2,602.69
Compensation		6,905.39		6,539.90
Retirement gifts		134.50		132.70
Long-service gifts		282.36		300.50
		66,737.74		63,548.57
Obligations from other guarantees (Note 5.25.1)		1,065.21		1,081.69
Obligations from litigation		233.41		13.36
Total provisions		68,402.12		65,012.84

5.19 Provisions (cont.)

Officer benefit obligations

The present value of officer benefit obligations as at 31 December 2023 and 2022 were reconciled as follows:

		Unit: Million Baht	
		Consolidated Financial Statement	
		2023	2022
Officer benefit obligations			
Opening balance		63,549.41	68,657.42
Past service cost		6.07	-
Current service cost		1,405.74	1,644.92
Interest cost		1,654.42	1,340.14
Loss (gain) on actuarial estimate/assumption			
- Demographic assumption		420.08	-
- Financial assumption		1,611.53	(6,485.81)
- From benefit payment		1,231.49	1,308.76
Benefits paid during the period		(3,137.50)	(2,916.02)
Total officer benefit obligations		66,741.24	63,549.41

		Unit: Million Baht	
		Separate Financial Statement	
		2023	2022
Officer benefit obligations			
Opening balance		63,548.57	68,657.42
Past service cost		6.07	-
Current service cost		1,402.80	1,644.08
Interest cost		1,654.40	1,340.14
Loss (gain) on actuarial estimate/assumption			
- Demographic assumption		420.08	-
- Financial assumption		1,611.53	(6,485.81)
- From benefit payment		1,231.49	1,308.76
Benefits paid during the period		(3,137.20)	(2,916.02)
Total officer benefit obligations		66,737.74	63,548.57

As at 31 December 2023, the Bank has assessed the present value of the obligation for officer benefit plans based on a material change in assumptions. As a result, the officer benefit obligations increased in the amount of 3,263.10 Million Baht. It was an actuarial loss on post-employment benefits in the amount of 3,282.72 Million Baht, recognized in other comprehensive income through retained earnings, and actuarial gain on other long-term benefits amounting to 19.62 Million Baht, recognized in profit or loss. The assumptions used in the calculation were as follows:

5.19 Provisions (cont.)

	Unit: Million Baht			
	Consolidated Financial Statement		Separate Financial Statement	
	2023	2022	2023	2022
Discount rate (%)	1.37 - 5.18	1.37 - 5.35	2.36 - 4.55	1.37 - 5.35
Average rate of salary increase of officers (%)	4.50 - 8.50	4.00 - 8.50	4.50 - 8.50	4.00 - 8.50
Average rate of salary increase of employees (%)	5.50	5.50	5.50	5.50
Average turnover rate of officers (%)	0.00 - 20.00	0.00 - 20.00	0.00 - 2.00	0.00 - 1.50
Average turnover rate of employees (%)	0.00 - 23.00	0.00 - 20.00	0.00 - 23.00	0.00 - 20.00
Early retirement rate (%)	10.00	5.00	10.00	5.00
Early retirement	55 - less than 60 years old	55 - less than 60 years old	55 - less than 60 years old	55 - less than 60 years old
Normal retirement	60 years old	60 years old	60 years old	60 years old

The Bank analyzed sensitivity to changes in key assumptions used to measure officer benefit obligations as at 31 December 2023 as follows:

	Unit: Million Baht	
	Consolidated Financial Statement	Separate Financial Statement
	2023	2022
	Provisions Increase (decrease)	Provisions Increase (decrease)
Post-employment benefits		
Discount rate		
Increase of 0.50%	(3,642.10)	(3,642.10)
Decrease of 0.50%	3,995.23	3,995.23
Salary increase rate		
Increase of 1.00%	2,395.85	2,395.60
Decrease of 1.00%	(2,181.90)	(2,181.67)
Other long-term benefits		
Discount rate		
Increase of 0.50%	(13.27)	(13.27)
Decrease of 0.50%	14.35	14.35
Inflation rate		
Increase of 1.00%	32.96	32.96
Decrease of 1.00%	(28.56)	(28.56)

5.19 Provisions (cont.)

Information about estimated maturity of officer benefit payments as at 31 December 2023 and 2022 were as follows:

	Unit: Million Baht	
	2023	2022
Weighted average payment of officer benefits		
The Bank	14.8 - 15 years	16.4 years
Mee Tee Mee Ngern Co., Ltd.	8.7 years	8.7 years
Money DD Co., Ltd.	15.9 years	-

	Unit: Million Baht			
	Consolidated Financial Statement		Separate Financial Statement	
	2023	2022	2023	2022
Amount and expected timing of officer benefit payment				
Post-employment benefits				
Expected to be paid within 1 year	4,755.95	3,746.37	4,755.95	3,745.44
Expected to be paid over 1 to 2 years	4,637.53	3,777.83	4,637.53	3,777.83
Expected to be paid over 2 to 3 years	4,681.13	3,825.55	4,681.13	3,825.55
Expected to be paid over 3 to 4 years	4,748.87	3,906.48	4,743.70	3,906.48
Expected to be paid over 4 to 5 years	4,785.84	4,035.83	4,784.06	4,030.66
Expected to be paid over 5 to 10 years	23,609.11	21,565.77	23,599.19	21,558.38
Expected to be paid over 10 years	73,235.04	85,109.59	73,188.25	85,105.28
Other long-term benefits				
Expected to be paid within 1 year	19.11	25.24	19.11	25.24
Expected to be paid over 1 to 2 years	21.41	20.19	21.41	20.19
Expected to be paid over 2 to 3 years	16.58	22.49	16.58	22.49
Expected to be paid over 3 to 4 years	13.45	17.20	13.45	17.20
Expected to be paid over 4 to 5 years	18.69	15.14	18.69	15.14
Expected to be paid over 5 to 10 years	76.12	94.88	76.12	94.88
Expected to be paid over 10 years	718.30	780.47	718.30	780.47

5.20 Accrued interest payables on deposit and bond

As at 31 December 2023 and 2022, accrued interest payables on deposits and bonds presented in the consolidated financial statement amounted to 32,648.14 Million Baht and 30,119.82 Million Baht, respectively, and in the separate financial statement amounted to 32,649.04 Million Baht and 30,119.82 Million Baht, respectively, which included interest on life and family insurance deposits (Not 5.15.1) as follows:

	Unit: Million Baht	
	Consolidated and Separate Financial Statement	
	2023	2022
Accrued interest payables on Life and Family Insurance Deposits		
- With insurance nature	22,367.45	18,525.11
- With deposits nature	3,216.65	3,757.67
Total	25,584.10	22,282.78

5.21 Other liabilities

	Consolidated Financial Statement		Separate Financial Statement	
	2023	2022	2023	2022
Pending cheque into a depositor's account	924.17	599.20	924.17	599.20
Payables from purchase of investments	3,492.69	1,844.54	3,492.69	1,844.54
Other payables and miscellaneous liabilities	6,471.22	3,802.50	6,453.30	3,795.83
Total	10,888.08	6,246.24	10,870.16	6,239.57

Payables from purchase of investments in the amount of 3,492.69 Million Baht were transactions duly concluded but settlement have not been made.

Other payables and miscellaneous liabilities in the amount of 6,453.30 Million Baht consisted of:

- Suspended - foreclosed properties of 1,472.61 Million Baht.
- Pending transfer amounting to 311.52 Million Baht.
- Advance received from electronic money transfer transactions amounting to 0.09 Million Baht, which the Bank provided money transfer service offering instant or same-day money transfer service but unable to complete a money transfer within the day that the money was received from the user.

- Pending transfer deposit - pending adjustment amounting to 2,279.77 Million Baht is the pending deposit account adjustment pending legal proceedings in which the outcome of the proceedings is not final for a case in which the Bank has filed an application for the right to set-off the loan debtor against the deposit account of loan debtor of a company which is in the process of implementing a rehabilitation plan (Note 5.7.5). On 23 November 2022, the central bankruptcy court dismissed the application and ordered the Bank to return the set-off money to the said company. On 12 January 2023, the Bank filed an appeal against the central bankruptcy court's order including the issue of waiving penalty fees to the court of appeal for specialized cases and the court scheduled a hearing on 12 September 2023. The court of appeal for specialized cases dismissed the petition and ordered the Bank to pay 2,279.77 Million Baht plus interest on 12-month fixed deposits stipulated under the deposit account opening agreement from 10 June 2020 to 12 March 2022, and interest at the rate of 5% per annum on the principal amount of 2,297.77 Million Baht from 13 March 2022 onwards until such money is paid or returned to the deposit account. The Bank has exercised its right to challenge the judgement of the court of appeal for specialized cases. Currently, it is under consideration of the supreme court whether to accept the Bank's petition.

- and Others amounting to 2,389.31 Million Baht.

5.22 Other components of equity

Unit: Million Baht

	Consolidated Financial Statement					
	2023			2022		
	Opening balance	Changes during the period	Closing balance	Opening balance	Changes during the period	Closing balance
Surplus on asset revaluation	19,739.58	-	19,739.58	19,739.58	-	19,739.58
Surplus (deficit) on changes in value of available-for-sale investments	(631.08)	(4,535.04)	(5,166.12)	2,718.40	(3,349.48)	(631.08)
Share of other comprehensive profit (loss) in associates	(451.89)	27.29	(424.60)	(395.66)	(56.23)	(451.89)
Total	18,656.61	(4,507.75)	14,148.86	22,062.32	(3,405.71)	18,656.61

Unit: Million Baht

	Separate Financial Statement					
	2023			2022		
	Opening balance	Changes during the period	Closing balance	Opening balance	Changes during the period	Closing balance
Surplus on asset revaluation	19,739.58	-	19,739.58	19,739.58	-	19,739.58
Surplus (deficit) on changes in value of available-for-sale investments	(631.08)	(4,535.04)	(5,166.12)	2,718.40	(3,349.48)	(631.08)
Total	19,108.50	(4,535.04)	14,573.46	22,457.98	(3,349.48)	19,108.50

5.23 Appropriation of net profits

Bank was approved by the State Enterprise Policy Office to appropriate net profits for the year 2022 and 2021 as follows:

Unit: Million Baht

	Separate Financial Statement	
	2023	2022
Annual net profit	27,123.65	25,260.14
Reserves for business expansion	2,712.37	2,526.01
Director's bonus	5.09	4.25
Officer's bonus	3,329.93	3,134.12
Remittance as state revenue	15,605.00	14,607.00

For the appropriation of net profits for 2022, the Bank remitted interim state income on 21 October 2022 in the amount of 8,055.00 Million Baht, with remaining amount to be remitted in 2023 of 7,550.00 Million Baht. The State Enterprise Policy Office required the Bank to remit the remaining state income in 2 installments, with the 1st installment amounting to 3,000.00 Million Baht remitted on 28 April 2023, and the 2nd installment of 4,550.00 Million Baht remitted on 29 September 2023. The total remittance as state income from appropriation of net profits for 2022 amounted to 15,605.00 Million Baht. The Bank has appropriated net profits for the six-month period ended 30 June 2023 to remit the first interim state income for 2023 on 20 October 2023 amounting to 8,594.00 Million Baht. The remittance of state income in 2023 totaled 16,144.00 Million Baht.

5.23 Appropriation of net profits (cont.)

For the appropriation of net profits for 2021, the Bank remitted interim state income on 21 October 2021 in the amount of 5,313.00 million Baht, with remaining amount to be remitted in 2022 of 9,294.00 Million Baht, which the Bank remitted as state income on 25 May 2022. The total remittance as state income from appropriation of net profits for 2021 amounted to 14,607.00 Million Baht. For the appropriation of net profits for 2022, the Bank remitted interim state income on 21 October 2022 amounting to 8,055.00 Million Baht. The remittance of state income in 2022 totaled 17,349.00 Million Baht.

5.24 Assets under obligations and limitation

	Unit: Million Baht	
	Consolidated and Separate Financial Statement	
	2023	2022
Government and State Enterprise securities		
- Securities pledged as collateral for repurchase	124,050.81	92,276.06
Foreclosed properties	1,010.78	843.94
Total	125,061.59	93,120.00

5.25 Contingent liabilities

5.25.1 Obligations

	Unit: Million Baht	
	Consolidated and Separate Financial Statement	
	2023	2022
Aval of bills	3.00	-
Liabilities under unmatured import bills	2.15	2.58
Letter of Credit	132.88	77.70
Other obligations		
- Undrawn overdrafts	37,395.71	38,242.90
- Other guarantees	8,287.73	8,053.29
- Others	894.39	746.38
Total	46,715.86	47,122.85

As at 31 December 2023 and 2022, the Bank had obligations of other guarantees amounting to 8,287.73 Million Baht and 8,053.29 Million Baht, respectively. The Bank set aside provisions for damages by recognizing it in provisions in the amount of 1,065.21 million Baht and 1,081.69 Million Baht, respectively (Note 5.19)

5.25.2 Contingent liabilities from litigation

As at 31 December 2023, the Bank had contingent liabilities arising from lawsuits filed by third parties to the court for damages without being able to determine the exact amount of damages that must be paid for 130 cases, amounting to 1,545.87 Million Baht.

5.26 Related party transaction

5.26.1 Assets and liabilities

As at 31 December 2023 and 2022, the Bank had significant related party transactions for the assets and liabilities in the Bank's statement of financial positions as follows:

Unit: Million Baht

Consolidated Financial Statement										
2023						2022				
	Net investments	Loans to customers and accrued interest receivables, net	Other assets	Deposits	Other liabilities	Net investments	Loans to customers and accrued interest receivables, net	Other assets	Deposits	Other liabilities
1. Subsidiaries										
Mee Tee Mee Ngern Co., Ltd.	-	-	-	-	-	-	-	-	-	-
Money DD Co., Ltd.	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-
2. Associates										
MFC Asset Management Pcl.	296.87	-	0.45	12.04	4.19	310.19	-	0.34	5.12	4.53
ASL Securities Co., Ltd.	162.92	-	0.00	0.63	-	176.50	-	0.00	4.59	-
Dhipaya Life Assurance Pcl.	1,462.92	-	265.43	167.20	-	1,247.66	-	137.75	63.35	-
Fast Money Co., Ltd.*	-	-	-	-	-	1,519.27	13,007.73	1.67	959.11	-
Total	1,922.71	-	265.88	179.87	4.19	3,253.62	13,007.73	139.76	1,032.17	4.53
3. Entities in which key executives and close persons have control or joint control or are key executives										
	-	1.55	-	8.29	0.00	-	528.28	-	22.13	0.00
Total	-	1.55	-	8.29	0.00	-	528.28	-	22.13	0.00
4. Key executives and close persons										
	-	295.78	-	70.18	0.20	-	320.28	-	547.47	2.10
Total	-	295.78	-	70.18	0.20	-	320.28	-	547.47	2.10
Grand Total	1,922.71	297.33	265.88	258.34	4.39	3,253.62	13,856.29	139.76	1,601.77	6.63

Unit: Million Baht

Separate Financial Statement										
2023						2022				
	Net investments	Loans to customers and accrued interest receivables, net	Other assets	Deposits	Other liabilities	Net investments	Loans to customers and accrued interest receivables, net	Other assets	Deposits	Other liabilities
1. Subsidiaries										
Mee Tee Mee Ngern Co., Ltd.	494.50	3,884.03	5.36	542.83	0.90	494.50	-	-	914.24	-
Money DD Co., Ltd.	147.14	-	-	251.97	-	-	-	-	-	-
Total	641.64	3,884.03	5.36	794.80	0.90	494.50	-	-	914.24	-
2. Associates										
MFC Asset Management Pcl.	353.53	-	0.45	12.04	4.19	353.53	-	0.34	5.12	4.53
ASL Securities Co., Ltd.	174.00	-	0.00	0.63	-	174.00	-	0.00	4.59	-
Dhipaya Life Assurance Pcl.	997.39	-	265.43	167.20	-	997.39	-	137.75	63.35	-
Fast Money Co., Ltd.*	-	-	-	-	-	1,499.40	13,007.73	1.67	959.11	-
Total	1,524.92	-	265.88	179.87	4.19	3,024.32	13,007.73	139.76	1,032.17	4.53
3. Entities in which key executives and close persons have control or joint control or are key executives										
	-	1.55	-	8.29	0.00	-	528.28	-	22.13	0.00
Total	-	1.55	-	8.29	0.00	-	528.28	-	22.13	0.00
4. Key executives and close persons										
	-	295.78	-	70.18	0.20	-	320.28	-	547.47	2.10
Total	-	295.78	-	70.18	0.20	-	320.28	-	547.47	2.10
Grand Total	2,166.56	4,181.36	271.24	1,053.14	5.29	3,518.82	13,856.29	139.76	2,516.01	6.63

* On 30 June 2023, the Bank exercised its right to sell the entire amount of shares held (Put Option) of Fast Money Co., Ltd.

5.26 Related party transaction (cont.)

5.26.2 Income and expenses

For the year ended 31 December 2023 and 2022, the Bank had significant related party transactions for income and expenses in the Bank's statement of income and other comprehensive income as follows:

Unit: Million Baht

Consolidated Financial Statement										
	2023					2022				
	Income			Expenses		Income			Expenses	
	Interest income	Dividend income	Other income	Interest expense	Other expenses	Interest income	Dividend income	Other income	Interest expense	Other expenses
1. Subsidiaries										
Mee Tee Mee Ngern Co., Ltd.	-	-	-	-	-	-	-	-	-	-
Money DD Co., Ltd.	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-
2. Associates										
MFC Asset Management Pcl.	-	-	12.19	0.13	4.80	-	-	13.06	0.03	7.63
ASL Securities Co., Ltd.	-	-	0.00	0.01	0.04	-	-	0.00	0.00	0.04
Dhipaya Life Assurance Pcl.	-	-	1,363.93	0.28	-	-	-	1,075.40	0.09	-
Fast Money Co., Ltd.*	-	-	-	-	-	197.93	-	32.67	0.15	24.15
Total	-	-	1,376.12	0.42	4.84	197.93	-	1,121.13	0.27	31.82
3. Entities in which										
key executives and close										
persons have control or joint										
control or are key executives	5.69	-	-	0.08	(5.32)	4.16	-	-	0.03	5.32
Total	5.69	-	-	0.08	(5.32)	4.16	-	-	0.03	5.32
4. Key executives										
and close persons	8.63	-	-	0.30	(0.01)	5.87	-	-	0.46	(0.02)
Total	8.63	-	-	0.30	(0.01)	5.87	-	-	0.46	(0.02)
Grand Total	14.32	-	1,376.12	0.80	(0.49)	207.96	-	1,121.13	0.76	37.12

Unit: Million Baht

Separate Financial Statement										
	2023					2022				
	Income			Expenses		Income			Expenses	
	Interest income	Dividend income	Other income	Interest expense	Other expenses	Interest income	Dividend income	Other income	Interest expense	Other expenses
1. Subsidiaries										
Mee Tee Mee Ngern Co., Ltd.	37.81	-	29.40	3.88	23.40	-	-	-	0.39	-
Money DD Co., Ltd.	-	-	0.01	0.32	-	-	-	-	-	-
Total	37.81	-	29.41	4.20	23.40	-	-	-	0.39	-
2. Associates										
MFC Asset Management Pcl.	-	47.00	12.19	0.13	4.80	-	67.37	13.06	0.03	7.63
ASL Securities Co., Ltd.	-	-	0.00	0.01	0.04	-	-	0.00	0.00	0.04
Dhipaya Life Assurance Pcl.	-	-	1,363.93	0.28	-	-	-	1,075.40	0.09	-
Fast Money Co., Ltd.*	-	-	-	-	-	197.93	-	32.67	0.15	24.15
Total	-	47.00	1,376.12	0.42	4.84	197.93	67.37	1,121.13	0.27	31.82
3. Entities in which										
key executives and close										
persons have control or joint										
control or are key executives	5.69	-	-	0.08	(5.32)	4.16	-	-	0.03	5.32
Total	5.69	-	-	0.08	(5.32)	4.16	-	-	0.03	5.32
4. Key executives										
and close persons	8.63	-	-	0.30	(0.01)	5.87	-	-	0.46	(0.02)
Total	8.63	-	-	0.30	(0.01)	5.87	-	-	0.46	(0.02)
Grand Total	52.13	47.00	1,405.53	5.00	22.91	207.96	67.37	1,121.13	1.15	37.12

* On 30 June 2023, the Bank exercised its right to sell the entire amount of shares held (Put Option) of Fast Money Co., Ltd.

5.27 Other benefits paid to directors and persons with management authority

The Bank did not pay other benefits to Directors and Executives other than usual benefits such as meeting allowances, salaries, bonuses, transportation allowances, and other welfare according to the Bank's regulations.

For the year ended 31 December 2023 and 2022, significant remuneration to executives were as follows:

	Unit: Million Baht			
	Consolidated Financial Statement		Separate Financial Statement	
	2023	2022	2023	2022
Short-term benefits	446.29	415.02	430.34	409.65
Post-employment benefits	79.42	72.79	78.75	72.79
Other long-term benefits	0.18	0.14	0.18	0.14
Total	525.89	487.95	509.27	482.58

5.28 Key positions and performances categorized by domestic and international transactions

5.28.1 Positions categorized by transactions

	Unit: Million Baht					
	Consolidated Financial Statement					
	2023			2022		
	Domestic transactions	Foreign transactions	Total	Domestic transactions	Foreign transactions	Total
Total assets	3,238,880.31	-	3,238,880.31	3,107,105.81	-	3,107,105.81
Net interbank and money market items (assets)	458,635.35	-	458,635.35	331,806.87	-	331,806.87
Net investments	468,323.93	-	468,323.93	475,691.16	-	475,691.16
Net investments in subsidiaries and associates	1,922.71	-	1,922.71	3,253.62	-	3,253.62
Net loans to customers and accrued interest receivables	2,150,787.70	-	2,150,787.70	2,126,473.98	-	2,126,473.98
Deposits	2,678,458.11	-	2,678,458.11	2,587,827.62	-	2,587,827.62
Net interbank and money market items (liabilities)	164,716.42	-	164,716.42	141,200.93	-	141,200.93
Debts issued and borrowings	36,300.00	-	36,300.00	40,500.00	-	40,500.00

	Unit: Million Baht					
	Separate Financial Statement					
	2023			2022		
	Domestic transactions	Foreign transactions	Total	Domestic transactions	Foreign transactions	Total
Total assets	3,238,682.09	-	3,238,682.09	3,107,283.02	-	3,107,283.02
Net interbank and money market items (assets)	458,630.76	-	458,630.76	331,797.95	-	331,797.95
Net investments	468,323.93	-	468,323.93	475,691.16	-	475,691.16
Net investments in subsidiaries and associates	2,166.56	-	2,166.56	3,518.82	-	3,518.82
Net loans to customers and accrued interest receivables	2,150,425.04	-	2,150,425.04	2,126,428.57	-	2,126,428.57
Deposits	2,679,252.91	-	2,679,252.91	2,588,741.86	-	2,588,741.86
Net interbank and money market items (liabilities)	164,716.42	-	164,716.42	141,200.93	-	141,200.93
Debts issued and borrowings	36,300.00	-	36,300.00	40,500.00	-	40,500.00

5.28 Key positions and performances categorized by domestic and international transactions (cont.)

5.28.2 Performances categorized by transactions

Unit: Million Baht

	Consolidated Financial Statement					
	2023			2022		
	Domestic transactions	Foreign transactions	Total	Domestic transactions	Foreign transactions	Total
Interest income	102,043.81	-	102,043.81	76,809.71	-	76,809.71
Interest expenses	(28,860.67)	-	(28,860.67)	(18,590.16)	-	(18,590.16)
Net Interest Income	73,183.14	-	73,183.14	58,219.55	-	58,219.55
Net fee and service income	4,203.11	-	4,203.11	3,824.28	-	3,824.28
Operating income	3,954.26	-	3,954.26	4,423.17	-	4,423.17
Income from Public Service Account	6,185.32	-	6,185.32	10,313.85	-	10,313.85
Operating expenses	(51,685.00)	-	(51,685.00)	(45,416.64)	-	(45,416.64)
Expenses from Public Service Account	(2,089.60)	-	(2,089.60)	(4,014.22)	-	(4,014.22)
Operating profits before income tax	33,751.23	-	33,751.23	27,349.99	-	27,349.99

Unit: Million Baht

	Separate Financial Statement					
	2023			2022		
	Domestic transactions	Foreign transactions	Total	Domestic transactions	Foreign transactions	Total
Interest income	101,905.41	-	101,905.41	76,809.62	-	76,809.62
Interest expenses	(28,864.06)	-	(28,864.06)	(18,590.33)	-	(18,590.33)
Net Interest Income	73,041.35	-	73,041.35	58,219.29	-	58,219.29
Net fee and service income	4,188.39	-	4,188.39	3,823.84	-	3,823.84
Operating income	3,813.89	-	3,813.89	4,174.09	-	4,174.09
Income from Public Service Account	6,185.32	-	6,185.32	10,313.85	-	10,313.85
Operating expenses	(51,595.11)	-	(51,595.11)	(45,393.20)	-	(45,393.20)
Expenses from Public Service Account	(2,089.60)	-	(2,089.60)	(4,014.22)	-	(4,014.22)
Operating profits before income tax	33,544.24	-	33,544.24	27,123.65	-	27,123.65

5.29 Interest income

Unit: Million Baht

	Consolidated Financial Statement		Separate Financial Statement	
	2023	2022	2023	2022
Interbank and money market items	7,505.99	2,383.13	7,505.96	2,383.10
Investments and trading transactions	81.37	4.52	81.37	4.52
Investments in debt securities	9,389.60	6,052.58	9,389.60	6,052.58
Loans	85,065.35	68,364.34	84,926.98	68,364.28
Hire purchase	1.50	5.14	1.50	5.14
Total Interest Income	102,043.81	76,809.71	101,905.41	76,809.62

5.30 Interest expenses

	Unit: Million Baht			
	Consolidated Financial Statement		Separate Financial Statement	
	2023	2022	2023	2022
Deposits and Prize money	23,243.49	15,325.81	23,247.68	15,326.20
Interbank and money market items	2,521.85	560.68	2,521.85	560.68
Remittance to the Specialized Financial Institutions Development Fund	3,227.75	3,075.75	3,227.75	3,075.75
Debt securities issued				
- Debentures	676.58	859.00	676.58	859.00
- Borrowings under repurchase agreement - non Financial Inst.	2.75	1.75	2.75	1.75
Borrowing fees	-	0.83	-	0.83
Interest expenses - Lease	34.68	37.98	33.88	37.76
Transfer to interest expenses from PSA (Note 5.38.5)	(846.43)	(1,271.64)	(846.43)	(1,271.64)
Total Interest Expenses	28,860.67	18,590.16	28,864.06	18,590.33

5.31 Net fee and service income

	Unit: Million Baht			
	Consolidated Financial Statement		Separate Financial Statement	
	2023	2022	2023	2022
Fee and service income				
Acceptances, avals and guarantees	88.68	95.58	88.68	95.58
Loans	934.33	778.17	889.58	777.72
VISA card	520.95	543.72	520.95	543.72
Card fee/annual fee - Master Card	663.18	643.35	663.18	643.35
Commission	1,532.51	1,159.15	1,561.89	1,159.15
Others	2,380.87	2,626.95	2,380.90	2,626.95
Transfer to fee and service income from				
Public Service Account (Note 5.38.4)	(3.71)	(1.92)	(3.71)	(1.92)
Total fee and service income	6,116.81	5,845.00	6,101.47	5,844.55
Fee and service expenses				
Mobile Banking	486.79	508.77	486.79	508.77
Credit card business - compensation	278.57	290.68	278.57	290.68
PromptPay - Interchange/ Switching/BEN Fee	652.23	807.58	652.23	807.58
Others	566.53	590.98	565.91	590.97
Transfer to fee and service expenses from				
Public Service Account (Note 5.38.5)	(70.42)	(177.29)	(70.42)	(177.29)
Total fee and service expenses	1,913.70	2,020.72	1,913.08	2,020.71
Net fee and service income	4,203.11	3,824.28	4,188.39	3,823.84

5.32 Net loss on trading and foreign exchange transactions

		Unit: Million Baht	
		Consolidated Financial Statement	Separate Financial Statement
		Net gain (loss)	Net gain (loss)
		2023	2022
1) Gain (loss) on trading and foreign exchange transactions			
Foreign currencies			
Foreign currencies and exchange rate derivatives		(669.87)	432.35
Equity securities		30.69	18.28
Total		(639.18)	450.63
2) Gain (loss) from hedging		551.62	(477.65)
Grand total		(87.56)	(27.02)

5.33 Net gain on investments

		Unit: Million Baht	
		Consolidated Financial Statement	Separate Financial Statement
		Net gain (loss)	Net gain (loss)
		2023	2022
Gain from sale			
Available-for-sale investments		22.11	58.43
Investment in associates		6.09	-
Total		28.20	58.43

5.34 Agency's remuneration for credit payment

		Unit: Million Baht	
		Consolidated and Separate Financial Statement	
		2023	2022
Agency's remuneration - Loans		13.34	14.80
Agency's remuneration - Social loans		77.14	107.15
Agency's remuneration - C.P.K-C.P.S loans		4.27	5.09
Transfer to operating expenses from Public Service Account		(3.36)	(10.25)
Total		91.39	116.79

5.35 Bad debts, doubtful accounts and impairment losses

		Unit: Million Baht	
		Consolidated Financial Statement	Separate Financial Statement
		Net gain (loss)	Net gain (loss)
		2023	2022
Interbank and money market items		34.29	130.02
Loans to customers		18,676.54	14,279.73
Loans to PSA customers		1,920.76	2,329.68
Total		20,631.59	16,739.43

5.36 Islamic financial services

The Bank has provided Islamic financial services transaction, which are interest-free services, with the following types of accounts: Wadiah, Hajj and Umrah, Mudarabah deposits; and investment for profit i.e. hire purchase, installment sales, investments in various securities, and joint ventures. The Bank has launched the service since December 1998. Currently, the Bank has suspended Islamic financial services, with the remaining balance from Islamic financial services in the online system of 123 branches (deposit service), of which there are 2 branches providing full Islamic financial services (Types of accounts, and investment for profit).

5.37 Regional Urban Development Fund Office

The Government Savings Bank has managed the social investment fund and regional urban development fund until the end of the project period according to the Ministry of Finance's social investment program. Ministry of Finance approved the Government Savings Bank to stop managing the social investment fund and to continue to manage the regional urban development fund. The Regional Urban Development Fund Office was established to operate the regional development fund instead of the Social Investment Fund Office. It is an independent agency under the supervision of the Bank with the management in the form of committee similar to the previous format. Ministry of Finance also allowed the Bank to lend together with the Regional Urban Development Fund to the local government organizations in the form of Syndication Loan for investment projects in infrastructure and public utilities, in the amount not exceeding 1,000.00 Million Baht, in accordance with the Bank's Regulation No. 408 on Regional Urban Development Fund Office, by receiving management fee at the rate of 7.50% of the loan amount disbursed under the loan agreement, calculated on the date of disbursement under the loan agreement according to the Memorandum of Agreement on Being the Manager and Management of the Regional Urban Development Fund between Ministry of Finance and Government Savings Bank No. 1/2006 dated 30 June 2006 (3rd amendment). As at 31 December 2023, the Bank granted loans to the Regional Urban Development Fund of 383.12 Million Baht.

Since the year ended 31 December 2005, the Bank's financial statements included the accounts of the Regional Development Fund Office, a unit of the Bank, which has eliminated related party transactions.

Financial statements of the Regional Urban Development Fund Office included in the the Bank's financial statements as at 31 December 2023 and 2022 (after eliminating related party transactions) consisted of:

	Unit: Million Baht	
	2023	2022
Assets	266.73	236.71
Liabilities	7.89	0.87
Equity	183.83	191.14
Income	16.12	12.70
Expenses	23.42	15.32

5.38 Public Service Account (PSA)

5.38.1 Summary of Public Service Account

Unit: Million Baht

Assets and liabilities	Consolidated and Separate Financial Statement	
	2023	2022
<u>Assets</u>		
Loans to PSA customers and accrued interest receivables (Note 5.38.2)	66,385.14	87,780.27
Receivables eligible for government reimbursement from PSA (Note 5.38.2)	2,584.47	3,031.60
Total assets	68,969.61	90,811.87

Unit: Million Baht

Income and expenses	Consolidated and Separate Financial Statement	
	2023	2022
Income from PSA (Note 5.38.4)	6,185.32	10,313.85
Expenses from PSA (Note 5.38.5)	(2,089.60)	(4,014.22)
Bad debts, doubtful accounts, and loss on impairment from PSA (Note 5.35)	(1,920.76)	(2,329.68)
Net profit	2,174.96	3,969.95

5.38.2 Assets according to Public Service Account

Unit: Million Baht

Project	Project overview	Period	Loans to PSA and accrued interest- net		Receivables eligible for government reimbursement from PSA	
			2023	2022	2023	2022
1. Loan project to assist self-employed persons affected by floods and storms in 2010.	Credit limit 2,000.00 Million Baht, Providing loans to self-employed persons affected by floods and storms in 2010 at a fixed interest rate of 0.50% per month throughout the loan term. The government compensates for the damage that may occur in the future.	2010 - 2016	0.00	0.01	-	-

5.38 Public Service Account (PSA) (cont.)

5.38.2 Assets according to Public Service Account (cont.)

Unit: Million Baht

Project	Project overview	Period	Loans to PSA and accrued interest- net		Receivables eligible for government reimbursement from PSA	
			2023	2022	2023	2022
2. Financial assistance project for business operators in the 3 southern border provinces.	<p>Credit limit 25,000.00 Million Baht, Providing loans through commercial banks and specialized financial institutions at an interest rate of 0.01% per year, where the bank can use the credit line for the project at an interest rate of 1.50% per year.</p> <p>Government subsidized interest rate equal to 12-month fixed deposit interest rate for general depositors plus 0.98% operating expenses per year, less the rate of return from financial institutions to borrow at 0.01% per year or the rate of return from entrepreneurs to borrow at 1.50% per year.</p> <p>The government compensates the cost of money at the rate of 2.00% per annum for a period of 2 years and 6 months.</p>	<p>2010 - 2013 Period extension 1st time until end of 2014</p> <p>2nd time until end of 2017</p> <p>3rd time until end of 2022</p> <p>4th time until 30 June 2025</p>	13,725.73	705.29	5.05	0.99
3. Loan project for flood protection system development by the GSB for industrial estates/parks/zones	<p>Credit limit 15,000.00 Million Baht, Provide loans directly to 6 private estates/parks/zones namely Bang Pa-In, Bang Kadi, Rojana, Hi-Tech, Navanakorn and Saha Rattana Nakorn to develop flood protection systems at an interest rate of 0.01% per year.</p> <p>The government compensates the interest rate equal to the 12-month fixed deposit interest rate for general depositors, plus 0.98% operating expenses per year, less the rate of return from the receiving interest rate of 0.01% per year.</p>	2013 - 2028	815.75	1,015.24	26.76	20.73
4. Loan project for the construction of flood protection systems in industrial estates	<p>Credit limit 3,546.24 Million Baht, Provide loans directly to the Industrial Estate Authority of Thailand for the construction of flood protection systems at an interest rate of 0.01% per year.</p> <p>The government compensates the interest rate equal to the 12-month fixed deposit interest rate for general depositors, plus 0.98% operating expenses per year, less the rate of return from the receiving interest rate of 0.01% per year.</p>	2013 - 2028	96.57	447.65	3.92	2.75

5.38 Public Service Account (PSA) (cont.)

5.38.2 Assets according to Public Service Account (cont.)

Unit: Million Baht

Project	Project overview	Period	Loans to PSA and accrued interest- net		Receivables eligible for government reimbursement from PSA	
			2023	2022	2023	2022
5. Measures to promote well-being at the village level	Credit limit 30,000.00 Million Baht, Providing loans to the Village and Urban Community Fund (Fund) that has been categorized as type A and B Funds, not exceeding 1.00 Million Baht each, at the following interest rates: Year 1-2:: 0.00% per year Year 3 - 7: equal to finance cost plus 1.00% per year. The government compensates according to the finance cost in year 1-2, at the rate of 2.21% per year without compensation for damages in the future.	2013 - 2028	96.57	447.65	3.92	2.75
6. Soft loan project for working capital of Small and Medium Enterprise (SMEs).	Credit limit 100,000.00 Million Baht, Provide loans to commercial banks and specialized financial institutions at an interest rate of 0.10% per year to lend to SMEs at an interest rate of 4.00% per year, whereby the bank can use the credit limit for the project (Note 5.7.1). The government compensates the interest rate equal to the cost of money of 2.21% per year plus operating expenses of 0.75% per year, less the rate of return from financial institutions to borrow 0.10% per year.	2015 - 2023	-	221.40	End of compensation	0.20
7. Soft loan project for working capital of Small and Medium Enterprise (SMEs) Phase 2	Credit limit 50,000.00 Million Baht, Provide loans to commercial banks and specialized financial institutions at an interest rate of 0.10% per year to lend to SMEs at an interest rate of 4.00% per year, whereby the bank can use the credit limit for the project (Note 5.7.1). The government compensates the interest rate equal to the cost of money of 2.21% per year plus operating expenses of 0.75% per year, less the rate of return from financial institutions to borrow 0.10% per year.	2015 - 2023	-	5,912.46	End of compensation	2.62
8. "Pracharat" housing loan project	Credit limit 20,000.00 Million Baht Providing housing loans for the public (Post Finance) at the following interest rates:	2016 - 2046	2,872.24	3,274.94	No Compensation	No Compensation

5.38 Public Service Account (PSA) (cont.)

5.38.2 Assets according to Public Service Account (cont.)

Unit: Million Baht

Project	Project overview			Period	Loans to PSA and accrued interest- net		Receivables eligible for government reimbursement from PSA																
					2023	2022	2023	2022															
	<table><tr><th rowspan="2">Year</th><th colspan="2">Credit line</th></tr><tr><th>Up to 700,000 Baht</th><th>700,000 - 1,500,000 Baht</th></tr><tr><td>1</td><td>0.00% /year</td><td>3.00%/year</td></tr><tr><td>2 - 3</td><td>2.00 %/year</td><td>3.00%/year</td></tr><tr><td>4 - 6</td><td>5.00%/year</td><td>5.00%/year</td></tr><tr><td>7 onwards</td><td>MRR - 1.475%/ year</td><td>General customers MRR - 1.475%/ year Customers with agreement MRR - 1.725%/ year</td></tr></table>	Year	Credit line		Up to 700,000 Baht	700,000 - 1,500,000 Baht	1	0.00% /year	3.00%/year	2 - 3	2.00 %/year	3.00%/year	4 - 6	5.00%/year	5.00%/year	7 onwards	MRR - 1.475%/ year	General customers MRR - 1.475%/ year Customers with agreement MRR - 1.725%/ year					
Year	Credit line																						
	Up to 700,000 Baht	700,000 - 1,500,000 Baht																					
1	0.00% /year	3.00%/year																					
2 - 3	2.00 %/year	3.00%/year																					
4 - 6	5.00%/year	5.00%/year																					
7 onwards	MRR - 1.475%/ year	General customers MRR - 1.475%/ year Customers with agreement MRR - 1.725%/ year																					
9. Soft loan project to help fisherman “Thai Fishery advances to the World”	Credit limit 500.00 Million Baht, Provide loans to help fishermen affected by measures to combat illegal fishing at interest rates as follows: Year 1: 0.00% per year Year 2 - 7: 4.00% per year The government compensates the interest rate of 3.00% per year.			2016 - 2024	86.46	135.42	0.86	0.54															
10. “Pracharat Loan for People” project	Providing loans to general self-employed people as working capital in their occupation, solving problems and alleviating their livelihood troubles, and repaying other debts, including informal debt at the following interest rates: Year 1: 0.00 % per month Year 2 - 5: 1.00 % per month			2016 - 2021	15.26	27.51	No Compensation	No Compensation															
11. Soft loan project to modify machinery and increase productivity for Small and Medium Enterprises (SMEs)	Credit limit 30,000.00 Million Baht, Providing loan to commercial banks and specialized financial institutions at an interest rate of 0.10% per year for lending to SMEs entrepreneurs to modify machinery and increase productivity at an interest rate of 4.00% per year, where the bank can use the project credit line. (Note 5.7.1) The government compensates the interest rate equal to the 6-month fixed deposit rate for general depositors at the highest plus 1.85% per year, total not exceeding 3.00% per year.			2016 - 2025	1,214.70	4,366.12	56.03	51.97															

5.38 Public Service Account (PSA) (cont.)

5.38.2 Assets according to Public Service Account (cont.)

Unit: Million Baht

Project	Project overview	Period	Loans to PSA and accrued interest- net		Receivables eligible for government reimbursement from PSA																		
			2023	2022	2023	2022																	
12. "Pracharat" measure to solve the public debt problem under the government's policy.	To alleviate the suffering of the bank's customers who use loan services and are in the process of repayment who wish to join the measures by requesting a temporary debt suspension or requesting an extension of the debt repayment period to reduce their expenditure burden.	2016 - 2036	3,623.24	4,025.61	No compensation	No compensation																	
13. "Pracharat Loan For People" project (Disaster victims)	Credit limit 4,000.00 Million Baht, To be working capital for occupation, solving problems and alleviating suffering in living and alleviating suffering from floods and other disasters at interest rates as follows: Year 1: 0.00% per month Year 2 - 5: 1.00% per month	2017 - 2022	4.31	6.74	No compensation	No compensation																	
14. Retail loans for emergency expenses	<div>Credit limit 5,000.00 Million Baht, To help low-income people and small farmers who need to spend emergency money or solve household problems without refinancing debt in the system at a fixed interest rate (Flat Rate) not exceeding 0.85% per month.</div> <div>The government compensates for the NPL incurred from the project implementation as follows:</div> <table><tr><th>NPL Level</th><th>Government Compensation</th><th>Amount (Million Baht)</th><th>Coverage ratio</th></tr><tr><td>Not more than 25%</td><td>100%</td><td>2,500</td><td rowspan="4">Not more than 40%</td></tr><tr><td>More than 25% But not more than 37.50%</td><td>70%</td><td>875</td></tr><tr><td>More than 37.50% But not more than 50%</td><td>50%</td><td>625</td></tr><tr><td>Total</td><td></td><td>4,000</td></tr></table> <div>The amount of compensation is divided into Government Savings Bank 2,000.00 Million Baht and the Bank for Agriculture and Agricultural Cooperatives 2,000.00 Million Baht.</div>	NPL Level	Government Compensation	Amount (Million Baht)	Coverage ratio	Not more than 25%	100%	2,500	Not more than 40%	More than 25% But not more than 37.50%	70%	875	More than 37.50% But not more than 50%	50%	625	Total		4,000	2017-2023	47.84	170.14	End of compensation	-
NPL Level	Government Compensation	Amount (Million Baht)	Coverage ratio																				
Not more than 25%	100%	2,500	Not more than 40%																				
More than 25% But not more than 37.50%	70%	875																					
More than 37.50% But not more than 50%	50%	625																					
Total		4,000																					

5.38 Public Service Account (PSA) (cont.)

5.38.2 Assets according to Public Service Account (cont.)

Unit: Million Baht

Project	Project overview	Period	Loans to PSA and accrued interest- net		Receivables eligible for government reimbursement from PSA																		
			2023	2022	2023	2022																	
15. Strengthening Transformation Loan Project (Soft loan to modify machinery, Phase 2)	<p>Credit limit 20,000.00 Million Baht, Providing loans through commercial banks and specialized financial institutions at a rate of 0.10% per year for lending to SMEs in the 10 S - Curve business group that want to upgrade and change technology, where the bank can use the project credit line.</p> <p>The government compensates the interest rate differential as follows:</p> <p>1. In the case where the bank provides loans to SMEs at the rate of 2.00% per year</p> <p>2. In case the bank provides loans through commercial banks and specialized financial institutions at the rate of 2.50% per year.</p>	2018 - 2025 Period extension 1 st time until 2027 2 nd time until 2028	8,044.48	9,518.29	687.61	474.79																	
16. Retail loans for emergency expenses, Phase 2	<p>Credit limit 10,000.00 Million Baht, To provide loans to low-income people who need to spend emergency money to solve family problems without refinancing debt in the system at a fixed interest rate (Flat Rate) not exceeding 0.85% per month.</p> <p>The government compensates for the NPL incurred from the project implementation as follows:</p> <table><tr><th>NPL Level</th><th>Government Compensation</th><th>Amount (Million Baht)</th><th>Coverage ratio</th></tr><tr><td>Not more than 25%</td><td>100%</td><td>2,500</td><td rowspan="4">Not more than 40%</td></tr><tr><td>More than 25% but not more than 37.50%</td><td>70%</td><td>875</td></tr><tr><td>More than 37.50% but not more than 50%</td><td>50%</td><td>625</td></tr><tr><td>Total</td><td></td><td>4,000</td></tr></table>	NPL Level	Government Compensation	Amount (Million Baht)	Coverage ratio	Not more than 25%	100%	2,500	Not more than 40%	More than 25% but not more than 37.50%	70%	875	More than 37.50% but not more than 50%	50%	625	Total		4,000	2018 - 2025	1,263.02	2,149.13	-	-
NPL Level	Government Compensation	Amount (Million Baht)	Coverage ratio																				
Not more than 25%	100%	2,500	Not more than 40%																				
More than 25% but not more than 37.50%	70%	875																					
More than 37.50% but not more than 50%	50%	625																					
Total		4,000																					

5.38 Public Service Account (PSA) (cont.)

5.38.2 Assets according to Public Service Account (cont.)

Unit: Million Baht

Project	Project overview	Period	Loans to PSA and accrued interest- net		Receivables eligible for government reimbursement from PSA	
			2023	2022	2023	2022
17. Measures to improve the quality of life of state welfare card holders						
17.1 Account Officer (AO)	Budget 189.00 Million Baht To pay remuneration to Account Officers who take care of and give advice to state welfare card holders.	2018	-	-	End of compensation	9.07
17.2 Loan for the development of the state welfare card holders (3 projects)						
1) GSB Home Stay loan	To be a capital or working capital in operating activities related to the operation of Thai homestay business, the credit limit is not more than 50,000.00 Baht per customer at the following interest rates: Year 1: 0.00 % per month Year 2 onward: 0.50 - 0.75 % per month (Flat rate) based on collateral type.	2018 - 2025	2.34	4.50	No compensation	No compensation
2) Franchise business loan	To provide funds for joining in the franchise business or expanding the business, the credit limit is not more than 50,000.00 baht per customer at the following interest rates: Year 1: 0.00% per month Year 2 onward: 0.50 - 0.75 % per month (Flat rate) based on collateral type.	2018 - 2025				
3) Street Food loans	To be capital or working capital in business operations, the credit limit is not more than 50,000.00 baht per customer at the following interest rates. Year 1: 0.00% per month Year 2 - 10: 0.50 - 0.75 % per month (Flat rate) based on collateral type.	2018 - 2028				
18. Soft loan measures to help entrepreneurs directly and indirectly affected by the COVID-19 pandemic	Credit limit 150,000.00 Million Baht, To assist entrepreneurs to provide funds for liquidity and investment, as well as to ease the burden of entrepreneurs during the period affected by the COVID-19 pandemic.		6,462.87	15,549.56	1,154.30	2,065.97
1) Loans through financial institutions	Credit limit 72,000.00 Million Baht, Providing loans through financial institutions at an interest rate of 0.01% per year to provide loans to entrepreneurs at an interest rate of 2.00% per year.	2020 - 2023				

5.38 Public Service Account (PSA) (cont.)

5.38.2 Assets according to Public Service Account (cont.)

Unit: Million Baht

Project	Project overview	Period	Loans to PSA and accrued interest- net		Receivables eligible for government reimbursement from PSA	
			2023	2022	2023	2022
2) Loans to Non - Bank operators	Credit limit 60,000.00 Million Baht, Providing loans to financial business operators who are Non-Bank with a credit limit of not exceeding 10.00% of the borrower's loan portfolio and not exceeding 5,000.00 Million Baht per customer at an interest rate of 2.00% per year.	2020 - 2023				
3) Loans to entrepreneurs	Credit limit 18,000.00 Million Baht Providing loans to entrepreneurs directly, credit limit not exceeding 20.00 Million Baht per customer at the following interest rates: Year 1 - 2: 2.00% per year Year 3 onwards: according to the announcement of the Bank's loan interest rate The government compensates the cost of capital at the rate of 2.50% per year for a period of 2 years.	2020 - 2031				
19. Loan for expense project for Regular Income earners affected by COVID-19.	Total credit limit 20,000.00 Million Baht,		4,848.10	10,013.85	-	-
1) Loan for expense project for Regular Income earners affected by COVID-19.	Credit limit 5,000.00 Million Baht, To increase temporary liquidity for people with regular income but whose income has decreased or lack of income due to the impact COVID-19, the credit line not exceeding 50,000.00 Baht per customer at a fixed interest rate (Flat Rate) not exceeding 0.35% per month.	2020 - 2023				
2) Foundation Empowerment Loan	Credit limit 10,000.00 Million Baht, To help small entrepreneurs and self-employed people with a credit line not more than 30,000.00 Baht per person, and those with a regular income of not more than 50,000.00 Baht per person, at a fixed interest rate (Flat Rate) of not more than 0.35% per month.	2020 - 2023				
3) Soft Loan GSB to revitalize Thai tourism	Credit limit 5,000.00 Million Baht To help small SMEs who are individuals in tourism and supply chain related businesses affected by the COVID-19 pandemic, the credit line not more than 500,000.00 Baht per person at an interest rate of 3.99% per year. The government compensates damages from NPLs at 100.00% for NPLs that do not exceed 30.00% of total approved loans.					

5.38 Public Service Account (PSA) (cont.)

5.38.2 Assets according to Public Service Account (cont.)

Unit: Million Baht

Project	Project overview	Period	Loans to PSA and accrued interest- net		Receivables eligible for government reimbursement from PSA	
			2023	2022	2023	2022
20. Loan for expense project for self-employed persons affected by COVID-19	<p>Credit limit 20,000.00 Million Baht, To add temporary liquidity for living for self-employed persons without regular income or may lose their job due to the impact of COVID-19 pandemic or farmers who do not have a regular income that are needed for emergency expenses, credit limit not exceeding 10,000.00 Baht per person at a fixed interest rate (Flat Rate) not exceeding 0.10% per month.</p> <p>The government compensates operating costs at the rate of 2.00% per year for a period of 2 years and compensates damage from NPLs at 100.00% for NPLs that do not exceed 50.00% of total approved loans.</p> <p>Later, the Cabinet resolved to approve a system-wide solution to debt problems to help debtors because the debtor has been affected during the COVID-19 situation, resulting in a history of being a debtor with NPLs in the credit bureau, making them unable to apply for additional loans or having problems applying for loans. Therefore, the bank is required to follow up and demand repayment of debts as appropriate to the case without proceeding with writing off bad debts from the account and use the budget received to compensate for damages under the loan project to provide assistance to debtors so that they do not become NPLs or end their debt burden arising from the loan project.</p>	2020 - 2024 1 st Extension until 24 March 2025	2,061.63	4,063.04	-	-
21. Loan project to enhance liquidity of fishery entrepreneurs	<p>Credit limit 5,000.00 Million Baht, Providing loans to enhance liquidity for commercial fisheries and local fisheries entrepreneurs at an interest rate of 4.00% per year.</p> <p>The government compensates the interest rate of 3.00% per year for a period of 7 years.</p>	2020 - 2028	256.71	308.92	10.55	5.82

5.38 Public Service Account (PSA) (cont.)

5.38.2 Assets according to Public Service Account (cont.)

Unit: Million Baht

Project	Project overview	Period	Loans to PSA and accrued interest- net		Receivables eligible for government reimbursement from PSA	
			2023	2022	2023	2022
22. Soft loan project SMEs "Mee Tee Mee Ngern" for tourism business	Credit limit 10,000.00 Million Baht Providing loans to enhance liquidity for SMEs in the tourism business sector and related business sectors (Supply Chain) and to redeem from private consignment sales that enter into consignment contracts with vacant land and/or Land and buildings with title deeds as collateral at interest rates as follows: Year 1: 0.10% per year Year 2: 0.99% per year Year 3: 5.99% per year The government compensates the cost of capital to the bank at the rate of 3.00% per year for a period of 2 years.	2021 - 2024	5,771.92	9,455.68	573.64	395.39
23. "Fight for COVID-19" loan project	Credit limit 10,000.00 Million Baht, To increase temporary liquidity for living for the people and alleviate suffering for those affected by the COVID-19 pandemic at a fixed interest rate (Flat Rate) not exceeding 0.35% per month. The government compensates losses caused by NPLs 100.00% for NPLs that do not exceed 50.00% of total approved loans.	2021 - 2024	2,837.38	5,674.08	-	-
24. "Imjai" loan project	Credit limit 2,000.00 Million Baht, To alleviate the suffering for food or beverage restaurants who have been affected by the COVID-19 pandemic at an interest rate of 3.99% per year (Effective Rate). The government compensates losses from NPLs at 100.00% for NPLs that do not exceed 50.00% of total approved loans.	2021 - 2026	1,268.17	1,608.95	-	-
25. "Sang-Ngan, Sang-a-cheep" loan project	Credit limit 5,000.00 Million Baht, To be a starting capital or to increase liquidity in the occupation and alleviate suffering from the impact of the COVID-19 pandemic for those who have been trained by government or private agencies with credibility or professional experience at the interest rate of 3.99% per year (Effective Rate). The government compensates losses from NPLs at 100.00% for NPLs that do not exceed 30.00% of total approved loans.	2021 - 2027	3,663.81	4,829.16	-	-

5.38 Public Service Account (PSA) (cont.)

5.38.2 Assets according to Public Service Account (cont.)

Unit: Million Baht

Project	Project overview	Period	Loans to PSA and accrued interest- net		Receivables eligible for government reimbursement from PSA	
			2023	2022	2023	2022
26. Soft loan project for re-opening Hotel Business and Hotel Supply Chain	Credit limit 5,000.00 Million Baht To improve or repair the business establishment or invest in equipment such as clothes dryers, air conditioners, industrial washing machines, etc. at the following interest rates: Year 1 - 2: 1.99% per year Year 3 - 7: The interest rate as specified by the bank. The government compensates the cost of capital to the bank at the rate of 2.00% per year for a period of 2 years.	2022 - 2033	4,202.61	249.96	62.08	0.76
27. Debt resolution and increase capital loan project	Credit limit 2,000.00 Million Baht To assist people participated in the Debt Resoluion Expo to have sufficient liquidity for living and work at a fixed interest rate (Flat Rate) of 0.35% per month. The government compensates losses from NPLs at 100.00% for NPLs that do not exceed 30.00% of total approved loans.	2022 - 2025	1,322.83	1,746.32	-	-
28. Loan project to enhance liquidity of fishery entrepreneurs Phase 2	Credit limit 2,000.00 Million Baht Providing loans to enhance liquidity for commercial fisheries and local fisheries entrepreneurs at an interest rate of 4.00% per year. The government compensates the interest rate of 3.00% per year for a period of 7 years.	2022 - 2030	305.34	-	3.59	-
29. Pracharat Thai Home Loan Project	Credit limit 2,000.00 Million Baht To enable the general people to have their own housing on Ratchapatsadu land by jointly allocating credit limit with the Government Housting Bank at the following interest rates: Year 1 - 4 2.75% per year Year 5 onwards - Retail customers MRR - 0.75% per year - Customers of agency with agreement MRR - 1.00% per year	2023 - 2054	1.25	-	No Compensation	-

5.38 Public Service Account (PSA) (cont.)

5.38.2 Assets according to Public Service Account (cont.)

Unit: Million Baht

Project	Project overview	Period	Loans to PSA and accrued interest- net		Receivables eligible for government reimbursement from PSA	
			2023	2022	2023	2022
30. Thai Labour Return Loan Program (Israel)	Credit limit 1,000.00 Million Baht To repay the loan for working in Israel and/or invest in a career at an Effective Rate of 1.00% per year. The government compensates interest at the rate of 200% per year for a period of 20 years and compensates for losses caused by non-performing loans (NPLs) of 100.00% for NPLs not exceeding 20.00% of the total approved credit limit.	2023 - 2044	42.01	-	0.08	-
Grand Total			66,385.14	87,780.27	2,584.47	3,031.60

5.38.3 Assets classification and provisions for public service account

Unit: Million Baht

Consolidated and Separate Financial Statement					
2023					
	Number of cases	Outstanding loans and accrued interest receivables	Collateral value	Rate used for setting allowance for doubtful accounts (%)	Allowance for doubtful accounts
Normal	560,476	55,929.10	16,483.51	1	388.60
Special mentioned	86,869	2,565.55	729.81	2	34.97
Substandard	70,172	1,086.60	68.66	100	142.30
Doubtful	150,905	1,934.09	118.03	100	165.61
Doubtful of loss	1,182,879	13,741.68	357.42	100	8,140.40
Total	2,051,301	75,257.02	17,757.43		8,871.88

Unit: Million Baht

Consolidated and Separate Financial Statement					
2022					
	Number of cases	Outstanding loans and accrued interest receivables	Collateral value	Rate used for setting allowance for doubtful accounts (%)	Allowance for doubtful accounts
Normal	1,347,405	76,064.12	21,960.70	1	533.01
Special mentioned	105,872	2,512.81	570.55	2	37.22
Substandard	127,462	1,573.08	77.05	100	250.51
Doubtful	454,449	4,624.28	161.21	100	399.55
Doubtful of loss	855,901	10,293.10	226.03	100	6,066.83
Total	2,891,089	95,067.39	22,995.54		7,287.12

5.38 Public Service Account (PSA) (cont.)

5.38.3 Assets classification and provisions for public service account (cont.)

As at 31 December 2023 and 2022, the Bank had loans to public service account customers amounting to 74,579.69 Million Baht and 94,177.50 Million Baht, and allowance for doubtful accounts amounting to 8,871.88 Million Baht and 7,287.12 Million Baht, respectively consisting of:

1. Loans under public service account without compensation from the government amounted to 59,420.04 Million Baht and 78,904.23 Million Baht, and allowance of doubtful accounts of 1,477.93 Million Baht and 1,316.72 Million Baht, respectively.

2. Loans under public service account with compensation from the government amounted to 15,159.65 Million Baht and 15,273.27 Million Baht, and allowance for doubtful accounts of 7,393.95 Million Baht and 5,970.40 Million Baht, respectively consisting of:

2.1 Projects with compensation for losses from NPLs amounted to 15,159.62 Million Baht and 15,273.24 Million Baht. The Bank does not have to set aside provisions for NPLs because the government compensates according to the conditions and budget limit of government compensation for each project according to the Cabinet resolution. After receiving compensation, the Bank will set aside provision equal to the amount of such compensation. The Bank has set aside provision as received compensation from the government in the amount of 7,393.92 Million Baht and 5,970.38 Million Baht, respectively.

2.2 Projects with compensation for losses that might be incurred in the future from the government amounted to 0.03 Million Baht and 0.03 Million Baht, and allowance for doubtful accounts of 0.03 Million Baht and 0.02 Million Baht, respectively.

5.38.4 Income from public service account

Item	Unit: Million Baht	
	Consolidated and Separate Financial Statement	
	2023	2022
Income from PSA		
Interest income from debtors of PSA	2,640.74	3,028.05
Fee and service income from debtors of PSA (Note 5.31)	3.71	1.92
Other income from debtors of PSA	14.35	9.09
Compensation for PSA from government		
Compensation for interest income from PSA from the government	539.96	1,827.22
Compensation for cost of capital of PSA from the government	276.64	1,407.56
Compensation for cost of operation of PSA from the government	590.77	44.01
Other compensation from PSA from the government	2,119.15	3,996.00
Total	6,185.32	10,313.85

5.38 Public Service Account (PSA) (cont.)

5.38.5 Expenses from public service account

Item	Unit: Million Baht	
	Consolidated and Separate Financial Statement	
	2023	2022
Interest expenses from PSA (Note 5.30)	846.43	1,271.64
Operating expenses from PSA	1,172.75	2,565.29
Other expenses from PSA (Note 5.31)	70.42	177.29
Total	2,089.60	4,014.22

5.39 Events after the reporting period

The GSB Board of Directors at its meeting on 20 October 2023 resolved to approve the investment in ordinary shares of a newly established company to conduct information technology and digital business with the shareholding proportion not exceeding 49.00% of the issued and paid-up registered capital. The said company has a registered capital of 2.00 million ordinary shares at 10.00 Baht per share (par value), totaling 20.00 Million Baht. The Bank has invested in 0.98 million ordinary shares with an investment value of 9.80 Million Baht, in accordance with the resolution of the meeting and the shareholders agreement signed on 30 January 2024.

5.40 Approval of financial statements

GSB President & CEO approved the financial statements on 19 March 2024

Highlight Activities



Offering a cash deposit on the occasion
of the 110th Anniversary of the establishment
of the Government Savings Bank



**Blessing ceremonies on the occasions of birthdays
of H.M the King, H.M. the Queen, and H.M Queen Sirikit, the Queen Mother**





National Children's Day 2023
GSB powered the dreams of Thai
children and youth



National Savings Day 2023 “Omdee Meesuk”

Awarding for the Piggy Bank for Sustainability Contest





GSB Yuwaphat Rak Thin National Level 2023

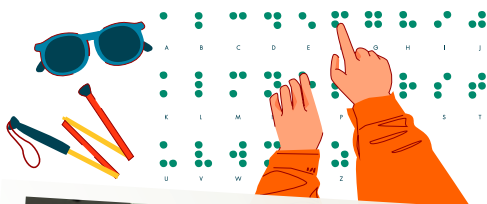
BEST OF THE BEST



Yuwaphat Rak Thin presented the Best of the Best award at the national level for 2023 to the student teams with outstanding performance in the GSB Yuwaphat Rak Thain project in collaboration with 67 higher education institutions, 345 community groups by integrating knowledge and modern science to further develop local wisdom and resources to create added value in products and services for community organizations with more than 5,107 members and beneficiaries, and the communities increased their income by an average of 50%.



Supporting the **NEXT GEN NEW WORLD** Natural Resources and Environment Conservation Project of the Khao Yai National Park Protection Foundation to create nature conservationists and raise awareness of responsibility for the use of natural resources.



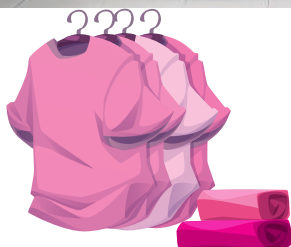
Support the production of **BRAILLE LEARNING MATERIALS**

Donating old calendars to be sent to the Foundation for the Blind in Thailand to BMA under the “Old year calendar, we request” project to be donated to the Foundation for the Blind in Thailand under the Royal Patronage of H.M. the Queen for the production of the Braille teaching media, which increases access to education, enhance skills and develop learning potential for visually impaired people.

“GSB Huam Jai Hug Khun Nan”

1 Year of GSB Huam Jai Hug Khun Nan, Government Savings Bank is committed to helping improve the quality of life of people in remote areas in Nan province and continues to develop the community holistically. “GSB Huam Jai Hug Khun Nan” has joined in delivering medical support and quality of life by donating motorcycles, medical equipment and household medicine kits to village health volunteers in the development target areas namely Ban Huai Toi, Ban Sakiang, Ban Huai Fong, Ban Piang So, and Ban Sachuk. They also donated computers to support education at Ban Piang So School and Ban Huai Fong School and participated in the caring for environment by donating garbage stoves to all 5 villages on the top of the mountain in Khun Nan Subdistrict, Chaloem Phra Kit District. On this occasion, they visited the community welfare shop and attended a savings group meeting at the community hall, Ban Huai Fong.





LO TU SONG SAI YAI SU KHUN NAN (Clear the cupboard, send a bond to Khun Nan)

Lo Tu Song Sai Yai Su Khun Nan activity donated unused pink polo T-shirts to be recycled into new shirts for villagers in remote communities on Thai-Lao border, Chaloe Phra Kiat District, Nan Province. This is part of driving the community development project “GSB Huam Jai Hug Khun Nan” Holistic Project #1.



GSB DELIVERED PHOTOVOLTAIC WATER SUPPLY SYSTEM

Taking care of the quality of life of the people of Ban Don Chai, Sila Laeng Subdistrict, Pua District, Nan Province. Supporting “Solar Water System” to distribute to households in areas that suffer from water shortage and are in high-altitude areas to have water all year round at Don Chai Village Community, Sila Laeng Subdistrict, Pua District, Nan Province.



GSB HUAM JAI HUG KHUN NAN THE 1ST HOLISTIC AREA-BASED DEVELOPMENT, Visiting the site to monitor the project's progress



“GSB Huam Jai Hug Khun Nan” Holistic Area-Based Development project visited to Khun Nan Subdistrict, Chaloe Phra Kiat District, Nan Province to monitor the implementation of the project and carry out missions in various activities of the project, including the opening of the Digital School Bank at Ban Huai Fong and Ban Piang So Schools, demonstration of waste sorting and management methods to support tourist season with the community, planting local trees to increase green zone for the community, and adjust the cultivation area, raising animals for the “GSB Im Nee Puea Nong” agricultural fields as a food source for students.



The Board of Directors and executives of GSB visited the area to monitor the progress of the **“GSB HUAM JAI HUG KHUN NAN”** project.

This is the Bank’s first holistic community development project in five remote villages on Doi Piang So, Chaloei Phra Kiat District, Nan Province. The group visited the coffee processing plant at Office of the Mae Fah Luang Foundation, Piang Ko, where M.L. Dispanadda Diskul, Chief Executive Officer of Mae Fah Luang Foundation gave the honor to lead the visit. At the same time, they visited the construction progress of the coffee production processing plant supported by the Bank to increase farmers’ income and reduce upstream deforestation, as well as monitor the progress of various development works of the project.

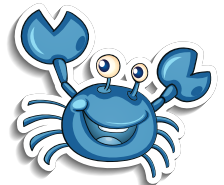


CSR ACTIVITIES

“GSB KINDNESS SENDING ENCOURAGEMENT to PAN YEE ISLAND”
at Pan Yee Island, Muang, Phang Nga.



“LAEM PHAK BIA CRAB BANK”
PHETCHABURI PROVINCE



Supporting blue crab breeding equipment to allow local fishery groups to breed blue crab and release them back into nature, creating marine ecosystem and conserving natural food sources for Thai people and enabling fisherman to have sustainable career in their own homeland.



GSB - Office of the Government Pawnshop jointly developed the potential of retail customers organizing training to **create job and build career**

GSB, Office of the Government Pawnshop, and Office of the Vocational Education Commission developed the potential of retail customers by organizing training to create job and build career for members of Bang Nam Phueng Community Enterprise to pursue career as well as providing financial knowledge and access to capital sources at the Bang Nam Phueng Community Enterprise Group Office, Samut Prakan Province.



Supporting funding sources to **EMPOWER SMEs**

GSB and the Federation of Thai Industries signed a Memorandum of Understanding on “Promoting and Supporting Business Potential for Members of the Federation of Thai Industries” to enhance and strengthen business capabilities, promote access to financing including knowledge in financial management to members of the Federation of Thai Industries at ThaiBev Ground, the Federation of Thai Industries, Bangkok.

Upholding Buddhism



Offering Royal Kathina robes for 2023 at Wat Phra Singh Woramahawih, Chiang Mai Province



Kathina offerings at Wat Suwan Rajahong and Wat Pie Thong, Ang Thong



Executives of Branch Operation 1-6 were representatives to receive the Kathina robes and other necessities to offer Kathina robes at 142 temples where no one has offered Kathina robes at Wat Phra Singh Woramahawih, Chiang Mai Province.



Press Conference on the Social Bank's performance towards sustainability, **ESG IN ACTION**, highlighting outstanding performance in environmental, social, and governance aspects

3 Years of Social Bank : ESG in Action emphasizing its work in driving social bank by using ESG (Environmental, Social, Governance) concept as a framework for business operation through the ESG in Action process on the path of sustainable development towards the goals of solving

poverty, creating fair access to financing, reducing social inequality, creating a tangible positive impact on society at Burachat Auditorium, GSB Head Office.



GSB joined with the Electric Vehicle Association of Thailand supporting EV entrepreneurs and supply chain to access financing, driving business sector to **create a low-carbon society**

Supporting financing for EV entrepreneurs and supply chain where GSB in collaboration with the Electric Vehicle Association of Thailand to promote and support business potential for Electric Vehicle (EV) entrepreneurs and supply chain operators of EV industry to access financing for working capital under the “GSB EV Supply Chain Loan Program”. It was an important step towards a low-carbon society towards net-zero greenhouse gas emissions, at the Petcharat Auditorium, GSB Head Office.



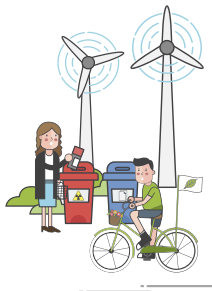
GSB FRANCHISE STANDARD 2023 TO ENHANCE SMEs AND SMEs STARTUP

Presenting certificates and congratulating SMEs and Startup from 56 businesses who passed the GSB Franchise Standard 2023 training course under the GSB Smart Franchise project. It was organized to enhance business potential and increase competitiveness by focusing on strategies to increase franchise business skills and provided opportunities for small entrepreneurs to access financing at the Petcharat Auditorium, GSG Head Office.



GSB delivered **VIRTUAL MUSEUM**,
Vajiravudhanusorn Hall

GSB presented its intention to preserve natural resources in collaboration with **MAE FAH LUANG FOUNDATION** and a network of **14 LEADING** organizations.

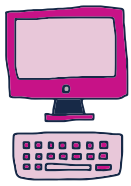


GSB MOVED FORWARD with **NET ZERO** and joined JGS to support the use of renewable energy for sustainable world



GSB moved forward with Net Zero and joined JGS to support the use of renewable energy for sustainable world. GSB moved forward with Net Zero through the provision of both personal and business loans. This was to support the use of clean energy and reduce greenhouse gas emissions and be environmentally friendly, at the Petcharat Auditorium, GSB Head Office.





COMPUTER FOR SOCIETY PROJECT

GSB donated old computers that were still in good condition with IT equipment to schools for use in education and learning creating equal opportunities for children and young adults to access technology.



Thammarat Suksa School, Chiang Mai Province



Government Savings Bank School, Prachuap Khiri Khan Province



Ban Piang So School and Ban Huai Phong School, Nan Province



Holistic Market Project under the name of “GSB RUAMJAI MARKET”

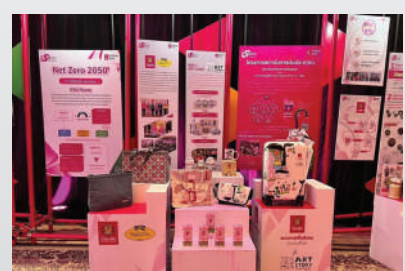


To enhance the quality of life of merchants, vendors, hawkers, and small entrepreneurs to have strength, income, and a better quality of life. The goal was to help solve debt problems and provide financing to vendors in the community fresh market helping entrepreneurs in the market.



GSB Forum 2023 “ESG: Social Pillar Driven, Sustainable Society for a Sustainable World” was organized to exchange experiences and transfer business perspectives towards sustainable development by focusing on creating shared value for business and society to create a sustainable society and the world. At the event, leading corporate leaders including GSB President & CEO gave a keynote speech participated in a panel discussion to open up the perspectives of the development of today’s world with “people and society” as the driving pillar for sustainability, at Chatra Ballroom, Siam Kempinski Hotel, Bangkok.

Open perspectives on development with
“PEOPLE AND SOCIETY”
as the driving pillars for sustainability
GSB ORGANIZED GSB FORUM 2023
“ESG: SOCIAL PILLAR DRIVEN,
SUSTAINABLE SOCIETY FOR
A SUSTAINABLE WORLD”





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