



**ISLAMIC BANK
OF THAILAND**
ธนาคารอิสลามแห่งประเทศไทย • البنك الإسلامي بتايلاند

Annual Report **2025**



Belief + Trust + Future

Writing Our Future Together



Belief + Trust + Future

Writing Our Future Together

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• Message from the Chairman •



In 2025, the global and Thai economies continued to face persistent slowdown. Domestic demand had yet to fully recover, as reflected in the low level of headline inflation, while household debt remained a challenge to economic stability. Amidst this situation, the Monetary Policy Committee pursued an accommodative monetary policy, reducing the policy interest rate by a total of 1% throughout the year to help lower financing costs and support economic recovery.

Amidst these challenges, the Islamic Bank of Thailand continued to stand firm in its role as a specialized financial institution of the state, committed to supporting economic mechanisms and helping ease the financial burden on the public. Over the past year, the Bank reduced its Financing profit rate by a total of 0.35% to pass on the benefits of the policy rate reduction to customers, together with an additional reduction of 0.20% in the Financing profit rate in accordance with measures of the Bank of Thailand, to assist vulnerable debtors affected by economic conditions.

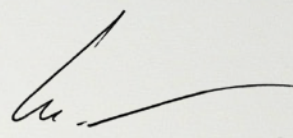
These efforts reflect the Bank's commitment to serving as a financial pillar of support for its customers and society. At the same time, the Bank has continued to maintain financial stability and enhance its operational capabilities on an ongoing basis, resulting in improved performance in 2025 and further strengthening the organization's financial position.

In terms of good corporate governance, the Bank received a "Pass - Good" rating in the Integrity and Transparency Assessment (ITA) of government agencies for fiscal year 2025, with a total score of 95.34, reflecting the Bank's commitment to conducting its operations with transparency, adherence to good governance principles, and social responsibility.

The Bank remains committed to fulfilling its mission of providing comprehensive Shariah-compliant financial services, while advancing innovation and digital technology to enhance the customer experience. To this end, the Bank has developed the ibank Application and launched "ibank e-Savings," an online savings deposit account that enables customers to conduct financial transactions anytime, anywhere. This reflects the Bank's intention to develop services that are accessible, transparent, and responsive to the digital-age lifestyle.

In addition, the Bank has continued to support government policy by participating in the Financing scheme under the concept of "ibank, We Will Not Leave Anyone Behind" ("ไอบงก์ เราไม่ทิ้งกัน"), in collaboration with the Ministry of Finance, to support potential SME entrepreneurs in accessing sources of funding, strengthening their competitiveness, and jointly driving the country's sustainable economic growth.

On behalf of the Board of Directors, Management, and employees of the Islamic Bank of Thailand, we would like to express our sincere gratitude to our shareholders, customers, business partners, suppliers, communities, and all stakeholders for their continued support and trust in the Bank. The Bank will remain steadfast in conducting its operations with good governance, transparency, and social responsibility, while continuing to create value and sustainability for the Thai economy and society.



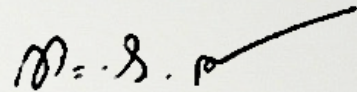
Mr. Yongyutt Chaipromprasith
Chairman of the Board of Directors
Islamic Bank of Thailand

• Message from the Chairman of Shariah
Advisory Council of the Islamic Bank of Thailand •



Throughout the past year, the Islamic Bank of Thailand has demonstrated its commitment to organizational development, enabling the Bank to adapt to the changing financial system amid the rapidly evolving digital era. These efforts have focused on elevating financial services to be more modern, accessible, convenient, swift, and efficient, while at the same time upholding the core principles of an Islamic financial institution, which must conduct its operations in accordance with Shariah - the foundation of the Islamic financial system. This is intended to ensure that customers can access quality financial services that are transparent and secure within the digital system on a comprehensive basis. Reflecting this direction of organizational development, the Bank has established its operational framework for 2025 under the concept of "Digitalized with Connecting Hearts," which focuses on integrating digital technology development with the building of relationships, trust, and bonds between the Bank and its customers. The goal is to develop the Bank into a full-service Islamic financial institution, capable of meeting the needs of the Muslim community as its principal Shariah-compliant bank, while at the same time serving as an alternative financial service option for the general public.

In terms of digital service development, the Bank has placed importance on elevating its digital banking system by developing financial services through online platforms, such as online deposit account opening, digital financing applications, and digital Zakat contributions, as well as the development of the ibank Application, a mobile banking platform that supports Shariah-compliant financial transactions, including fund transfers, bill payments, account management, and e-Zakat services, to facilitate customers in conducting transactions anytime, anywhere. In addition, the Bank has applied modern technologies to its operations, such as Artificial Intelligence (AI) and Data Analytics, to enhance the efficiency of customer behavior analysis and to develop financial products that better meet customer needs, alongside strengthening cybersecurity systems to protect against digital threats. These initiatives reflect the Bank's efforts to systematically drive the organization toward digital transformation, while laying the groundwork for the Bank to become a center of excellence in Islamic finance in the future, through the development of financial technology (FinTech) in conjunction with Shariah-compliant technology, so that the Islamic financial system can operate efficiently, transparently, and sustainably in the digital era.



Asst. Prof. Dr. Maroning Salaeming
Chairman of the Shariah Advisory Council
Islamic Bank of Thailand

• Message from Director and President •



Thailand's economy in 2025 remained in a gradual recovery phase, driven primarily by the tourism sector, public investment, and domestic consumption. However, elevated household debt continued to weigh on public purchasing power, presenting a challenge that financial institutions had to navigate by extending Financing with particular caution.

In 2025, the Islamic Bank of Thailand remained committed to its aspiration of being a "financial institution that provides services according to Shariah principles for sustainability," in order to address these challenges and drive quality growth. The Bank's operations focused on three key areas, as follows:

1. Elevating the Bank's role as the principal bank for the Muslim community, while serving as an alternative bank for the general public (Towards Alternative Banking), by expanding its customer base and driving Financing growth through high-potential customer segments, as well as promoting access to financial institutions for Muslim communities in the Bank's mission areas in the South, particularly through the Southern Sandbox project, which resulted in a net increase in SME Financing of 259.16 million baht.

2. Digital Banking Services: the Bank has continuously developed its Mobile Application to establish it as the Bank's primary digital channel. As a result, in 2025 the number of customers using the ibank Application increased by 116,244 from the previous year, representing a 95% increase, and the Bank was able to open e-Savings accounts for 25,073 new customers, accounting for 56% of total e-Savings customers. In addition, the Bank established the Center of Excellence in Islamic Finance (COE) to strengthen Islamic finance knowledge among its personnel.

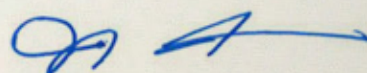
3. Strengthening organizational sustainability (Sustainable Banking): the Bank focused on managing its NPF at an appropriate level, targeting an NPF Ratio of 8.42%, and managing its Cost-to-Income ratio in line with established targets. Importantly, the Bank also made

concrete improvements to its corporate governance under Shariah principles, prioritizing its response to observations and directives issued by the Bank of Thailand, which required completion by the second quarter of 2025. This included revising performance evaluation criteria and employee compensation to take into account the quality of sales and service across all products, in order to prevent Mis-Selling, as well as developing Market Conduct processes based on the principle of Self-Detect and Self-Correct within the Three Lines of Defense framework. In addition, the Bank achieved its transparency goals, receiving a score of 95.34 in the Integrity and Transparency Assessment (ITA) of government agencies, placing it at the "Pass - Good" level.

Overall, the Bank's 2025 performance was highly satisfactory, with total financial income of 3,572 million baht and total Financing outstanding growing to 78,502 million baht, an increase of 8.99%. Importantly, the Bank recorded an operating profit of 841 million baht, an increase of 16.16%.

In addition, the Islamic Bank of Thailand, together with EXIM Bank, received the 2025 Public Sector Excellence Award at the Good level, in the Public Service category, Responsive Service type, in recognition of their collaborative efforts to drive a project promoting and supporting Halal product entrepreneurs in export, with a focus on elevating financial services in accordance with Islamic principles to meet the needs of entrepreneurs - an achievement of which the Bank is deeply proud.

Finally, the success of the Islamic Bank of Thailand over the past year was made possible by the dedication, knowledge, and capability of all of the Bank's personnel, who worked together to establish this institution as a true source of support for the Muslim community. I would like to thank our shareholders, the Bank's Board of Directors, employees, and all well-wishers for their continued and steadfast support of the Bank.



Dr. Thaweelap Rittapirom
Director and President
Islamic Bank of Thailand

01

Corporate Information



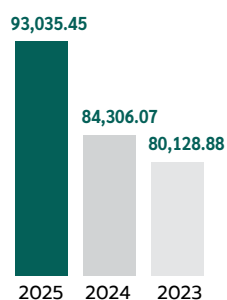


• Financial Highlights •

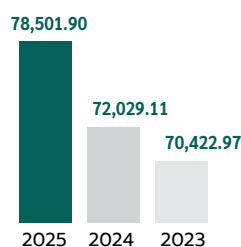
	Million Baht			Change	
	2025	2024	2023	Increase (Decrease)	Percent
Financial position and operating performances					
Total assets	93,035.45	84,306.07	80,128.88	8,729.38	10.35
Financing	78,501.90	72,029.11	70,422.97	6,472.79	8.99
Financing and accrued income, net	67,483.38	61,393.77	59,938.57	6,089.61	9.92
Deposits	85,788.59	80,356.17	77,856.09	5,432.42	6.76
Total liabilities	93,374.22	86,897.54	83,207.67	6,476.68	7.45
Equity	(338.77)	(2,591.46)	(3,078.79)	2,252.69	86.93
Financing and investment income	3,571.99	3,396.34	2,796.39	175.65	5.17
Total income	4,048.54	3,854.23	3,322.12	194.31	5.04
Net Profit	490.78	481.99	248.17	8.79	1.82
Earnings (Loss) per share					
Basic earning (loss) per share (Baht)	0.00027	0.00026	0.00014		
Share value					
Book value	(0.0002)	(0.0014)	(0.0017)		
Financial ratio (%)					
Returns on average assets	0.53	0.59	0.32		
Net income (losses) per total income	12.12	12.51	7.47		
Capital Fund	(3.17)	(3.67)	(4.51)		
Returns on average equity *	N/A	N/A	N/A		

Note * Due to negative balance in the Bank's shareholder equity. The results obtained from the calculation do not accurately reflect the actual operational performance.

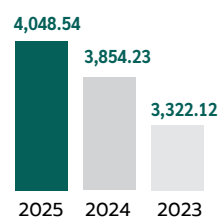
Bank's Creditors	Million Baht			Change	
	2025	2024	2023	Amount	Percent
Liabilities					
Bank of Thailand	2,400.11	2,408.36	2,415.26	(8.25)	(0.34)
Government Savings Bank	1,262.93	579.24	522.61	683.69	118.03



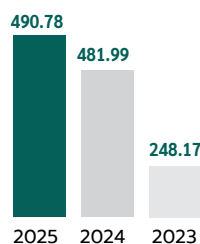
Total Assets
93,035
Million Baht



Financing
78,502
Million Baht



Total Income
4,049
Million Baht



Net Profit
491
Million Baht

Unit: Million Baht



The concept of establishing an Islamic bank originated from the needs of the Muslim population, particularly in the three southern border provinces, where the majority of residents are Muslims who live in accordance with Islamic principles. In 1998, the government therefore pursued the establishment of an Islamic bank in various forms to serve Thai Muslims by providing them with a financial channel that is correct according to Islamic principles. However, as the government intended for the Islamic bank to be established as an independent and legally constituted entity, the Ministry of Finance was tasked with preparing the Islamic Bank of Thailand Act for submission to the House of Representatives for deliberation. The Act was successfully passed into law in October 2002.

The Islamic Bank of Thailand was established under the Islamic Bank of Thailand Act B.E. 2545 (2002), under the supervision of the Ministry of Finance, with a registered capital of 1,000 million baht. The Bank commenced operations on June 12, 2003, with its head office and first branch located in Khlong Tan. Branches were subsequently opened progressively in Bangkok and the southern region, such that by the end of 2004 the Bank had a total of 9 branches.

The Bank's business operations expanded continuously, and it later proceeded in accordance with the Ministry of Finance's business consolidation policy by acquiring the Shariah-compliant financial services business of Krungthai Bank Public Company Limited. A signing ceremony for the transfer agreement of Krungthai Bank's Shariah-compliant financial services business was held on November 9, 2005, resulting in an increase of 18 branches, bringing the total to 27 branches. To

accommodate the growing volume of business and enhance operational flexibility, the head office was relocated from Khlong Tan to the Asoke business district in August 2006.

In line with the aspirations of Thai Muslims during the Bank's early period of operation, which focused on Thai Muslim target customers, particularly customers in the southern region, the Bank has always recognized that Shariah-compliant services can also meet the needs of the general public and need not be confined solely to the mainstream banking system, which is based on interest. The Bank has therefore focused on developing products and services aligned with customer needs, modernizing its image, and providing services with the customers' best interests at heart, guided by ethical principles of care and concern for all groups in society, adherence to Islamic principles, strict observance of agreed contracts, and transparent management. For these reasons, the Bank stands as a different kind of bank and a new alternative for everyone, regardless of race or religion. In October 2007, the Ministry of Finance became the Bank's major shareholder, and ibank has since held the status of a state enterprise under the Ministry of Finance.

At present, as of December 2025, the Ministry of Finance holds a 99.59% shareholding, following the amendment of the Islamic Bank of Thailand Act B.E. 2545 (2002) - namely, the Islamic Bank of Thailand Act (No. 2) B.E. 2561 (2018), which came into force on July 18, 2018 - to allow the Ministry of Finance to temporarily hold in excess of forty-nine percent of the Bank's total issued and sold shares. The Bank now operates a network of 83 branches, covering every region of the country.



► Finance for All

Be financial institution to promote financial transactions according to Islamic principles.

1. Increase the role of financial services as a source of funds for the public and entrepreneurs according to Islamic principles throughout the country, especially in the five southern border provinces.
2. Provide financial support to entrepreneurs who are in the supply chain of Halal products.
3. Support the operation of the Islamic Savings Cooperative, a community finance organization.

► Literacy for All

Supporting the provision of Islamic financial literacy to the people.

1. Develop a work system to create an integrated database related to Islamic finance in Thailand.
2. Play a proactive role in promoting financial literacy for individuals involved in Islamic finance and support the operation of community financial organizations.

► Responsible for All

Be the bank with a solid foundation. Take responsibility for all sectors and create benefits thoroughly and sustainably.

1. Address financial challenges promptly and enhance the financial stability of the bank.
2. Enhance the bank's role in providing loans to environmentally friendly businesses or projects and generating societal benefits.
3. Develop the bank's work systems to be up to date and utilize technology to enhance operational efficiency, thereby supporting the bank's operations across multiple dimensions.
4. Develop knowledge and skills of personnel
5. Prepare a plan to adopt and implement accounting standards, particularly TFRS 9 Financial Reporting, in order to ensure compliance and uniformity in financial reporting.
6. Support the implementation of government policies by understanding the principles and being able to operate in accordance with the objectives.
7. Participate in driving the operations of the Association of State Financial Institutions.

Vision

To be a financial institution that provides services according to Shariah principles for sustainability.



Mission

01

To have good management, systems of standard, competent staff and to operate business professionally.

02

To support and connect businesses of Muslims and related parties.

03

To have stability and grow sustainably with capability to treat stakeholders equitably.

04

To operate transparently with good corporate governance.

05

To participate in the stabilization, economic and social development, especially in the five Southern border provinces.

• Values and Corporate Culture •

I

Integrity & Transparency:

Adhere to ethical and transparent principles in business operations



B

Best Shariah Practice:

Excellent financial services based on Shariah law



A

Accountability:

Responsible for one's own decisions and actions



N

Networking:

Network cooperation to achieve organizational performance



K

Knowledge & Innovation:

Knowledge and Innovation in the Digital Era



R+

Risk Culture:

Aware of risk management have attitudes and behaviors that takes into account the risks in every operation





Bank Information

Name	: Islamic Bank of Thailand
Type of Business	: Specialized Financial Institutions (SFIs) to be subordinated to Ministry of Finance
Tax Payer Identification No.	: 0993000275063
Head Office	: 66 BTU Asok Building, Sukhumvit 21 Road (Asok), Khlong Toei Nuea, Vadhana, Bangkok 10110 Thailand
Tel	: 0 2650 6999
Website	: www.ibank.co.th

Characteristic of Business

Islamic Bank of Thailand (ibank) is the Government-owned financial institution which was established in accordance with the Islamic Bank of Thailand Act, B.E. 2545 (2002) under the supervision of Ministry of Finance by doing business according to Islamic Bank of Thailand Act, B.E. 2545 (2002) Royal Decree, Ministerial regulations, and Related announcements of the Bank of Thailand, Ministry of Finance, and Related organizations.

• Branches Telephone Fax Address •



Asok Office

66, BTU Asok Building, G Floor, Sukhumvit 21 Road,
Khwaeng Khlong Toei Nuea, Khet Vadhana,
Bangkok 10110
Tel : 0 2260 1752 - 3



7 Branches of Thon Buri District Office

Thung Khru

32/424 - 425, Pracha-uthit Road, Khwaeng Thung
Khru, Khet Thung Khru, Bangkok 10140
Tel : 0 2873 6803
0 2873 6805

Si Yaek Thotsakan

54/54, 2nd Floor, Room DD1-DD2 Moo 7,
Phutthamonthon Sai 2 Road, Khwaeng Bang Phai,
Khet Bang Khae, Bangkok 10160
Tel : 0 2410 3235 - 6

Samut Sakhon

927/408, Setthakit 1 Road, Maha Chai, Amphoe
Mueang Samut Sakhon , Samut Sakhon 74000
Tel : 0 3442 3730 - 1

Hua Hin

4/19, Phetkasem Road, Hua Hin, Amphoe Hua Hin,
Prachuap Khirikhan 77110
Tel : 0 3252 2448 - 9

Phetchaburi

107, Surinruechai Road, Tha Rap, Amphoe Mueang
Phetchaburi, Phetchaburi 76000
Tel : 0 3241 4090 - 1
Fax : 0 3241 4094

Thanon Charoen Krung

2350/6 , Charoen Krung Road, Khwaeng
Bang Kho Laem, Khet Bang Kho Laem, Bangkok 10120
Tel : 0 2292 1973 - 4

Nakhon Pathom

100 - 102, Rajvithee Road, Phra Pathom Chedi,
Amphoe Mueang Nakhon Pathom, Nakhon Pathom
73000
Tel : 0 3427 1906 - 7



7 Branches of Minburi District Office

Khlong Tan

9, UM Building Tower, M Floor, Ramkhamhaeng Road,
Khwaeng Suan Luang, Khet Suan Luang,
Bangkok 10250
Tel : 0 2729 8805 - 6

Thanon Nawamin

4/1483 - 1486, Moo 7, Nawamin Road, Khwaeng
Khlong Kum, Khet Bueng Kum, Bangkok 10230
Tel : 0 2509 4782 - 3
Fax : 0 2509 4786

Thanon Ramkhamhaeng 87

847, Ramkhamhaeng Road, Khwaeng Hua Mak, Khet
Bang Kapi, Bangkok 10230
Tel : 0 2736 3831 - 2

Min Buri

286, Seethaburanukit Road, Khwaeng Min Buri, Khet
Min Buri, Bangkok 10510
Tel : 0 2517 9655 - 6

Pratunam

120/69, Ratchaprarop Road, Khwaeng Phaya Thai,
Khet Ratchathewi, Bangkok 10400
Tel : 0 2208 0919 - 20

Thanon Srinagarindra

1170, Srinagarindra Road, Khwaeng Suan Luang,
Khet Suan Luang, Bangkok 10250
Tel : 0 2320 3361 - 2

Town In Town

B1 Building, Room 101, Tonsoong Avenue, 226/11,
Praditmanutham Road
Khwaeng Wang Thonglang, Khet Wang Thonglang,
Bangkok 10310
Tel : 0 2148 1037 - 9



7 Branches of Nonthaburi District Office

Phra Nakhon Si Ayutthaya

199/449 Moo 3, Krungsri City Village Soi 10,
Khlong Suan Phlu, Amphoe Phra Nakhon Si Ayutthaya,
Phra Nakhon Si Ayutthaya 13000
Tel : 0 3580 1254 - 5

Bang Bua Thong

324/12, Moo 6, Bang Kruai-Sai Noi Road, Sano Loi,
Amphoe Bang Bua Thong, Nonthaburi 11110
Tel : 0 2149 9433 - 4

Nonthaburi

638, 640 Pracharat Road, Suan Yai, Amphoe Mueang
Nonthaburi, Nonthaburi 11000
Tel : 0 2526 6101 - 2

Bang Phlat

Room No. 656, 658, Meeting Mall, Charansanitwong
Road, Khwaeng Bang O, Khet Bang Phlat,
Bangkok 10700
Tel : 0 2424 5101 - 2

Suphanburi

24/2 - 3, Muenhan Road, Tha Phi Liang, Amphoe
Mueang Suphanburi, Suphanburi 72000
Tel : 0 3552 5872 - 3

Pathum Thani

27/17 - 19, Pathum Sampan Road Bang Prok,
Amphoe Mueang Pathum Thani, Pathum Thani 12000
Tel : 0 2593 4070 - 1

Saphan Mai

348, Phahonyothin Road, Khwaeng Anusawari, Khet
Bang Khen, Bangkok 10220
Tel : 0 2521 9628 - 9

7 Branches of Chon Buri District Office

Nong Chok

67, Choemsamphan Road, Khwaeng Krathum Rai,
Khet Nong Chok, Bangkok 10530
Tel : 0 2548 3101 - 2

Chachoengsao

217/39 - 40, Mahacharkkaphat Road, Na Mueang,
Amphoe Mueang Chachoengsao,
Chachoengsao 24000
Tel : 0 3851 8585 - 6

Bang Saen

177, Long Hat Bang Saen Road, Saen Suk,
Amphoe Mueang Chon Buri, Chon Buri 20130
Tel : 0 3839 5051 - 2

Rayong

292/2 - 3, Sukhumvit Road, Choeng Noen, Amphoe
Mueang Rayong, Rayong 21000
Tel : 0 3861 0412 - 3

Chanthaburi

84/24, Tha Chalab Road, Talat, Amphoe Mueang
Chanthaburi, Chanthaburi 22000
Tel : 0 3932 8893 - 4

Pattaya

597/3, South Pattaya Road, Nong Prue,
Amphoe Bang Lamung, Chon Buri 20260
Tel : 0 3848 8414 - 5

Thanon Thepharak KM.22

200/27 - 28, Moo 1, Thanon Thepharak Road,
Bang Sao Thong, Amphoe Bang Sao Thong,
Samut Prakan 10570
Tel : 0 2136 9043 - 4

9 branches of Chiang Mai District Office

Thanon Chang Phueak Chiang Mai

141/1, Chang Phueak Road, Si Phum,
Amphoe Mueang Chiang Mai, Chiang Mai 50200
Tel : 0 5328 7214 - 5
Fax : 0 5328 7218

Lampang

92 - 98 Bunwat Road, Suan Dok, Amphoe Mueang
Lampang, Lampang 52100
Tel : 0 5422 2054
0 5422 2996

Chiang Mai

125 Chang Khlan Road, Chang Khlan,
Amphoe Mueang Chiang Mai, Chiang Mai 50100
Tel : 0 5328 3265 - 6

Chiang Rai

808/8 Paholyothin Road, Wiang, Amphoe Mueang
Chiang Rai, Chiang Rai 57000
Tel : 0 5374 8883
0 5374 8887

Mae Sot

620/2 - 3, Intarakiri Road, Mae Sot, Amphoe Mae Sot,
Tak 63110
Tel : 0 5553 3636
0 5553 3646

Nakhon Sawan

1016/4 - 5, Moo 9, Asia Road, Nakhon Sawan Tok,
Amphoe Mueang Nakhon Sawan, Nakhon Sawan
60000

Tel : 0 5637 2367 - 8

Phichit

8/206 - 207, Srimala Road, Nai Mueang, Amphoe
Mueang Phichit, Phichit 66000

Tel : 0 5661 3747 - 8

Uttaradit

202 - 8/9, Boroma-at Road, Tha It, Amphoe Mueang
Uttaradit, Uttaradit 53000

Tel : 0 5540 7444 - 5

Phitsanulok

87/24, Akathotsarot Road, Nai Mueang, Amphoe
Mueang Phitsanulok, Phitsanulok 65000

Tel : 0 5524 2425

0 5524 2713

9 branches of Khon Kaen District Office

Nakhon Ratchasima

160/2, Chomsurangyat Road, Nai Mueang, Amphoe
Mueang Nakhon Ratchasima,
Nakhon Ratchasima 30000

Tel : 0 4425 2661 - 2

Udon Thani

338, Phosri Road, Mak Khaeng, Amphoe Mueang
Udon Thani, Udon Thani 41000

Tel : 0 4293 2990 - 1

Maha Sarakham

453/2 - 3, Nakhon Sawan Road, Talat, Amphoe
Mueang Maha Sarakham, Maha Sarakham 44000

Tel : 0 4371 1587

0 4371 1645

Kalasin

93 - 95, Phirom Road, Kalasin,
Amphoe Mueang Kalasin, Kalasin 46000

Tel : 0 4381 6913 - 4

Khon Kaen

77/3, Klang Mueang Road, Nai Mueang,
Amphoe Mueang Khon Kaen, Khon Kaen 40000

Tel : 0 4324 6824 - 5

Roi Et

206/1 - 2, Phloenchit Road, Nai Mueang,
Amphoe Mueang Roi Et, Roi Et 45000

Tel : 0 4351 5881 - 2

Si Sa Ket

1104 - 5, Khukhan Road, Mueang Tai, Amphoe
Mueang Si Sa Ket, Si Sa Ket 33000

Tel : 0 4564 3981 - 2

Ubon Ratchathani

479/1 - 2, Chayangkun Road, Nai Mueang, Amphoe
Mueang Ubon Ratchathani, Ubon Ratchathani 34000

Tel : 0 4531 6968 - 9

Buri Ram

39/6 - 7, Thani Road, Nai Mueang, Amphoe Mueang
Buri Ram, Buri Ram 31000

Tel : 0 4460 2526 - 7

5 Branches of Phuket District Office

Phangnga

235/1 - 2, Phetkasem Road, Thai Chang, Amphoe
Mueang Phangnga, Phangnga 82000

Tel : 0 7641 4422 - 3

Krabi

94, 94/1, Maharat Road, Pak Nam, Amphoe Mueang
Krabi, Krabi 81000

Tel : 0 7562 4042 - 3

Phuket

63/695 - 6, Moo 4 Wirat Hongyok Road, Wichit,
Amphoe Mueang Phuket, Phuket 83000

Tel : 0 7621 4053 - 4

Trang

52/1 - 2, Soi Wisetkul 11, Ratsada Road, Thap Thieng,
Amphoe Mueang Trang, Trang 92000

Tel : 0 7559 0459 - 60

Mae Khari Phatthalung

175, Moo 1, Anukul Road, Mae Khari, Amphoe Tamot,
Phatthalung 93160

Tel : 0 7469 5554

0 7469 5655



5 branches of Surat Thani District Office

Surat Thani

103/1, Na Mueang Road, Talat, Amphoe Mueang
Surat Thani, Surat Thani 84000
Tel : 0 7720 6058 - 9

Nakhon Si Thammarat

1664, Ratchadamnoen Road, Tha Wang, Amphoe
Mueang Nakhon Si Thammarat,
Nakhon Si Thammarat 80000
Tel : 0 7535 7352 - 3

Chumphon

56/1, Poraminmakkha Road, Tha Taphao,
Amphoe Mueang Chumphon, Chumphon 86000
Tel : 0 7750 3395
0 7751 1363

Thanon Chonkasem Surat Thani

545 Chonkasem Road, Talat, Amphoe Mueang
Surat Thani, Surat Thani 84000
Tel : 0 7720 3994 - 5

Ranong

75 - 77, Ruangrat Road, Khao Niwet, Amphoe Mueang
Ranong, Ranong 85000
Tel : 0 7782 5266
0 7782 5393



6 Branches of Song Khla District Office

Thanon Niphatuthit 1 Hat Yai

151 - 157, Niphatuthit 1 Road, Hat Yai, Amphoe
Hat Yai, Songkhla 90110
Tel : 0 7422 5110
0 7422 5130

La-ngu Satun

149, Moo 6, La-ngu - Pakbara Road, La-ngu,
Amphoe La-ngu, Satun 91110
Tel : 0 7478 3906

Songkhla

81/78, Moo 10, Kanchanawanit Road,
Khao Rup Chang, Amphoe Mueang Songkhla,
Songkhla 90000
Tel : 0 7455 8261
0 7455 8263

Chana

8/4 - 5 Chana - Nathawi Road, Ban Na, Amphoe
Chana, Songkhla 90130
Tel : 0 7420 7123 - 4

Satun

287/6, Moo 7, Yontrakan Kamthon Road, Khlong Khut,
Amphoe Mueang Satun, Satun 91000
Tel : 0 7472 5039 - 40

Hat Yai

2/1 - 2, Soi Hat Yai City, Thammanunwithi Road,
Hat Yai, Amphoe Hat Yai, Songkhla 90110
Tel : 0 7423 7392



7 Branches of Pattani District Office

Big C Pattani

G Floor, Room No.GCR 116, Big C Pattani , No.301,
Moo 4, Ru Samilae, Amphoe Mueang Pattani,
Pattani 94000
Tel : 0 7333 7812 - 3

Palat Pattani

122/11 - 12, Moo 5, Phetkasem (Pattani - Narathiwat)
Road, La-nga, Amphoe Mayo, Pattani 94190
Tel : 0 7348 5399
0 7348 5327

Yarang Pattani

1/7, Moo 2, Pattani - Yala Road, Pitu Mudi, Amphoe
Yarang, Pattani 94160
Tel : 0 7343 9491 - 2

Khok Pho Pattani

170/10, Moo 7, Naket - Khok Pho Road, Khok Pho,
Amphoe Khok Pho, Pattani 94120
Tel : 0 7343 1284
0 7343 1709

Sai Buri Pattani

23/1 - 2, Suriya Road, Taluban, Amphoe Sai Buri,
Pattani 94110
Tel : 0 7341 1163
0 7341 1059

Pattani

20, 22, 24, Na Kluea Road, Anoru, Amphoe Mueang
Pattani, Pattani 94000
Tel : 0 7332 3465
0 7332 3468

Chabang Tiko Pattani

49/9 - 12, Kalapor Road, Chabang Tiko, Amphoe
Mueang Pattani, Pattani 94000
Tel : 0 7331 1822 - 3

6 branches of Yala District Office

Thanon Phumacheep Yala 2

24 - 26, Phumacheep Road, Sateng,
Amphoe Mueang Yala , Yala 95000
Tel : 0 7322 3690
0 7322 3692 - 3

Betong Yala

130/1, Sukyang Road, Betong, Amphoe Betong,
Yala 95110
Tel : 0 7323 5131
0 7323 5133
Fax : 0 7323 5135

Raman Yala

100 - 102, Moo 1, Mueang Raman Road, Kayu Boko,
Amphoe Raman, Yala 95140
Tel : 0 7329 5041 - 3

Bannang Sata Yala

200, 202, Moo 2, Sukyang Road, Bannang Sata,
Amphoe Bannang Sata, Yala 95130
Tel : 0 7328 9282
0 7328 9284 - 5

Yaha Yala

4/3, Pitakthani Road, Yaha,
Amphoe Yaha, Yala 95120
Tel : 0 7329 1463 - 5

Yala

59, Phiphitphakdee Road, Sateng, Amphoe Mueang
Yala, Yala 95000
Tel : 0 7324 7140 - 3
Fax : 0 7324 7144

7 Branches of Narathiwat District Office

Tanyong Mat Narathiwat

46, Thetsaban 3 Road, Tanyong Mat,
Amphoe Ra-ngae, Narathiwat 96130
Tel : 0 7367 1858 - 60

Su-ngai Kolok Narathiwat

36, Butsayaphan Road, Su-ngai Kolok,
Amphoe Su-ngai Kolok, Narathiwat 96120
Tel : 0 7361 4561 - 3

Tak Bai Narathiwat

62/21, Moo 4, Narathiwat - Tak Bai Road, Chehe,
Amphoe Tak Bai, Narathiwat 96110
Tel : 0 7358 1971 - 3

Waeng Narathiwat

111/1 - 2, Moo 1, Su-ngai Kolok - Waeng Road, Waeng,
Amphoe Waeng, Narathiwat 96160
Tel : 0 7365 9321 - 3

Rueso Narathiwat

30/15, Moo 2, Rueso-Yala Road, Rueso Ok,
Amphoe Rueso, Narathiwat 96150
Tel : 0 7357 2272 - 3

Narathiwat

52/18 - 19, Suriyapradit (Opposite Police Station)
Road, Bang Nak, Amphoe Mueang Narathiwat,
Narathiwat 96000
Tel : 0 7351 2627 - 8
Fax : 0 7351 2629

Thanon Wichitchaiboon Narathiwat

11/2 - 4, Wichitchaiboon Road, Bang Nak,
Amphoe Mueang Narathiwat, Narathiwat 96000
Tel : 0 7351 1117
0 7351 3663 - 4

• Capital and Shareholding Structure •

Type of Business Location Telephone and Fax and Shareholder Ratio of Legal Entity State Enterprise Direct Holder more than 25%

Company Name : Amanah Leasing Public Company Limited
 Type of Business : Provide services of Hire Purchase, Auto Financing
 Head Office : 16 - 16/1 Soi kasemsan 1 , Phayathai Rd.
 Wangmai , Pathumwan , Bangkok 10330
 Tel : 0 - 2091-6456
 Website : www.amanah.co.th
 Shareholder Ratio : 48.265 %

Capital and shareholding structure

Capital and shareholding structure of Islamic bank of Thailand as of December 31, 2025

As of December 31, 2025 The Bank's capital stock was 1,820,276,825,862 shares or calculated to be the total registered capital of 18,202,768,258.62 Baht. The proportion of Bank's shareholders as of December 31, 2025 as follows:

No.	List of Shareholders Quantity	Shares	Ratio (%)
1.	Ministry of Finance	1,812,863,564,181	99.5927%
2.	Government Savings Bank	4,091,533,440	0.2248%
3.	Krungthai Bank Public Company Limited	1,010,208,044	0.0555%
4.	Ms. Asra Angkaria	436,235,586	0.0240%
5.	Mrs. Rahmah Moonsap	100,000,000	0.0055%
6.	Mrs. Cholthicha Al-umaree	73,000,000	0.0040%
7.	Ms. Chittra Sorhasan	51,302,579	0.0028%
8.	Lt. Surakampon Adulyarat	40,799,061	0.0022%
9.	MFC Asset Management Public	40,753,015	0.0022%
10.	Mr. Somsak Taksina	40,000,000	0.0022%
11.	Other shareholders	1,529,429,956	0.0840%
Toal		1,820,276,825,862	100.0000%

• Government Policy Initiatives •

The Islamic Bank of Thailand plays an important role in supporting and advancing government policies. The Bank has been entrusted by the Ministry of Finance and pursuant to Cabinet resolutions to implement financial programs and measures aimed at expanding access to financial services, alleviating financial burdens, and supporting the recovery of targeted individuals and business operators.

Certain programs are implemented under the regulatory framework for Public Service Account (PSA) transactions in accordance with the Bank of Thailand Notification No. SorKorSor. 28/2562. Under this framework, government policy transactions are subject to the Fiscal Policy Office's guidelines on the segregation of Public Service Accounts (PSA) for Specialized Financial Institutions (SFIs), ensuring that program implementation and the recognition of government compensation are conducted accurately and transparently.

Government Policy Programs under the Public Service Account (PSA)

In 2025, the Bank recognized government compensation totaling 218,700.58 Baht for programs implemented under the Public Service Account (PSA) framework. The key programs were as follows:

The Living Standards Enhancement Plan for People and Communities in the Five Special Development Provinces in Southern Thailand is an ongoing initiative aimed at promoting livelihoods, improving quality of life, and expanding access to financing for individuals and entrepreneurs in the targeted areas. The initiative comprises a range of financing products, including grassroots financing, financing for street vendors and self-employed individuals, financing for government occupational development programs, financing for Thai workers in Malaysia, informal debt refinancing, community enterprise financing, Muslim apparel financing, financing for small halal food businesses, cooperative business financing, educational institution development financing, and financing for education personnel. In 2025, the Bank recognized government compensation of 216,490.50 baht under these programs.

The Bank also continued to implement the Debt Moratorium Program for Small and Medium-Sized Enterprises (SMEs) Affected by COVID-19, pursuant to the Cabinet resolution dated December 19, 2023. The program aims to alleviate the financial burden on affected SMEs and support their business recovery. In 2025, the Bank recognized government compensation of 2,210.08 Baht under the program.

Government Policy Programs Not Classified as Public Service Account Transactions (Non-PSA)

The Bank participated in the “Khun Soo, Rao Chuay” (You Fight, We Help) Program, pursuant to the Cabinet resolution dated December 11, 2024. The program is a debt assistance measure that is not classified as a government policy transaction under the PSA framework, with the government providing compensation through a 50% co-payment mechanism.

The Bank commenced implementation of the program in 2025 to assist targeted borrowers in managing their debt obligations and restoring their financial position in a sustainable manner. In 2025, the Bank recognized government compensation of 23,247,155.05 Baht under the program.

Measures to Support and Rehabilitate Business Operators under the Bank of Thailand

In addition, the Bank participated in measures administered by the Bank of Thailand to support and rehabilitate business operators under the Emergency Decree on the Provision of Financial Assistance for Business Operators Affected by the Coronavirus Disease 2019 Pandemic B.E. 2564 (2021). These measures are designed to enhance liquidity and support the recovery of the business sector and include the following key initiatives:

Financial Assistance Measures for Business Operators provide liquidity support to businesses affected by the COVID-19 pandemic. Under the measure, the Bank received government compensation at a rate of 2% per annum for a period of six months, with total compensation amounting to 2,563,335.67 Baht.

The Asset Warehousing Program, or the measure supporting the transfer of collateral assets for debt settlement, serves as another important mechanism for assisting affected business operators. The program allows borrowers to transfer collateral assets in settlement of debt while retaining the right to repurchase the assets subject to the program's terms and conditions. This mechanism helps alleviate debt burdens and provides businesses with an opportunity to rehabilitate their operations. The Bank received funding support at a cost of 0.01% per annum for a period of five years and provided assistance to business operators under the program with a total value of 2,165,370,286.97 Baht.

Role in Advancing Government Policies

The Bank's implementation of various government programs and measures in 2025 reflects the Islamic Bank of Thailand's role as a Specialized Financial Institution (SFI) and an important mechanism for advancing government policies. Leveraging its financial expertise, the Bank remains committed to assisting individuals and business operators, expanding access to financing, alleviating debt burdens, supporting economic recovery, and improving quality of life, particularly among targeted groups and in areas of strategic importance to the Bank.

• Board of Directors •





• Board of Directors Profiles •



Mr. Yongyutt Chaipromprasith Age 60

Chairman Islamic Bank of Thailand (March 27, 2024 - Present)

Education and Degrees

Master Degree

- ★ Master of Business Administration, Southern new Hampshire University, New Hampshire, USA

Bachelor Degree

- ★ Bachelor of Economics in Public Finance, Chulalongkorn University

Professional Experiences

2025 - Present	Director, Tobacco Authority of Thailand (TOAT)
2023 - 2025	Director, Airport of Thailand PCL. (AOT)
2018 - Present	Director, Scope Tower Co., Ltd.
2017 - Present	Director & CEO, Scope Co., Ltd.
2016 - 2018	Director, Sky Resort Co., Ltd. Director, Adler Realty Co., Ltd.
2016 - 2017	Director & CEO, Bangkok Sky Estate Co., Ltd.
2012 - 2014	Director, MCOT PCL. Director & Executive Director, Krung Thai Bank (KTB) Director, KT Zmico Securities Co., Ltd. Director & Audit Committee, Electricity Generating Authority of Thailand (EGAT) Subcommittee of Strategic Management, National Health Security Office (NHSO)
2008 - Present	Director, Natural Chemical Co., Ltd.
2005 - 2015	Director & CEO, AQ Estate PCL.



Mr. Komon Jirachaisudtigkun Age 65

Director (June 25, 2021 - October 10, 2025)

- ★ Chairman of Compliance, Good Governance and Innovation Subcommittee (July 29, 2021 - July 5, 2023)
- ★ Member of Executive Subcommittee (July 29, 2021 - September 30, 2022) / (January 5, 2023 - December 2, 2024)
- ★ Chairman of Executive Subcommittee (October 1, 2022 - January 4, 2023) / (December 3, 2024 - October 10, 2025)
- ★ Member of Nomination, Remuneration and Performance Appraisal Subcommittee (Jan 5, 2023- Oct 10, 2025)
- ★ Chairman of Legal Subcommittee (July 6, 2023 - Present)

Education and Degrees

Bachelor Degree

- ★ Bachelor of Laws (LL.B.), Ramkhamhaeng University

Professional Experiences

2024 - Present	Director, Amanah Leasing PCL
2020 - 2022	Director, The Transport Co., Ltd.
2018 - 2020	Deputy Secretary - General Office of the Council of State
2018 - 2000	Director, TOT PCL.
2017 - 2019	Director, Tourism Authority of Thailand
2011 - 2018	Permanent Law Councilor, Office of the Council of State
1997 - 2011	Director, Administrative Law Bureau, Office of the Council of State



Mrs. Wachiraya Permbhusri

Age 55

Director (June 25, 2021 - December 14, 2025)

- ★ Chairman of President's Performance Appraisal Subcommittee (July 29, 2021 - June 23, 2022) / (October 11, 2025 - December 14, 2025)
- ★ Member of Risk Oversight Subcommittee (July 29, 2021 - September 22, 2021) / (June 24, 2022 - December 14, 2025)
- ★ Chairman of Risk Oversight Subcommittee (September 23, 2021 - June 23, 2022)
- ★ Chairman of Nomination, Remuneration and Performance Appraisal Subcommittee (June 24, 2022 - December 14, 2025)
- ★ Member of President's Performance Appraisal Subcommittee (June 24, 2022 - September 30, 2022) / (July 6, 2023 - October 10, 2025)
- ★ Member of Executive Subcommittee (October 1, 2022 - January 4, 2023)
- ★ Chairman of Good Corporate Governance and Innovation Subcommittee (December 3, 2024 - December 14, 2025)

Education and Degrees

Master Degree

- ★ Graduate School of Business, University of Chicago, USA

Bachelor Degree

- ★ Bachelor of Economics (First Class Honours), Chulalongkorn University
- ★ CFA (Chartered Financial Analyst) CFA Institute, USA

Professional Experiences

2020 - Present	Deputy Director General, State Enterprise Policy Office, Ministry of Finance
2016	Director, Public Private Participation Promotion Bureau, State Enterprise Policy Office, Ministry of Finance
2013	Director, SOE Performance Evaluation Bureau, State Enterprise Policy Office, Ministry of Finance



Mrs. Chotinart Yongsoontorn

Age 64

Director (December 29, 2022 - Present)

- ★ Member of Executive Subcommittee (January 5, 2023 - July 5, 2023)
- ★ Member of Information System Development Subcommittee (January 5, 2023 - July 5, 2023)
- ★ Member of Compliance, Good Governance and Innovation Subcommittee (January 5, 2023 - July 5, 2023)
- ★ Chairman of Audit Subcommittee (July 6, 2023 - Present)
- ★ Member of Good Corporate Governance and Innovation Subcommittee (July 6, 2023 - Present)
- ★ Member of President's Performance Appraisal Subcommittee (December 3, 2024 - Present)
- ★ Member of Nomination, Remuneration and Performance Appraisal Subcommittee (December 25, 2025 - February 23, 2026)

Education and Degrees

Master Degree

- ★ Master of Business Administration (Marketing), Eastern Asia University

Bachelor Degree

- ★ Bachelor of Arts (Political Science), Ramkhamhaeng University

Professional Experiences

2015 - 2021	Executive Vice President, Branch Business Support Division, Ayudhya Bank, PCL.
2009 - 2015	Senior Vice President, Branch Business Support Department, Ayudhya Bank, PCL.
2006 - 2009	Senior Vice President, Operations Support Department, AIG Retail Bank

• Board of Directors Profiles •



Mrs. Vunnaporn Devahastin

Age 64

Director (December 29, 2022 - January 13, 2026)

- ★ Chairman of Information Technology Development Subcommittee (January 15, 2023 - January 13, 2026)
- ★ Member of Audit Subcommittee (January 5, 2023 - January 13, 2026)
- ★ Member of Risk Oversight Subcommittee (January 5, 2023 - December 2, 2024) / (July 31, 2025 - January 13, 2026)
- ★ Chairman of Risk Oversight Subcommittee (December 3, 2024 - July 30, 2025)
- ★ Member of President's Performance Appraisal Subcommittee (October 11, 2025 - January 13, 2026)

Education and Degrees

Master Degree

- ★ Master of Business Administration (International Relations), Azusa Pacific University, USA

Bachelor Degree

- ★ Bachelor of Accountancy, Chulalongkorn University

Professional Experiences

2022 - 2023	Director, National Telecom Public Co., Ltd. majesty the queen
2020 - Present	Secretary General, Foundation for the blind in Thailand under the Royal patronage of H.M. the Queen
2020 - 2023	Chairman of the Board, Thailand Post Distribution Co., Ltd.
2019 - 2022	Committee of the Board, Chulabhorn Royal Academy
2019 - 2021	Secretary General, Office of the National Digital Economy and Society Commission
2018 - 2019	Acting Secretary General, Office of the Personal Data Protection Committee and Society
2017 - 2018	Deputy Permanent Secretary, Office of the Permanent Secretary, Ministry of Digital Economy



Ms. Sumalee Satitchachareon

Age 56

Director (March 27, 2024 - August 31, 2025)

- ★ Chairman of President's Performance Appraisal Subcommittee (April 25, 2024 - August 31, 2025)
- ★ Member of Executive Subcommittee (April 25, 2024 - August 31, 2025)
- ★ Member of Nomination, Remuneration and Performance Appraisal Subcommittee (December 3, 2024 - August 31, 2025)
- ★ Member of Good Corporate Governance and Innovation Subcommittee (April 25, 2024 - December 2, 2024)

Education and Degrees

Master Degree

- ★ MBA (International Business) University of New Haven, USA
- ★ MSc. (International Financial Markets) University of Southampton, UK

Bachelor Degree

- ★ Bachelor of Science (Chemistry) King Mongkut Institute of Technology Thonburi

Professional Experiences

2023 - Present	Deputy Director General of Fiscal Policy Office, Ministry of Finance
2021 - 2023	Director of Savings and Investment Policy Division, Fiscal Policy Office, Ministry of Finance
2017 - 2021	Minister (Economic and Financial), Office of Economic and Financial Affairs, Royal Thai Embassy, Washington DC, USA
2015 - 2017	Director of Tax Policy Bureau, Fiscal Policy Office, Ministry of Finance
2014	Senior Expert on Tax System Development, Fiscal Policy Office, Ministry of Finance
2013	Senior Expert on Specialized Financial Institutions Development, Fiscal Policy Office, Ministry of Finance



Mr. Charcree-amorn Tirachulisoonthorn

Age 57

Director (November 27, 2024 - April 30, 2025)

- ★ Member of Executive Subcommittee (December 3, 2024 - April 30, 2025)
- ★ Member of Good Corporate Governance and Innovation Subcommittee (December 3, 2024 - April 30, 2025)
- ★ Member of Nomination, Remuneration and Performance Appraisal Subcommittee (December 3, 2024 - April 30, 2025)

Educational and Degrees

Master Degree

- ★ Master of Business Administration (Investment), Drexel University, USA

Bachelor Degree

- ★ Bachelor of Laws (LL.B.), Thammasat University

Professional Experiences

2020 - Present	Independent Director and Audit Committee Member, Chayo Capital PCL.
2022 - 2023	Chairman of the Board, SABUY Alliance Co., Ltd. Chairman of the Board, iSoftel (Thailand) Co., Ltd. Director, TERO SABUY Co., Ltd. Director, Lock SABUY Co., Ltd. Director, Infogrammer Co., Ltd. Director, KEEN Profile Co., Ltd. Director, EATLAB Co., Ltd. Chief Executive Officer and Director, SABUY Accelerator Co., Ltd. Chief Executive Officer and Director, Platt Fin Serve Co., Ltd.
2020 - 2023	Advisor, Chairman of the Committee on Finance & Treasury, Financial Institutions and Market, House of Representative Advisor, Chairman of the Committee on Budget Study, Preparation and Evaluation, House of Representative
2019 - 2020	Chief Executive Officer of Srikrungwattana Co., Ltd.
2017 - 2019	Chief Executive Officer, Dolphin Group Co., Ltd.
2014 - 2019	Independent Director, Audit Committee, Risk Management Committee, Metro System Corporations PCL.
2013 - 2019	President, Tan Power PCL.
2010 - 2012	Independent Director, Audit Committee Member, Risk Management Committee Member, Sino-Thai Resource and Development PCL.
2004 - 2006	Deputy Managing Director, BEC-Tero Entertainment PCL.
2003 - 2004	Director, Kasikorn Asset Management Co., Ltd.
2002 - 2003	Director, Kasikorn Factoring Co., Ltd.
1999 - 2003	Senior Vice President, Branch Channel Management Department, and Marketing Support Department, Kasikorn Bank PCL.
1994 - 1999	Assistant Vice President, Investment Banking Department, Kasikorn Bank PCL.



Pol. Maj. Gen. Thianchai Kamapaso

Age 65

Director (November 27, 2024 - July 4, 2025)

- ★ Chairman of Employee Relations Committee (December 3, 2024 - July 4, 2025)
- ★ Member of Audit Subcommittee (December 3, 2024 - July 4, 2025)
- ★ Member of Risk Oversight Subcommittee (December 3, 2024 - July 4, 2025)

Education and Degrees

Master Degree

Master of Arts, Thammasat University

Bachelor Degree

- ★ Bachelor of Arts (B.A.), Ramkhamhaeng University
- ★ Bachelor of Laws (LL.B.), Bangkok thonburi University

Professional Experiences

2024 - Present	Director, MCOT PCL.
2020 - 2023	Director, Industrial Estate Authority of Thailand
2018 - 2020	Commander, Phetchaburi Provincial Police Division

• Board of Directors Profiles •



Mr. Kraisit Anukoolutaiwong

Age 64

Director (July 29, 2025 - Present)

- ★ Chairman of Employee Relations Committee (July 31, 2025 - Present)
- ★ Member of Nomination, Remuneration and Performance Appraisal Subcommittee (July 31, 2025 - December 24, 2025)
- ★ Member of Executive Subcommittee (October 11, 2025 - Present)
- ★ Chairman of Nomination, Remuneration and Performance Appraisal Subcommittee (December 25, 2025 - Present)

Education and Degrees

Master Degree

- ★ Master of Public Administration, National Institute of Development Administration (NIDA)

Bachelor Degree

- ★ Bachelor of Political Science, Thammasat University

Professional Experiences

2025 - Present	Director, Amanah Leasing PCL.
2021 - Present	Advisor, TPI Polene PCL.
2018 - 2021	Executive Vice President, Human Resources Management, IRPC PCL. Executive Vice President, Innovation and Operational Excellence, IRPC PCL. Acting Head, Human Resources Strategy and Organizational Effectiveness Division
2015 - 2019	Director, IRPC Technology PCL.
2012 - 2015	Director, TPI Internet Porta PCL.



Mr. Nattakarn Boonsri

Age 49

Director (July 29, 2025 - Present)

- ★ Member of Executive Subcommittee (July 31, 2025 - October 10, 2025)
- ★ Member of Good Corporate Governance and Innovation Subcommittee (July 31, 2025 - Present)
- ★ Chairman of Executive Subcommittee (October 11, 2025 - Present)

Educational and Degrees

Master Degree

- ★ Master of Economics, University of Wisconsin- Madison, USA

Bachelor Degree

- ★ Bachelor of Political Science (Public Finance), Chulalongkorn University

Professional Experiences

2025 - November 2025	Expert Director, Thailand Privilege Card Co., Ltd.
2018 - November 2025	Director, Chief Executive Officer Nonnadon Co., Ltd.
2017 - Present	Executive Committee Sai Sathien Co., Ltd.
2003 - 2017	Public Debt Management Office, Ministry of Finance Senior Expert on Bond Market Development, Bond Market Development Bureau, Public Debt Management Office, Ministry of Finance Director, Government Bond Market Development Division, Public Debt Management Office, Ministry of Finance Director, Fund Management and Bond Market Infrastructure Development Division, Public Debt Management Office, Ministry of Finance Director, Risk Management Division, Public Debt Management Office, Ministry of Finance
2001 - 2003	Policy and Planning Analyst, Office of the National Economic and Social Development Council



Mr. Worawit Phantanusorn

Age 55

Director (July 29, 2025 - Present)

- ★ Chairman of Risk Oversight Subcommittee (July 31, 2025 - February 23, 2026)
- ★ Member of Information Technology Development Subcommittee (July 31, 2025 - February 23, 2026)
- ★ Member of Audit Subcommittee (July 31, 2025 - Present)

Education and Degrees

Master Degree

- ★ Master of Science University of Colorado at Boulder, USA
- ★ Master of Business Administration, Chulalongkorn University

Bachelor Degree

- ★ B Eng. Department of Electronics Engineering King Mongkut's Institute of Technology

Professional Experiences

2025 - Present	Director, Amanah Leasing PCL. Consultant Time Consulting Ltd. Advisor to CEO, BCPG PCL.
2023 - Present	Customer Team Lead, Nokia (Thailand) Ltd.
2021 - 2023	Client Account Lead, Accenture Solution Ltd.
2014 - 2020	Senior Manager, Deloitte Consulting Ltd.
2005 - 2014	Country Manager, Detecon Asia Pacific Ltd. Account Manager (Team Lead), Locus Telecommunications Inc.



Dr. Thaweelap Rittapirom

Age 58

Director and President (December 29, 2022 - Present)

- ★ Member of Risk Oversight Subcommittee (January 5, 2023 - Present)
- ★ Member of Nomination, Remuneration and Performance Appraisal Subcommittee (January 5, 2023 - Present)
- ★ Member of Information Technology Development Subcommittee (January 5, 2023 - Present)
- ★ Member of Executive Subcommittee and Secretary (January 5, 2023 - Present)

Education and Degrees

Doctoral Degree

- ★ Doctor of Jurisprudence (J.S.D.), University of Chicago Law School, USA

Master Degree

- ★ Master of Laws (LL.M.), University of Chicago Law School, USA
- ★ Master of Laws (LL.M.), University of Michigan Law School, USA

Bachelor Degree

- ★ Bachelor of Laws (LL.B.), Thammasat University

Professional Experiences

2025 - January 2026	Director, Amanah Leasing PCL.
2025 - Present	Member, Subcommittee of the Reform of Laws and Regulations in Compliance with the Standards of the Organisation for Economic Co-operation and Development (OECD)
2025 - Present	Qualified Committee Member in the Field of Finance, Electronic Transactions Committee, Electronic Transactions Development Agency (ETDA), Ministry of Digital Economy and Society
2022 - Present	Committee Member, University Council, Thammasat University
2020 - Present	Committee Member, Law Reform Commission, Office of the Council of State
2019 - Present	President, Educational Supporting Foundation, Satun Wittaya School
2019 - 2022	Member, Corporate Governance Committee, Bangkok Bank PCL.
2018 - 2022	Member, Board of Executive Directors, Bangkok Bank PCL.
2010 - 2022	Executive Director and Executive Vice President, Bangkok Bank PCL.







Asst. Prof. Dr. Maroning Salaeming Age 59

Chairman of the Shariah Advisory Council

Education and Degrees

Doctoral Degree

- ★ Ph.D. in Principles of Jurisprudence, Islamic University of Madina, Saudi Arabia

Master Degree

- ★ M.A. in Principles of Jurisprudence, Islamic University of Madina, Saudi Arabia

Bachelor Degree

- ★ B.A. in Islamic Law, Islamic University of Madina, Saudi Arabia

Professional Experience

- ★ Expert for Sheikhul Islam Office
- ★ Academic Working Group Hajj Affairs Office of Thailand, year 2023 (H.S. 1444)
- ★ Licensee of Udomsarn Wittaya School, Mueng District, Yala
- ★ Lecturer of Islamic law, Faculty of Islamic Science, Prince of Songkhla University, Pattani Campus
- ★ Chairman of Shariah Advisory Committee (Shariah Board), Dhipaya Insurance Ltd.
- ★ Member of Shariah Advisory Committee, Bina Islamic Cooperative, Ltd.
- ★ Member of the Shariah Advisory Council from 2013 - 2023, Islamic Bank of Thailand

Past Working Experience

- ★ Deputy Secretary-General, Southern Border Provinces Administrative Centre
- ★ Foreign Affairs Advisor to the Central Islamic Committee of Thailand
- ★ Standing Committee Member, College of Islamic Studies, Prince of Songkla University, Pattani Campus
- ★ Expert Evaluator for Research Projects Under the Target-Oriented Research Program for National Development Needs, ASEAN Community Group, Joint Program between TRF and NSTDA

Past Performance

- ★ Research papers and academic articles on various topics, such as the mediation on family disputes and heritage in compliance with Islamic laws in the southern border provinces, the development of system and efficiency of the mediation on family disputes and heritage in compliance with Islamic laws in the southern border provinces, Shariah principles for financial transactions in the seminar on “Shariah and financial innovations”, the insurance in compliance with Islamic law, and the Shariah - applied investment in Thailand



Mr. Pramote Meesuwan

Age 60

Member of the Shariah Advisory Council

Education and Degrees

Master Degree

- ★ M.A. in Islamic Studies for Development, Bangkok thonburi University, Bangkok, Thailand

Bachelor Degree

- ★ Faculty of Islamic Communication or Faculty of Islamic Propagation, Major in Shariah Islamiyyah, Al-Azhar University, Cairo, Egypt

Professional Experience

- ★ Imam Badrulummineen Masjid (Sala Loi), Vadhana District, Bangkok
- ★ Religious and Arabic teacher of senior high school level, Miftah El Uloom El Deneyah School (Ban Don)
- ★ Chairman of the Board of Director, Pre-school Child Development Center, Sala Loi Community, Bangkok
- ★ Guest Speaker on religious topics for Visaidham Parithas, Kasetsat University Radio Station AM 1107 every Sunday
- ★ Guest Speaker at religious instructions and organizations and at Friday prayer
- ★ Advisor to Executive Committee, Alumni Association of Miftah El Uloom El Deneyah School
- ★ Member of the Shariah Advisory Council from 2013 - 2023, Islamic Bank of Thailand

Past Performance

- ★ Guest Speaker on religious topics for radio programs on AM 1251 and AM 981 stations
- ★ Writer of academic textbooks:
 - “Key to Arabic Language”, a key to understand Arabic language as it contains part of Arabic grammar and more than 4,500 Arabic words.
 - “Dua : the brain of Ibadah”, one of the most complete book of Dua (supplication) with translation used in several occasions.
 - “Arabic-English-Thai Dictionary”, which contains more than 30,000 words including conversation dialogues in three languages.



Mr. Senee Yoopensuk

Age 55

Member of the Shariah Advisory Council

Education and Degrees

Master Degree

- ★ M.A. in Arabic Linguistics and Literatures, Aligarh Muslim University, India

Bachelor Degree

- ★ B.A. in Al - Hadith and Islamic Studies, Abu Bakr University, Karachi, Pakistan

Professional Experience

- ★ Advisor, Sanabilkoir Foundation for Social Development
- ★ Speaker on Islamic Voice Radio 24 hrs. from 2019 - 2024
- ★ Shariah advisor, Krungthai Asset Management PLC. (Islamic Fund)
- ★ Director, Khunnatham Wittaya School, Chacheongsao Province
- ★ Member of Phillip Life Assurance PLC.
- ★ Member of the Shariah Advisory Council from 2013 - 2023, Islamic Bank of Thailand
- ★ Vice President of Sasanupatham School Alumni Association from 2023 - 2024

Past Working Experience

- ★ TMTV Academician at Thai - Muslim TV Station (TMTV)
- ★ Guest speaker at religious schools
- ★ Member of Committee of Islamic Studies lesson development of Rajabhat Phranakorn University
- ★ Member of Committee of Non-formal Education, Donchimplee Sub-district, Bangnampriew, Chacheongsao Province
- ★ Member of Committee to set up the Islamic insurance system, Siam Samsung Takaful Co. Ltd.
- ★ Secretary of the Islamic Center Committee of Thailand, International department.
- ★ Guest speaker on religious issues for the TV station, website and radio of Muslim Foundation (24 - hour TV Muslim)
- ★ Independent Researcher on the Middle East (Politics and Economy), Institute of Asian Studies, Chulalongkorn University
- ★ Advisor of Parent - Student Club of a religious school, 2019 - Present



Mr. Santi Suasaming

Age 55

Member of the Shariah Advisory Council

Education and Degrees

Postgraduate Diploma

- ★ Certificate of Advance Islamic Studies, Samalik Institute, Ministry of Education of Egypt, Cairo, Egypt

Bachelor Degree

- ★ B.A. in Islamic Theology (Al-Hadith), Al-Azhar University, Cairo, Egypt

secondary education

- ★ International Student College Al-Azhar University Cairo, Egypt (1993)

Professional Experience

- ★ Expert for Sheikhu Islam Office
- ★ Speaker, Radio Programs for Muslim (i.e., Voice from Majlis, Muslim Broadcasting Assembly of Thailand, Al-Yuman Islam Office, Muslim Association of Al-Quran Reader of Thailand, Muslim Mass Media Association of Thailand and Islamic Center of Thailand)
- ★ Chairman, Al-Falah Foundation for Islamic studies and Director of Al-Falah Sassanawit Institute, Chachoengsao
- ★ Khatib (Preacher), Nurul Islam Masjid, Banpa, Suanluang, Bangkok
- ★ Speaker, Television Programs (i.e., Sheikhu Islam Office, Salam Ramadhan)
- ★ Member of the Shariah Advisory Council from 2017 - 2023, Islamic Bank of Thailand

Past Working Experience

- ★ Chairman, Academic Section, Association of Islamic Teaching Schools (Sanawi Schools)
- ★ Editor, Committee of Arab Student Alumni Association, (2546 B.E.)
- ★ Member, Primary Education Curriculum Improvement Committee, Kurusampan Association.
- ★ Member, Primary Islamic Education Textbook Compiling Committee.
- ★ Advisor, Committee of Muslim Organization of Thailand (CMOT)
- ★ Member of Committee, The World Organization for al-Azhar Graduates, Thailand Branch
- ★ Expert for National Moral Promotion committee
- ★ Speaker, Southern Border Provinces Administration Centre/Internal Security Operations Command.
- ★ Member of Jularachamontri Working Committee, Sheikhu Islam Office.
- ★ Member of Committee, Summary Writing on Islamic Expert Seminar, National Legislative Assembly.

Past Performance

- ★ Books/Articles on website, www.alisuasaming.com







Dr. Thaweelap Rittapirom

Age 58

Director and President (December 29, 2022 - Present)

- ★ Member of Risk Oversight Subcommittee (January 5, 2023 - Present)
- ★ Member of Nomination, Remuneration and Performance Appraisal Subcommittee (January 5, 2023 - Present)
- ★ Member of Information Technology Development Subcommittee (January 5, 2023 - Present)
- ★ Member of Executive Subcommittee and Secretary (January 5, 2023 - Present)

Education and Degrees

Doctoral Degree

- ★ Doctor of Jurisprudence (J.S.D.), University of Chicago Law School, USA

Master Degree

- ★ Master of Laws (LL.M.), University of Chicago Law School, USA
- ★ Master of Laws (LL.M.), University of Michigan Law School, USA

Bachelor Degree

- ★ Bachelor of Laws (LL.B.), Thammasat University

Professional Experiences

- 2025 - January 2026 Director, Amanah Leasing PCL.
- 2025 - Present Member, Subcommittee of the Reform of Laws and Regulations in Compliance with the Standards of the Organisation for Economic Co-operation and Development (OECD)
- 2025 - Present Qualified Committee Member in the Field of Finance, Electronic Transactions Committee, Electronic Transactions Development Agency (ETDA), Ministry of Digital Economy and Society
- 2022 - Present Committee Member, University Council, Thammasat University
- 2020 - Present Committee Member, Law Reform Commission, Office of the Council of State
- 2019 - Present President, Educational Supporting Foundation, Satun Wittaya School
- 2019 - 2022 Member, Corporate Governance Committee, Bangkok Bank PCL.
- 2018 - 2022 Member, Board of Executive Directors, Bangkok Bank PCL.
- 2010 - 2022 Executive Director and Executive Vice President, Bangkok Bank PCL.



Mr. Teera Yeegob

Age 54

Executive Vice President of Branch Banking Group

Education and Degrees

Master Degree

- ★ Master of Business Administration Program for Executive, Burapha University

Bachelor Degree

- ★ Bachelor of Arts, Suan Sunandha Rajabhat University

Professional Experience

Islamic bank of Thailand

2025 - Present	Executive Vice President of Branch Banking Group
2018 - 2024	Executive Vice President of Branch Banking Group and Acting Vice President Branch Administration 2 Department
2016 - 2018	Senior Vice President Branch Administration 2 Department and Acting Executive Vice President of Branch Banking Group
2016	Senior Vice President of Branch Administration Department Acting Vice President of Communication and Corporate Image Department
2015 - 2016	Vice President of Branch Administration Department Acting Vice President of Communication and Corporate Image Department
2014 - 2015	Vice President of Branch Administration Department
2012 - 2014	Deputy Vice President of SMEs Business Department
2011 - 2012	Assistant Vice President of SMEs Business Department
2008 - 2011	Manager / Senior Manager of Branch Administration Department
2007 - 2008	Manager of Thung Khru Branch / Asoke Branch
2006	Manager of Branch Administration

Others

2019 - Present	Board of Amanah Leasing Public Company Limited
1991 - 2006	Siam Commercial Bank (SCB)
1989 - 1990	Thai Military Bank (TMB)



Pol.Capt. Poomin Peongsujarit

Age 51

Executive Vice President Debt Restructuring and Legal Group

Education and Degrees

Master Degree

- ★ M.B.A. Kasetsart University
- ★ M.A. (Political Science) Ramkhamhaeng University

Bachelor Degree

- ★ Bachelor of Engineering (Industrial Engineering), Kasetsart University

Professional Experience

Islamic bank of Thailand

2013 - Present	Executive Vice President
2012	Senior Vice President, Compliance Department
2011	Vice President, Compliance Department

Others

2008 - 2010	Vice President, Dhanarak Asset Development Co.,Ltd.
2004 - 2007	Special Case Inquiry Officer, Department of Special Investigation.
1997 - 2004	Sub - Inspector, Royal Thai Police.
1997	Factory Inspection Engineer, Department of Industrial Works.



Mrs. Nuchjaree Pakdeechoarn

Age 54

Executive Vice President Retail Banking Group

Education and Degrees

Master Degree

- ★ Master of Economics (Monetary and Industrial Economics)
National Institution of Development Administration (NIDA)

Bachelor Degree

- ★ B.A. (Science in Agricultural Business) Kingmongkut Institute of Technology Ladkrabang (KMITL)

Professional Experience

Islamic Bank of Thailand

2024 - Present	Executive Vice President Retail Banking Group
2024	Executive Vice President Corporate Strategy Group and Acting Vice President Organization and Development Department
2023 - 2024	Executive Vice President Corporate Strategy Group Acting Vice President Strategy Department and Acting Vice President Organization and Development Department
2021 - 2023	Executive Vice President Corporate Strategy Group Acting Vice President Strategy Department
2020 - 2021	Executive Vice President Corporate Strategy Group Acting Vice President Strategy Department and Acting Vice President Organization and Development Department
2019 - 2020	Executive Vice President Corporate Strategy Group Acting Vice President Strategy Department
2018 - 2019	Executive Vice President Management Support Strategy Group Acting Vice President Strategy Department
2015 - 2018	Senior Vice President Bank Strategic Department
2014 - 2015	Senior Vice President Risk Management Department
2013 - 2014	Senior Vice President Risk Management Department Acting Vice President Shariah Products Department
2012 - 2013	Senior Vice President Risk Management Department
2010 - 2011	Vice President Risk Management Department Acting VP Bank Strategic Department

Others

- ★ Board of Centre for Muslim World Policies, The Faculty of Economics, Chulalongkorn University.
- ★ Investment Sub Committee, Nation Savings Fund.
- 1997 - 2003 Officer Credit Risk Management UOB Bank
- 1996 - 1997 Researchers, Association of Finance Companies



Mr. Chakri Boonyakiat

Age 50

Executive Vice President Corporate Strategy Group and Acting Vice President Organization and Development Department

Education and Degrees

Master's degree

- ★ Master of Business Administration SASIN Graduate Institute of Business Administration of Chulalongkorn University

Bachelor's degree

- ★ Bachelor of Engineering Chulalongkorn University

Professional Experience

Islamic bank of Thailand

2024 - Present	Executive Vice President Corporate Strategy Group and Acting Vice President Organization and Development Department
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Others

2022 - 2023	Vice President - Finance, Accounting, and IT (CFO) Somboon Advance Technology PCL
2018 - 2022	Director - Deal Advisory (PPP & Infrastructure) KPMG Phoomchai Business Advisory Ltd.
2015 - 2018	Vice President Portfolio and Investment/ Financial Consultant/ Project Manager TEAM CONSULTING ENGINEERING AND MANAGEMENT PCL.
2014 - 2015	Senior Business Director CHUO BUSINESS VENTURES Co., Ltd.
2013 - 2014	Vice President Relationship Manager BANK of AYUDHAYA PCL
2001 - 2013	Vice President Relationship Manager Corporate Banking / Investment Banking BANGKOK BANK PCL



Ms. Yuwaporn Prasertsri

Age 54

Executive Vice President Corporate Banking Group
Acting Executive Vice President SMEs Banking Group

Education and Degrees

Master Degree

- ★ Master's degree in Financial Business The National Institute of Development Administration (NIDA)

Professional Experience

- ★ Bachelor's degree in Business Administration
 Thammasat University

Professional Experience

Islamic bank of Thailand

2025 - Present	Executive Vice President Corporate Banking Group Acting Executive Vice President SMEs Banking Group
2024	Executive Vice President Corporate Banking Group Acting Executive Vice President SMEs Banking Group and Acting Vice President SMEs Banking Department 1
2023 - 2024	Executive Vice President Corporate Banking Group and Acting Executive Vice President SMEs Banking Group
2021 - 2023	Executive Vice President Corporate Banking Group and Acting Vice President Corporate Banking Department 1
2020	Executive Vice President Corporate Banking Group
Others	
2019 - 2020	First Vice President Commercial Banking CIMB Thai Bank Public Company Limited
2018 - 2018	Senior Vice President Commercial Banking United Overseas Bank Limited
2017 - 2018	Senior Vice President Client Relation Management, Wholesale Banking Thanachart Bank Public Company Limited
2014 - 2017	Team Head Commercial Banking, Senior Vice President Thai Credit Retail Bank Public Company Limited
2012 - 2014	Team Head of Regional Business Banking Thai Military Bank Public Company Limited
2011 - 2012	Vice President, Corporate Business Department 8 Bank of Ayudhya Public Company Limited
2008 - 2011	Head of Business Centers (Srinakarin and Sriracha Business Centers), Vice President Industrial and Commercial Bank of China (Thai)
2005 - 2008	Relationship Manager, Wholesale Banking, Siam Commercial Bank
2002 - 2005	Relationship Manager, Wholesale Banking, Bankthai Public Company Limited
1996 - 2002	Relationship Manager, Wholesale Banking, DBS Thai Danu Bank Public Company Limited
1993 - 1995	Credit officer Thai Finance and Securities Public Company Limited
1993 - 1993	Staff of International Trade Department Siam Commercial Bank



Mrs. Wimolrat Piyasathapornpong

Age 54

Executive Vice President Finance Group

Education and Degrees

Master Degree

- ★ Master of Science in Finance Accounting Chulalongkorn University

Professional Experience

- ★ Bachelor of Arts Business Administrative (Accounting)
 Srinakharinwirot University

Certification

- ★ CPA : Certified Public Accountant

Professional Experience

Islamic bank of Thailand

2024 - Present	Executive Vice President Finance Group
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Others

2024	Deputy Chief Risk officer AUTO X CO., LTD.
2023 - 2024	Deputy Director, Financial Services Protection and Examination Department Bank of Thailand
2022 - 2023	Deputy Director, Specialized Financial Institutions Supervision and Examination Department Bank of Thailand
2021 - 2022	Deputy Managing Director, Corporate Support Group Small and Medium Enterprise Development Bank of Thailand
2020 - 2021	Deputy Director, Financial Consumer Protection Department People's Debt Resolution Division Bank of Thailand
2013 - 2020	Senior Credit Specialist, Examination Department 1 Bank of Thailand
2011 - 2013	Team Executive Examination Department 1 Bank of Thailand
1994 - 2011	Examiner and Senior Examiner Bank of Thailand
1993 - 1994	Accountant TPI POLENE PUBLIC COMPANY LIMITED



Ms. Vipada Rittirote

Age 51

Executive Vice President Administration and Human Resource Group and Acting Vice President Human Resource Department

Education and Degrees

Master's degree

- ★ Master of Human Resource and Organization Development (HROD) National Institute of Development Administration (NIDA)

Certification

- ★ Certified Management Consultant (CMC)
- ★ Certificate in Digital Transformation for HCM

Professional Experience

Islamic bank of Thailand

2024 - Present Executive Vice President Administration and Human Resource Group And Acting Vice President Human Resource Department

Others

2023 - 2024 Head of Human Resources Vichaiyut Hospital (VCH)
 2013 - 2022 First Vice President, Head of Human Resources Sukhumvit Asset Management Company Limited (SAM)
 2012 - 2013 Vice President, Head of Human Resources The South East Insurance Public Company Limited (SEC Group)
 2011 - 2012 Vice President, HR Business Partner United Overseas Bank Thai Public Company Limited (UOBT)
 2010 - 2011 Head of Staffing and HR Business Partner Ayudhya Capital Auto Lease (AYCAP) or Krungsri Auto
 2007 - 2010 Assistant Vice President, HR Business Partner United Overseas Bank (Thai) Public Company Limited (UOBT)
 2003 - 2007 Public Sector Development Office Office of The Public Sector Development Commission (OPDC)
 2001 - 2003 Personal Analyst Office of The Civil Service Commission (OCSC)



Mr. Cherdchai Lertdamrongluck

Age 58

Senior Vice President Commercial Credit Risk Management Department and Acting Executive Vice President Risk Management Group

Education and Degrees

Master's degree

- ★ Master of Business Administration National Institute of Development Administration

Bachelor's degree

- ★ Bachelor of Business Administration Chulalongkorn University

Professional Experience

Islamic bank of Thailand

2025 - Present Senior Vice President Commercial Credit Risk Management Department and Acting Executive Vice President Risk Management Group
 2021 - 2025 Senior Vice President Commercial Credit Risk Management Department
 2019 - 2021 Senior Vice President Corporate Banking Department 1

Others

2011 - 2018 First Vice President, Corporate Banking Underwriting 2 Thanachart Bank Public Company Limited
 2008 - 2011 Vice President, Corporate Banking Underwriting Team Siam City Bank Public Company Limited
 2005 - 2007 Vice President, Corporate Banking TMB Bank Public Company Limited
 1990 - 2004 Assistant Vice President, Corporate Finance Department 1 The Industrial Finance Corporation of Thailand (IFCT)



Mr. Thanapol Sitchanukrit

Age 49

Senior Vice President IT Development and Management
Department and Acting Executive Vice President Technology and
Electronic Operation Group

Education and Degrees

Master's degree

- ★ Master of Science Chulalongkorn University

Bachelor's degree

- ★ Bachelor of Science Mahidol University

Professional Experience

Islamic bank of Thailand

- | | |
|----------------|--|
| 2025 - Present | Senior Vice President IT Development and Management Department and Acting Executive Vice President Technology and Electronic Operation Group |
| 2024 - 2025 | Senior Vice President IT Development and Management Department |

Others

- | | |
|-------------|---|
| 2016 - 2024 | Director of IT Strategy and Planning Sukhumvit Asset Management Co., Ltd. |
| 2014 - 2016 | Manager of Government Fiscal Management System Development Krunghthai Computer Services Co., Ltd. |
| 2002 - 2014 | Project Manager T-Systems (Thailand) Ltd. |
| 2000 - 2001 | Lecturer, Department of Business Computer Dhurakij Pundit University |

02

Operating Results Report





Awards and Achievements 2025



★ Received the Public Sector Excellence Award 2025 (Good Level) in the Public Service Delivery Category, Responsive Service Type, in recognition of the collaboration between ibank and EXIM Bank in implementing the Halal Product Entrepreneurs Export Promotion Project, aimed at enhancing the capabilities of SMEs and expanding the market for Thai halal products internationally. The award ceremony was held at IMPACT Muang Thong Thani.





★ At the Thailand Awards 2025, ibank received the “Organization of the Year” award in the Islamic Financial Services category, while Dr. Thaweelap Rittapirom received the “Organizational Leader of the Year” award in the Financial Institution Management and Development category. The awards were presented by the Foundation for Thai Society under the “One Million Seeds of Goodness to Repay the Nation” Project at the Royal Thai Air Force Auditorium in Bangkok.

Business Environment, Business Plans and Strategy

Global Economic Conditions in 2025 and Outlook for 2026

The global economy in 2025 expanded resiliently at 3.2%, driven by the momentum of consumption and front-loaded export activity aimed at avoiding the impact of trade protectionist policies. Nonetheless, the outlook for 2026 carries the risk of a significant slowdown to a range of 2.6%-2.9%, with a key variable being the intensifying conflict in the Middle East, escalated by direct confrontation between Israel-the United States and Iran in early 2026. This has driven Brent crude oil prices above USD 90 per barrel, impacting production and transportation costs worldwide, while the closure of the Strait of Hormuz - the world's principal energy transport route - has resulted in an energy shortage that will affect supply chains and reignite inflationary pressure. Several central banks may consequently be compelled to delay interest rate cuts. Beyond the war-related factors, the slowdown in China's economy and the impact of tariff barriers represent additional pressures contracting global trade volumes. The business sector in 2026 may need to prepare to contend with an economic slowdown amid rising energy and transportation costs.

Economic Growth and Export Value Growth of Major Countries

YoY%	GDP								Export Value of Goods (US Dollars)							
	2022	2023	2024	2025									2022	2023	2024	2025
	Full Year	Full Year	Full Year	Q1	Q2	Q3	Q4	Full Year	Full Year	Full Year	Full Year	Q1	Q2	Q3	Q4	Full Year
US	2.5	2.9	2.8	2.3	2.0	2.4	N/A	N/A	18.7	-2.1	1.7	3.6	6.3	3.8	N/A	N/A
Eurozone	3.6	0.4	0.9	1.6	1.5	1.4	1.3	1.5	5.3	2.0	0.6	4.9	5.4	7.9	9.4	6.9
United Kingdom	5.2	0.3	1.1	1.9	1.6	0.8	1.0	1.3	15.6	1.0	5.1	5.5	8.5	6.3	5.0	6.3
Australia	4.2	2.1	1.1	1.5	1.9	2.0	N/A	N/A	19.9	-9.9	-8.4	-8.0	-2.6	1.0	5.9	-0.9
Japan	1.3	0.7	-0.2	1.6	2.0	0.6	0.1	1.1	-1.2	-4.0	-1.4	5.0	7.8	1.4	3.8	4.4
China	3.1	5.4	5.0	5.4	5.2	4.8	4.5	5.0	5.6	-4.7	5.8	5.6	6.1	6.5	3.8	5.5
India	7.0	8.8	6.7	7.4	7.8	8.2	N/A	N/A	14.6	-4.8	2.6	-4.3	-2.2	8.3	1.7	0.6
South Korea	2.7	1.6	2.0	-0.03	0.6	1.8	1.5	1.0	6.1	-7.5	8.1	-2.3	2.1	6.5	8.4	3.8
Taiwan	2.7	1.1	5.3	5.5	7.7	8.4	12.7	8.7	7.4	-9.8	9.8	17.5	34.1	36.5	49.4	34.9
Hong Kong	-3.7	3.2	2.5	3.0	3.1	3.8	3.8	3.5	-9.3	-7.8	9.1	11.5	14.2	14.7	20.8	15.4
Singapore	4.0	1.5	5.3	3.9	4.6	4.6	6.9	5.0	12.7	-7.7	6.2	3.0	16.0	11.2	18.2	12.2
Indonesia	5.3	5.1	5.0	4.9	5.1	5.0	5.4	5.1	26.1	-11.4	3.0	6.5	8.9	9.0	0.8	6.2
Malaysia	9.0	3.5	5.1	4.4	4.4	5.4	6.3	5.2	17.6	-11.1	5.7	10.8	13.5	12.4	17.6	13.7
Philippines	7.6	5.5	5.7	5.4	5.5	4.0	3.0	4.4	6.5	-7.5	-0.5	10.4	16.2	12.9	21.7	15.2
Vietnam	8.5	5.0	7.0	7.1	8.2	8.3	8.5	8.0	10.6	-4.6	14.4	11.0	18.1	18.2	18.9	16.7
Thailand	2.6	2.2	2.9	3.1	2.8	1.2	2.5	2.4	5.4	-1.5	5.9	15.4	14.9	11.5	9.4	12.7

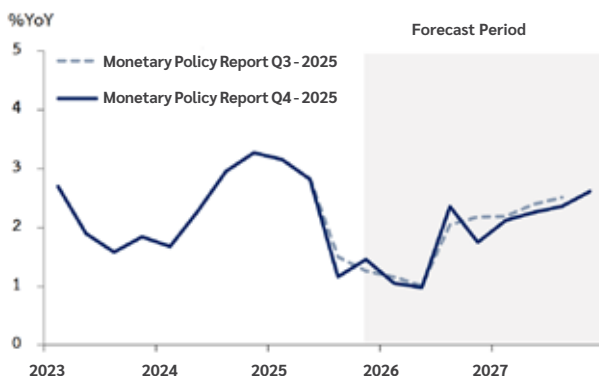
Source: CEIC, compiled by the Office of the National Economic and Social Development Council



Thai Economic Conditions in 2025 and Outlook for 2026

The Thai economy expanded by 2.4% in 2025, driven mainly by private consumption and accelerated investment through the Board of Investment (BOI) in target industries, together with the tourism sector's continued recovery toward its target of 34 million visitors. Nonetheless, domestic purchasing power remained fragile owing to household debt exceeding 86% of GDP, while inflation hovering at a near-negative level reflected weak demand conditions. For the 2026 outlook, the economy is projected to slow to 1.5%-2.0%, as it faces negative pressure from US trade protectionist policies that have begun to fully impact the export sector, compounded by political uncertainty during the transitional period surrounding the election and the potential delay in preparing the fiscal year 2027 expenditure budget. In addition, the risk from the intensifying conflict in the Middle East continues to drive Brent crude oil prices higher, placing Thailand at risk of stagflation - an economic slowdown amid rising energy and transportation costs. The business sector in 2026 must therefore place strong emphasis on rigorous cost risk management and accelerate operational efficiency improvements through technology in order to preserve competitiveness amid global economic volatility and the mounting domestic headwinds it faces.

Real Gross Domestic Product (Real GDP)



Source : Ministry of Commerce; calculations and forecasts by the Bank of Thailand (BOT).

Percent per Year	2024	2025 ^F	2026 ^F	2027 ^F
Economic Growth Rate	2.5	2.2 (2.2)	1.5 (1.6)	2.3
Domestic Demand	3.0	2.3 (1.7)	1.6 (1.8)	2.3
Private Consumption	4.4	2.4 (2.1)	1.9 (1.8)	2.0
Private Investment	-1.6	2.0 (0.3)	2.2 (1.4)	2.8
Public Consumption	2.5	0.3 (0.8)	0.0 (0.6)	1.6
Public Investment	4.8	7.1 (5.1)	0.8 (6.5)	5.7
Export Volume of Goods and Services	7.8	8.7 (7.3)	1.2 (-0.3)	1.5
Import Volume of Goods and Services	6.3	6.8 (4.3)	1.5 (0.4)	1.2C
Current Account Balance (USD billion)	11.6	14.0 (16.0)	12.0 (13.0)	13.0
Export Value of Goods (% per year)	5.9	12.0 (10.0)	0.6 (-1.0)	1.7
Import Value of Goods (% per year)	5.5	13.3 (10.2)	1.3 (0.0)	1.5
Number of Foreign Tourists (million persons)	35.5	33.0 (33.0)	35.0 (35.0)	36.0
Tourism Receipts (trillion Baht)	1.4	1.4 (1.4)	1.5 (1.5)	1.6

Note : ^FForecast data

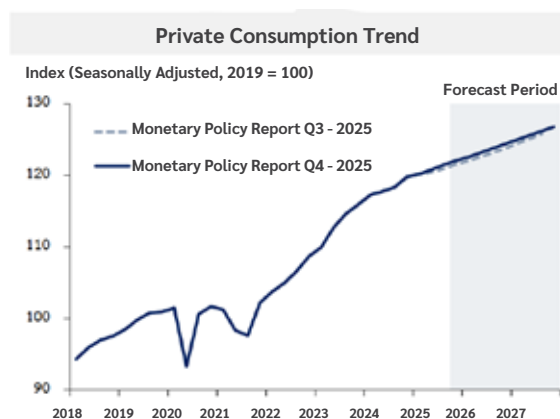
[] Previous forecasts from the Monetary Policy Report Q3 - 2025

In 2025, headline inflation is expected to remain at a low level in line with the trend in global energy prices, while core inflation remains stable.

Contribution	2024	2025	2026F
Headline Inflation	1.69	-0.1	0.3
Fresh Food Inflation	0.1	-0.7	-1.0
Energy Inflation	0.1	-4.2	-3.2
Core Inflation	0.6	0.8	0.8



In 2025, private consumption growth slowed.



Source note : Source: Forecasts by the Bank of Thailand (BOT).

Private Consumption Forecast

%YoY	2024	2025 ^f	2026 ^f	2027 ^f
Private Consumption	4.4	2.4	1.9	2.0

Note : Forecast data

Source : Office of the National Economic and Social Development Council, with forecasts by the Bank of Thailand (BOT).

Policy Interest Rate

The Monetary Policy Committee (MPC) reduced the policy interest rate by 0.25 percentage points per annum, from 1.50% to 1.25% per annum, as at the end of 2025, on the view that the Thai economy in 2026 and 2027 is likely to expand at a slower pace than in the first half of 2025, in line with slowing private consumption amid weakening income trends and an export sector affected by US tariff measures, while the tourism sector gradually recovers. Headline inflation is expected to remain low, driven mainly by energy and fresh food prices, while demand-side inflationary pressure remains limited amid economic growth below potential. Total credit continues to contract, and the credit quality of vulnerable groups continues to deteriorate, with SMEs facing liquidity pressure from both difficulties in accessing credit and the appreciation of the Baht. The Committee is of the view that monetary policy can be eased further given the economy's clear slowdown trend and heightened risks, so that financial conditions support economic recovery and help alleviate the debt burden on vulnerable groups, as well as reinforce the effectiveness of financial measures and other government policies.

Operational Direction and Corporate Strategy 2026

Corporate Strategy Aligned with the National Strategy

In 2026, the Islamic Bank of Thailand faces significant challenges across multiple dimensions. The Islamic Bank of Thailand's operating strategy for 2026-2030 remains committed to conducting its business under the Vision: "A Shariah-compliant financial institution for sustainability," pursued through three strategic objectives, namely:

1) Striving to become a Shariah-compliant financial institution with strong operational resilience (Toward a Strong and Shariah-Compliant Financial Institution), with the aim of becoming a robust and trustworthy financial institution under a financial system that adheres strictly to Shariah principles, moving toward becoming the Muslim Main Bank that meets the needs of all customer segments. The goals of this strategic objective and its strategies are as follows:

- 1) Increase total Financing value from customers served by the Center of Excellence for Shariah-Compliant Islamic Finance (COE)
- 2) Increase the proportion of Muslim Financing, Financing supporting the Southern Border Provinces, and Muslim-Related [Financing]
- 3) Increase market share in the Southern region (5 provinces)
- 4) Zakat Management

2) Enhance digital service delivery and improve operational efficiency (Strengthen Digital Service and Enhance Operational Efficiency), with the aim of developing operating systems so that Shariah-compliant financial services are easily accessible, fast, and modern. The goals of this strategic objective and its strategies are as follows:

- 1) Reduce the Cost-to-Income ratio
- 2) Increase the proportion of Digital Transactions to Total Transactions

3) Build sustainability as a Shariah-compliant financial institution (Sustainable Banking), with the aim of expanding the business so that the organization maintains a sound and transparent financial position, while upholding responsibility toward the environment and society and operating under good governance. The goals of this strategic objective and its strategies are as follows:

- Net Financing Growth Value (Net Growth)
- CASA Ratio (Outstanding)
- NPF maintained at an appropriate level
- BIS Ratio Management

Direction and Operating Plan for 2026

2026 represents yet another year of challenge for the banking sector, amid a Thai economy that remains fragile and uncertainty stemming from external factors - including international conflict - as well as the impact of natural disasters affecting the purchasing power and financial stability of the public. Nonetheless, these circumstances reflect an "opportunity" for the Islamic Bank of Thailand (ibank) to reaffirm its role as more than an ordinary financial institution, but as a specialized state financial institution ready to stand alongside the public and the business sector in every circumstance. In 2026, the Islamic Bank of Thailand is driving its operations under the concept "Belief + Trust + Future • Writing Our Future Together" - Trust, Confidence, Sustainability - moving forward with readiness and confidence in sound Shariah principles, alongside the appropriate use of innovation and digital solutions, in order to elevate a financial experience that is transparent, fair, and accessible to all. The Bank places importance on trust in every dimension, stable and sustainable growth, and collaboration with employees, customers, partners, and society, in order to jointly shape the future of Thai Islamic finance together.

Management Discussion and Analysis of Operating Performance and Financial Position

Overview of Operating Performance: Advancing Toward Sustainability Through Shariah Principles and Digital Technology

In 2025, the Bank remained committed to conducting its business in accordance with the Vision "To be a Shariah-compliant financial institution for sustainability," driving the organization forward under a strategic plan built on four pillars - namely the Business Plan, the Mission Dimension, the Organizational Dimension, and Future Direction - with the aim of becoming the leader in Islamic finance in Thailand, as the sole Shariah-compliant financial institution in the country, operating in accordance with the policies of the Ministry of Finance and the relevant regulatory authorities.

Enhancing Services and Strengthening Capabilities

- The Bank improved its operational processes and reviewed its SLAs to respond to customer needs and enhance its competitive capabilities.
- The Bank developed a diverse range of products and services to remain modern and cover all customer segments, in both Financing and deposits, while maintaining its identity as a Shariah-compliant bank - for example, Halal Supply Chain Financing, ESG Financing, and Hajj and Umrah deposit products. In 2025, the Bank launched a new service, "ibank e-Savings," an electronic savings deposit account opened through the ibank Application, which will help expand the retail customer base and increase the volume of savings deposits, thereby reducing the Bank's cost of funds.
- The Bank places importance on expanding its customer base in strategic areas through the "Southern Sandbox" model in the five Southern Border Provinces, driven by the Hajj and Umrah deposit product to expand the customer base among Muslim customers and extend into other products, with a target of capturing a market share of no less than 16% in the area, and increasing the proportion of Financing to Muslim customers and related businesses (Muslim Related) to 42% of the total Financing portfolio - reflecting the Bank's long-term commitment to the communities in the area.
- The Bank developed employee capabilities through comprehensive training to prepare them for a changing world and evolving technology, together with the management of Non-Performing Financing (NPF), a key factor in driving the organization toward sustainability.
- The Bank developed the ibank Application, its online banking service via a smartphone application (Mobile Banking), on the "Pao Tang" application - the first fully complete Shariah-compliant mobile application among financial institutions in Thailand. This resulted in a dramatic surge in the number of users, growing by more than double compared to 2024, reflecting the public's confidence in and acceptance of financial services that are increasingly transparent, fair, and accessible.

Outstanding Financial Performance

- Although the economic situation in 2025 was in a state of recession, with rising household debt and declining purchasing power, the Bank's overall Financing expansion nonetheless achieved a growth rate of 9%, outpacing the commercial banking system, which grew by only 2%-3%. This demonstrates the Bank's capability to continue expanding its Financing on an ongoing basis, particularly to large corporate clients and SME businesses, which are the Bank's core customer segments.
- The Bank places importance on managing its cost of funds, focusing on expanding its CASA deposit base and reducing special-rate deposits, in order to achieve efficient cost management. The Bank has launched deposit products that help reduce its cost of funds while continuing to meet the needs of all customer groups, as well as expanding its existing customer base - for example, the electronic savings account (e-Savings), an online account-opening service; the Hajj and Umrah savings deposit; and the "Un Jai Wai Rian" ("Peace of Mind for Students") savings deposit, among others.

Moving Toward the Future

The Bank remains committed to developing products and services that meet customer needs in the digital era, while placing importance on conducting its business sustainably in accordance with Shariah principles. In particular, the development of the Mobile Banking Application will be carried out swiftly within the specified timeframe, so that customers receive convenience on par with other financial institutions, narrowing the competitive gap and establishing the Bank as a modern institution that remains within Shariah principles. This also includes managing existing NPF debtors and preventing new accounts from becoming bad debt. Effective management of this kind is a key factor in driving the organization toward sustainability. Having been audited by the Bank's auditor (PricewaterhouseCoopers ABAS Ltd. - PwC) and reviewed by the Office of the Auditor General of Thailand, the 2025 financial statement results show that the Bank recorded total income of 4,049 million baht, an increase of 194 million baht, or 5%, from 2024. This was mainly attributable to a 176 million baht (5%) increase in financing income, followed by a 13 million baht (21%) increase in other operating income, while fee and service income remained close to the previous year's level. With regard to overall expenses, the Bank's expenses in 2025 rose slightly from 2024 by 77 million baht, or 2.5%, mainly attributable to financing expenses in line with money market conditions, which are on a declining trend. The Bank also continues to place importance on managing its cost of funds by aligning deposits with Financing demand through the Financing-to-Deposit (F/D) Ratio, focusing on expanding low-cost deposits - current accounts and savings accounts (CASA) - while reducing special-rate deposits and primarily expanding its retail customer base. In 2025, the Bank launched new deposit products to maintain liquidity and align with its policy of reducing the cost of funds, such as the Hajj and Umrah savings deposit. In October 2025, the Bank also launched the e-Savings deposit product, an electronic savings account opened through the ibank Application, which will help expand the retail customer base and increase the volume of savings deposits, thereby reducing the Bank's cost of funds. Other operating expenses increased from 2024 by 94 million baht, or 6%. The Bank has continuously controlled and reduced expenses, including reducing branch space and personnel costs, among other measures. As a result of the above, the Bank recorded an operating profit of 841 million baht in 2025, an increase of 117 million baht, or 16%, from 2024. The Bank set aside a provision for bad debts and doubtful accounts (net of reversal) of 350 million baht, an increase of 109 million baht, or 45%, from 2024. This was due to the recessionary economic conditions in 2025 and rising household debt, which reduced the debt-repayment capacity of both SME business customers and retail customers, resulting in a higher volume of downgraded debtors than in 2024. In addition, the Bank reversed the use of its general provision that had been set aside as an excess provision under the directive of the Bank of Thailand for three debtors, totaling 48 million baht, which caused the overall provision for bad debts and doubtful accounts to increase. As a result, the Bank recorded a net profit of 491 million baht, a slight increase of 9 million baht, or 2%, from 2024.

1. Key Items in the Statement of Profit or Loss

Items	2025 Results	2024 Results	Change (YOY)	
			+/-	%
Income				
Financing Income (including return income from promissory notes of Asset Management Companies (AMC))	3,820	3,639	180	5
Other Operating Income	229	215	14	6
Total Income	4,049	3,854	194	5
Expenses				
Financing Expenses	1,509	1,526	(17)	(1)
Operating Expenses	1,698	1,604	94	6
Total Expenses	3,207	3,130	77	2
Profit (Loss) from Operations Before Bad Debts and Doubtful Accounts	841	724	117	16
Bad Debts and Doubtful Accounts (Reversal)	350	242	109	45
Net Profit (Loss)	491	482	9	2

1.1 Net Financing Income

Items	2025 Results	2024 Results	Change (YOY)	
			+/-	%
Net Financing Income				
Financing Income (excluding AMC income)	3,572	3,396	176	5
Financing Expenses	1,509	1,526	(17)	(1)
Net Financing Income	2,063	1,870	193	10

Net Financing Income in 2025 increased from 2024 by 193 million baht, or 10%. This was the result of the Bank's Financing Income increasing from 2024 by 176 million baht, or 5%, driven by the expansion of Financing, which in turn led to a corresponding increase in income generated from Financing extended to customers. Nonetheless, the Bank was able to manage its liquidity more effectively than in 2024 by allocating surplus cash to money-market and capital-market investments in appropriate proportions, resulting in an increase in investment income and income from interbank and money-market transactions compared to 2024. Meanwhile, Financing Expenses decreased slightly from 2024, by 1%, in line with money market conditions that have been declining since the beginning of 2025.

1.2 Net Fee and Service Income

Items	2025 Results	2024 Results	Change (YOY)	
			+/-	%
Net Fee and Service Income				
Fee and Service Income	152	152	1	0.3
Fee and Service Expenses	33	33	(0.1)	(0.2)
Net Fee and Service Income	119	118	1	0.5

In 2025, the Bank's Net Fee and Service Income was close to that of 2024, increasing by 1 million baht, or 0.5%. The Bank's principal income item continued to be derived from Takaful insurance products. In 2025, the Bank changed the classification of the Takaful incentive, which had previously, in 2024, been recorded under employee expenses, reclassifying it under fee and service income. As a result, Net Fee and Service Income remained close to the 2024 level. The Takaful incentive amount recorded as an expense in 2025 totaled 28 million baht. Excluding this expense item, the Bank's Net Fee and Service Income would have increased from 2024 by 29 million baht, or 24%.

1.3 Total Expenses

Items	2025 Results	2024 Results	Change (YOY)	
			+/-	%
Total Expenses				
Financing Expenses	1,509	1,526	(17)	(1)
Other Operating Expenses and Fee and Service Expenses	1,698	1,604	94	6
Total Expenses	3,207	3,130	77	2

The Bank's total expenses in 2025 amounted to 3,207 million baht, a slight increase from 2024 of 77 million baht, or 2%, mainly attributable to other operating expenses. Financing Expenses, meanwhile, decreased as a result of the reduction in the policy interest rate in 2025, which led to a decline in the average cost of deposits in 2025 compared to 2024.

1.4 Bad Debts and Doubtful Accounts

Items	2025 Results	2024 Results	Change (YOY)	
			+/-	%
Bad Debts and Doubtful Accounts (Reversal)	350	242	109	45

In 2025, the Bank's net Bad Debts and Doubtful Accounts amounted to 350 million baht, an increase of 109 million baht, or 45%, from 2024. This was due to the recessionary economic conditions in 2025 and rising household debt, which reduced the debt-repayment capacity of both SME business customers and retail customers, resulting in a higher volume of downgraded debtors than in 2024. In addition, the Bank reversed the use of its general provision that had been set aside as an excess provision under the directive of the Bank of Thailand for three debtors, totaling 48 million baht, which caused the overall provision for Bad Debts and Doubtful Accounts to increase.

2. Key Items in the Statement of Financial Position

Items	2025 Results	2024 Results	Change (YOY)	
			+/-	%
Total Assets	93,035	84,306	8,729	10
Financing*	82,245	72,033	10,212	14
Receivables from the Transfer of Non-Performing Assets (Promissory Notes and Accrued Income)	6,428	6,597	(170)	(3)
Total Liabilities	93,374	86,898	6,477	7
Deposits (Including Financial Institutions)	87,502	81,890	5,613	7
Owner's equity	(339)	(2,591)	2,253	87
Total Liabilities and Equity	93,035	84,306	8,729	10

Note: Including financing to financial institutions.

As at December 31, 2025, the Bank had total assets of 93,035 million baht, an increase of 8,729 million baht, or 10%, from 2024, as a result of an increase in Financing of 10,212 million baht, while receivables from the transfer of non-performing assets decreased from 2024 by 170 million baht, or 3%, due to repayments received from debtors. The Bank's deposits (including financial institutions) increased by 5,613 million baht, or 7%, mainly attributable to savings and current account deposits (CASA), which increased by 5,303 million baht, or 25%. As at December 31, 2025, the Bank's equity stood at (339) million baht, an improvement of 2,253 million baht, or 87%, from 2024. This was because, in 2025, the Bank was impacted by the fair value measurement of available-for-sale investments in Thai Airways International Public Company Limited amounting to 1,750 million baht, which contributed to the improvement in shareholders' equity.

2.1 Financing

In 2025, the Bank remained continuously committed to carrying out its mission. The Southern Sandbox project was established to develop and build upon the Bank's mission-driven business operations, focusing primarily on reaching customers in the Southern region. The Bank developed an increasingly diverse range of financial products and services to support customers in line with its mission, such as Halal Supply Chain Financing and ESG Financing. The Bank's business operations continue to be guided primarily by the Vision of a Shariah-compliant financial institution for sustainability, with management of Non-Performing Financing (NPF) leading to organizational development for sustainability and readiness for future change.

In 2025, the Bank's overall Financing amounted to 82,245 million baht. The proportion of Muslim customers in 2025 remained close to that of 2024, at 62%, while customers of other faiths accounted for 38%. This was because, in 2025, natural flood disasters occurred in the economic areas of the South, affecting the Bank's ability to acquire new customers. The Bank focused on assisting affected customers once conditions returned to normal, providing assistance to customers without relying on government budget, through financial measures genuinely designed to address the situation. In addition, the Bank provided customers with the opportunity to select or adjust assistance measures to suit their individual circumstances and needs, so that the assistance would achieve the greatest possible effectiveness.

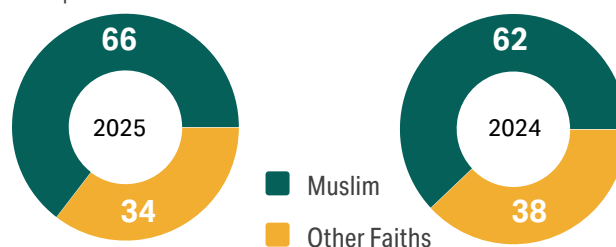
The Bank's overall Financing structure in 2025 increased slightly from 2024, with the primary focus remaining on expanding the retail customer base while maintaining the large corporate customer base. Retail customers accounted for 42% of the portfolio, a slight decrease of 1% from 2024. Large corporate Financing (credit lines exceeding 200 million baht) totaled 30,026 million baht, or 38%, while Financing to small and medium-sized enterprises (SMEs) totaled 15,427 million baht, or 20%, a proportion that remained unchanged from 2024. This was because the overall economy in 2025 remained fragile, continuing the trend from 2024, with household bad debt rising considerably; extending Financing to SME businesses therefore required greater caution to prevent the occurrence of bad debt in the future.

With regard to Financing quality in 2025, the Bank's Non-Performing Financing (NPF) totaled 12,441 million baht, an increase from 2024 of 2,104 million baht. This was due to one large corporate debtor being downgraded in 2025 (with a debt obligation of 1,614 million baht), resulting from external factors beyond the Bank's own control, which led to an increase in Non-Performing Financing.

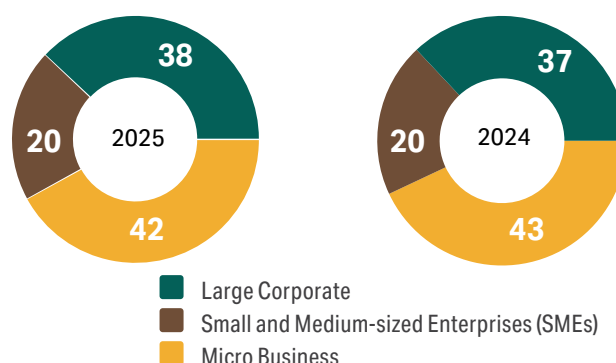
Number of Financing Customers by Muslim and Other Faith Groups

Religious Group	Proportion of Customers (%)	
	2025	2024
Muslim *	66	62
Other Faiths	34	38
Total	100	100

Note : * The Muslim customer proportion includes members counted under the "Chumchon Suesat" ("Honest Community") scheme.



Customer Category	Financing Structure by Customer Category (%)	
	2025	2024
Large Corporate	38	37
Small and Medium-sized Enterprises (SMEs)	20	20
Micro Business	42	43
Total	100	100



2.2 Achievements and Commitment in Deposits

In 2025, the Bank continued to achieve strong growth in deposits, with total deposits reaching 87,502 million baht, representing an increase of 5,613 million baht, or 7%, compared with the previous year. This growth was primarily driven by an increase in savings deposits, reflecting the Bank's success in expanding its retail customer base.

The Bank remains committed to developing products and services that meet the diverse needs of all customer segments. In particular, it has continued to offer deposit products that align with the lifestyle and financial needs of the Muslim community, including the Hajj and Umrah Deposit, a distinctive product that provides eligible depositors with the opportunity to participate in a prize draw for a pilgrimage to the Kingdom of Saudi Arabia.

In addition, in October 2025, the Bank launched the e-Savings deposit product, an electronic savings account opened through the ibank Application, which will help expand the retail customer base and increase the volume of savings deposits, thereby reducing the Bank's cost of funds.

As a result of this commitment to meeting the needs of all customer groups, the Bank's current deposit customer base is predominantly composed of Muslim brothers and sisters, accounting for 58%, while customers of other faiths account for 42% - a proportion that has increased slightly from the previous year, demonstrating the Bank's retention of its customer base and the diversity of its customers.

With regard to the Bank's deposit structure in 2025, large depositors continued to account for the largest proportion, totaling 42,156 million baht, or 48%, most of which were government agencies. This was followed by retail depositors, totaling 26,060 million baht, or 30%, and medium-sized depositors, totaling 19,286 million baht, or 22%.

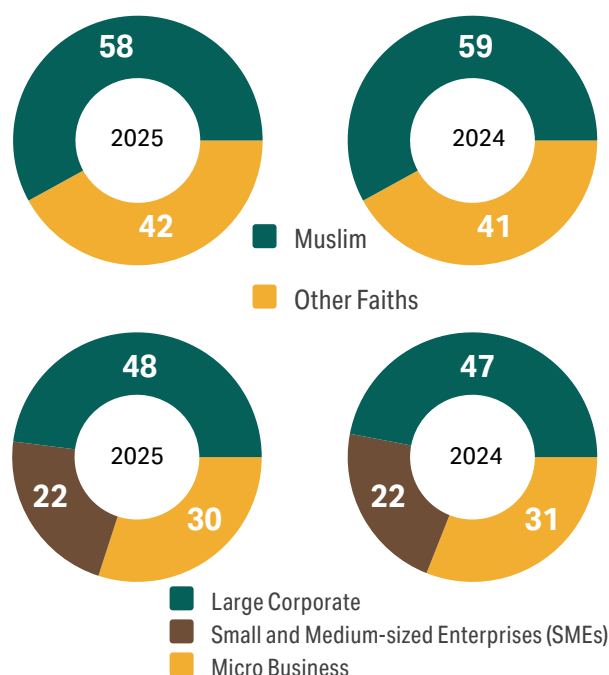
In summary, in 2025 the Bank achieved continued success in deposit growth, particularly in savings deposits, which grew substantially toward the end of the year, while fixed deposits also continued to serve as a driving force enabling the Bank to conduct its business with flexibility. This further reaffirms the Bank's commitment to offering a diverse range of products that meet the needs of all customer groups, with particular emphasis on products aligned with the way of life of Muslim brothers and sisters.

Number of Deposit Customers by Muslim and Other Faith Groups

Religious Group	Proportion of Customers (%)	
	2025	2024
Muslim *	58	59
Other Faiths	42	41
Total	100	100

Note : * The Muslim customer proportion includes members counted under the "Chumchon Suesat" ("Honest Community") scheme.

Religious Group	Deposit Structure by Customer Category (%)	
	2025	2024
Large	48	47
Medium	22	22
Retail	30	31
Total	100	100



2.3 Owner's Equity: Robust Growth and Strengthening of Financial Position

As at the end of 2025, the Bank's equity improved significantly, increasing by 2,253 million baht, or 87%, compared to 2024. This was because, in 2025, the Bank was impacted by the fair value measurement of available-for-sale investments in Thai Airways International Public Company Limited amounting to 1,750 million baht, which contributed to a considerable improvement in shareholders' equity compared to the previous year, together with the Bank's continued growth in operating performance. As a result of this strong operating performance, the Bank's negative equity continued to narrow, from (2,591) million baht in 2024 to (339) million baht in 2025, reflecting a sustained improving trend in the Bank's financial position, attributable to the effective management of Financing Expenses and operating expenses.

The Bank's profitable performance at the end of 2025 also contributed to an improving trend in the Capital Adequacy Ratio (BIS Ratio), which moved from (3.67)% in 2024 to (3.17)% in 2025. Although the BIS Ratio is calculated in accordance with the Basel II approach, it remains below the minimum threshold of 8.5% set by the Bank of Thailand (BOT). Nonetheless, the Bank recognizes the importance of its capital funds and continues to

pursue measures to strengthen its capital base on an ongoing basis. The Bank's maintenance of capital funds complies with the relevant regulations of the Bank of Thailand (BOT), namely BOT Notification No. SorKorSor. 25/2562 (2019) Re: Regulations on the Supervision of Specialized Financial Institutions Conducting Financial Business under Islamic Principles, and BOT Notification No. SorKorSor. 15/2562 (2019) Re: Regulations on the Supervision of Capital Funds of Specialized Financial Institutions, as well as the Ministry of Finance Regulation on the Maintenance of Capital Funds, Cash Reserves, and Liquid Assets of the Islamic Bank of Thailand, B.E. 2563 (2020).

With regard to the Islamic Bank of Thailand, the Bank of Thailand has established transitional provisions under which the maintenance of a capital adequacy ratio below the minimum threshold shall not be deemed a violation of the relevant regulations, pending completion of the rehabilitation plan as prescribed by the authorities. The Bank remains committed to continuing implementation of the rehabilitation plan in order to strengthen its financial position over the long term.

In summary, in 2025 the Bank's equity achieved robust growth, driven by the impact of the fair value measurement of available-for-sale investments in Thai Airways International Public Company Limited amounting to 1,750 million baht, together with an increase in net profit. Although the Capital Adequacy Ratio remains below the minimum threshold, the Bank has a clear direction and continues to implement measures to strengthen its financial position in accordance with the regulations of the Bank of Thailand.

2.4 Sources and Uses of Funds as at December 31, 2025: Deposits as the Primary Funding Source Driving Financing Growth

As at the end of 2025, deposits remained the Bank's principal source of funding, accounting for as much as 95% of total funding sources, reflecting the trust and confidence customers place in the Bank when depositing their funds. With regard to the use of funds, the Bank placed importance on supporting economic growth and customers' business operations, with the majority of funds - as much as 94% - allocated to Financing, demonstrating the Bank's significant role as a source of funding to drive economic activity.

In addition, the Bank managed its funds efficiently, with 6% invested in promissory notes arising from the transfer of non-performing assets, forming part of the Bank's asset management, while 10% was allocated to net investments in order to generate returns and diversify the investment portfolio's risk. The remaining 4% of funds was allocated to net interbank and money-market transactions, forming part of the Bank's liquidity management and serving to strengthen relationships with other financial institutions.

In summary, as at the end of 2025, the Bank maintained a robust funding structure, with deposits as its principal source of funding, and managed the use of its funds efficiently, focusing on supporting the growth of Financing alongside effective asset management and the maintenance of appropriate liquidity.

Sources of Funds	Proportion (%)
Deposits	96
Net Interbank and Money-Market Liabilities	6
Owner's Equity	(0.4)
Total	100

Uses of Funds	Proportion (%)
Financing	80
Promissory Notes Arising from the Transfer of Non-Performing Assets	6
Net investments	10
Net Interbank and Money-Market Assets	4
Total	100

3. Financing and Deposit Transactions by Region: Growth Aligned with Regional Strategy

As at the end of 2025, the Bank operated a nationwide branch network totaling 83 branches, distributed in a manner consistent with its focus on serving its core mission area - the South, which had the largest number of branches at 36. This was followed by Bangkok and its metropolitan area, the Central region, the Eastern region, and the Western region, totaling 29 branches, while the Northern and Northeastern regions had an equal number of 9 branches each.

The Bank's focus on serving its mission area in the South resulted in the majority of deposit transaction volume - in terms of the total number of deposit customers and the number of Muslim deposit customers - being concentrated in the Southern region, reflecting, in part, the effective execution of the Bank's Southern Strategic Plan. However, in terms of total deposit value, the majority was found to be concentrated in Bangkok and its metropolitan area, the Central region, the Eastern region, and the Western region.

With regard to Financing, Muslim Financing customers - in terms of both value and number of accounts - showed a high concentration of usage in the Southern region, reflecting the Bank's responsiveness to the needs of its target customer group in its core operating area. However, when considering total Financing customers overall, the majority - both in terms of number of accounts and value - was found to be concentrated in Bangkok and its metropolitan area, the Central region, the Eastern region, and the Western region, demonstrating that the Bank's Financing business extends across the country's key economic areas.

In summary, the distribution of the Bank's branches and its Financing-deposit transactions as at the end of 2025 were aligned with its operating strategy. The South remained the primary area for the Bank's deposit customer base, particularly Muslim customers and Muslim Financing transactions, while Bangkok and its metropolitan area, along with the Central, Eastern, and Western regions, played a significant role in terms of total deposit value and total Financing transactions.

Region	Number of Branches	Muslim Deposit Customers (%)		Total Deposit Customers (%)		Muslim Financing Customers (%)		Total Financing Customers (%)	
		number of Muslims/ number of people in the whole country	Amount of Muslim money/ amount of money throughout the country	Number of Accounts	Amount of money	Number of Muslims/ Number of people in the whole country	Amount of Muslim money/ amount of money throughout the country	Number of Accounts	Amount of money
Southern Region	36	47.4	11.8	58.6	20.5	28.9	20.7	36.9	27.3
Bangkok and Metropolitan Area, Central Region, Eastern Region, Western Region	29	9.0	9.9	26.8	68.0	6.6	16.1	45.8	60.9
Northern Region	9	0.7	0.9	6.7	6.5	0.5	0.8	9.0	6.2
Northeastern region	9	0.2	0.1	7.9	5.0	0.2	0.5	8.3	5.6
Grand Total	83	57.3	22.7	100.00	100.00	36.2	38.2	100.00	100.00

Note : The number of customer accounts excludes members counted under the "Chumchon Suesat" ("Honest Community") scheme.

4. Credit Rating

As at December 31, 2025, Fitch Ratings (Thailand) affirmed the Bank's credit rating unchanged from the end of 2024, with details as follows:

- National Long-Term Rating: Affirmed at **"AA(thai)"** with a Stable Outlook
- National Short-Term Rating: Affirmed at **"F1+(thai)"**

The affirmation of this high credit rating reflects the Bank's strong standing as a state enterprise and Specialized Financial Institution (SFI) under the Ministry of Finance, fulfilling a policy-driven mission of significant importance to the government, as the sole full-fledged Islamic bank in Thailand, holding a unique role in providing financial services in accordance with Islamic principles.

In summary, the affirmation of the Bank's credit rating by Fitch Ratings reflects the Bank's stability and financial soundness, as well as its important role as a government agency with a specific mission to support government policy.



Financial Status Analysis

The Bank's total assets as at December 31, 2025 were 93,035.45 million baht, increased by 8,729.38 million baht or 10.35 percent from December 31, 2024. The increase was primarily due to financing to customers amounting to 6,472.79 million baht and net investments of 4,164.18 million baht, while interbank and money market items net decreased by 1,018.97 million baht.

The Bank's total liabilities as at December 31, 2025 were 93,374.22 million baht, increased by 6,476.68 million baht or 7.45 percent from December 31, 2024, which was mainly from the increase in deposits. As at December 31, 2025, the Bank's total liabilities were higher than the Bank's total assets by 338.77 million baht, whereas as at December 31, 2024, the Bank's total liabilities were higher than the Bank's total assets by 2,591.46 million baht. Shareholders' equity in 2025 increased by 2,252.69 million baht or 86.93 percent, due to the Bank's operating profit and from the measurement of available-for-sale investments in listed securities.

In 2025, the Bank had total net profit of 490.78 million baht, an increase of 8.79 million baht or 1.82 percent compared to net profit of 481.99 million baht for the year 2024. In 2025, the Bank maintained a sufficient allowance for doubtful accounts and bad debts, based on the results of the model reliability test, to support the Financial Reporting Standards (Group of Financial Instruments).

Role and Engagement with Stakeholders

The Bank's long-term strategic plan is aimed at becoming "the main bank for Muslim customers, while maintaining a balanced business approach to serve as a good alternative for general customers," thereby strengthening the Bank's credibility and positive image so as to build customer confidence. The Bank therefore places importance on all groups of stakeholders, as every stakeholder group is significant to the Bank's operations, whether directly or indirectly. In order to ensure that the Bank's treatment of its stakeholders follows a consistent approach, and to enable employees and the general public to be aware of the communication channels available and to participate in the Bank's operations, the roles and engagement of stakeholders have been defined as follows:

1. Customers: The Bank is committed to serving customers with willingness, care, equity, and fairness, in order to meet customer needs and expectations and provide customers with maximum benefit and satisfaction, through offering a diverse range of quality financial products and services in accordance with Islamic principles (Shariah principles), and operating under fair customer treatment (Market Conduct), with the ongoing development of operational processes and the appropriate adoption of modern technology. With regard to data security, the Bank has stringent measures in place to safeguard customer confidentiality, and does not disclose or exploit customer information for gain without the customer's consent. The Bank provides channels for receiving complaints and suggestions, and addresses issues with care. The Bank also measures customer satisfaction with clearly defined targets, using the assessment results for analysis to develop and improve service quality, all with the aim of achieving the highest possible level of customer satisfaction.

2. Regulators: The Bank places strong importance on strict compliance with the laws, notifications, requirements, and regulations of regulatory authorities, as well as maintaining good cooperation and coordination with all relevant agencies, as the Bank firmly believes that conducting business correctly, together with sound ethical practice, forms an essential foundation for the Bank's continued stable and sustainable growth.

3. The Board of Directors: The Bank provides every director with the opportunity to fully perform their duties, with the freedom to express opinions and recommend operational approaches to management. The Board's activities are conducted correctly in accordance with the principles of good corporate governance, as required by the Ministry of Finance, the Bank of Thailand, and applicable law.

4. Shareholders: The Bank places importance on and respects the rights of shareholders, by involving them in decisions on significant matters, providing opportunities for them to express their opinions, and incorporating beneficial recommendations to improve the Bank's operations so as to achieve growth and progressively better operating results. The Bank also discloses important information to shareholders accurately, adequately, transparently, and in a verifiable manner, while ensuring that shareholders are able to fully exercise their rights with convenience.

5. Employees: The Bank recognizes that all employees are a valuable resource and a key driving force in achieving its established goals. The Bank has therefore established appropriate human resource management policies, conducting fair recruitment and hiring, providing employees with appropriate compensation and benefits, retaining employees with the knowledge and capability to perform their work, promoting career advancement opportunities, and developing employees' skills and capabilities through training and study visits, so that employees can perform their duties efficiently and maintain loyalty to the organization.

6. Business Partners: The Bank adheres to the principle of conducting business with all business partners on an equal and fair basis, in order to ensure transparency, while giving primary consideration to the Bank's best interests and not favoring itself or associated parties. The Bank provides business partners with accurate, complete, and truthful information, and does not accept gifts or gratuities, in order to avoid any grounds for suspicion, strictly adhering to compliance with the rules and laws governing procurement.

7. Community and Society: The Bank places importance on instilling in all employees a sense of responsibility toward the progress and sustainable growth of society as a whole, as sustainability is a fundamental concept underlying the achievement of the Bank's core mission. The Bank has demonstrated its adherence to this concept through responsible business conduct (CSR-in-process) and various social contribution activities (CSR-out-of-process), taking into account the impact on stakeholders and customers through its sustainable development policy.



In summary, the Bank has established guidelines to provide stakeholders with the opportunity to express their opinions as input for building relationships with, and managing, its stakeholders, while also communicating important details of key plans and projects to stakeholders. This is carried out by inviting feedback through online channels - such as the e-mail inbox, Facebook, and Line - as well as other channels, including telephone, the Bank's complaint channel, the Contact Center, postal mail, or in person at any of the Bank's branches, as well as through the government agencies that supervise the Bank, among others. The Bank has also designated a team with primary responsibility - the Stakeholder Management Working Group - to assess stakeholder needs and analyze them in order to adjust its plans toward stakeholders in line with changing circumstances, such as engagement processes and communication processes, among others.

Governance Framework/Guidelines

The Bank incorporates stakeholder input as part of its Governance practices and key Work System processes, taking into consideration stakeholder feedback received through the various channels the organization has established. In the event of an emergency or complaint - whether relating to dissatisfaction with operations or a lack of transparency in the Bank's work - a joint discussion is arranged at meetings of senior management/the Board of Directors together with the relevant departments/divisions involved in the process concerned, in order to resolve immediate issues, as well as to review the long-term stakeholder-focused strategy and the annual action plan cascaded down to each department/division, and to establish approaches for evaluating performance at both the organizational level and the department/division level. Where necessary, senior management/the Board of Directors will become directly involved in the process of building relationships with stakeholders, in order to foster understanding and confidence regarding matters of concern.

Resource Allocation

The Bank allocates resources for stakeholder engagement, incorporated into the budget distributed to the relevant departments/divisions, on the basis of achieving the greatest possible value from the resources used. This depends on the issues to be communicated each year, together with clearly defined responsible parties and stakeholder-related outcomes, such as the number of media materials to be published, the number of activities, and collaborative efforts to drive tangible results.

Reporting on the Performance of Stakeholder Relationship-Building/Management

The Bank requires continuous public reporting on the outcomes of its stakeholder relationship-building efforts through online channels, namely its Website, on a regular basis at least once a year, and such results are also reported in the Annual Report, the Sustainability Report, and the organization's strategic and business plans. The Stakeholder Working Group, the Corporate Communications and Image Department, and the Bank Strategy Department are primarily responsible for compiling content, stakeholder needs and expectations from each department/division, as well as the outcomes arising from related activities, in order to communicate them. In addition, an annual satisfaction survey is conducted to inform improvements and the development of innovations in reporting on stakeholder relationship-building/management outcomes.

Statement of Service Intent

The Islamic Bank of Thailand is committed to providing services to its customers in strict accordance with Shariah principles, so that every customer experiences satisfaction, as follows:

- To provide financial services through products and related services of internationally recognized quality standards, and to be the main bank for both Muslim and general customers, as well as to build relationships with customers of all faiths through a branch network covering the entire country.
- To provide service to the same standard (Service Standard), with friendliness and honesty, and to provide service with equity and equality (Service Mind).
- To provide convenience to customers at every service touch point (Touch Points), in order to build customer satisfaction.
- To provide information that is transparent, accurate, clear, and beneficial to customers, as well as to remain open to listening to all customer feedback, in order to improve, correct, and develop good service (Customer Feedback).
- To develop financial products that comprehensively address the needs of all customer groups, and to develop modern, efficient operational processes in order to better respond to customer needs (Product & Process Innovation).
- To provide services to customers fairly, in accordance with the Bank's Fair Customer Treatment Management Policy (Market Conduct Policy).
- To protect and maintain customer privacy, giving due consideration to the security of customers' personal data, in accordance with the Personal Data Protection Act, B.E. 2562 (2019).

Stakeholder Relationship Management

Stakeholders	Needs/Expectations	Approach to Relationship-Building	Frequency	Actions Taken by the Bank	Responsible Line/Division
Customers	- Serving with willingness, equity, and fairness - Meeting customer needs to deliver maximum benefit and satisfaction - Safeguarding customer privacy - Providing customer complaint channels and addressing issues with care	- Organizing marketing activities to provide product and service information through marketing staff, branches, and the Bank's social media - Conducting customer satisfaction surveys via telephone - Providing channels for receiving suggestions and complaints via branches / Contact Center / electronic channels	S=Situation Y=Yearly S=Situation	- The Bank provides customer relationship managers to facilitate convenience for customers - Focusing on offering products that meet the needs of each customer group - Developing employees' capabilities to enable them to offer products and services that meet customer needs, under the presentation of/... - Providing fair service in accordance with Market Conduct principles and safeguarding customer privacy	- Branch Business - SME Business - Large Business - Corporate Strategy - Corporate Strategy - Technology and Electronic Operations
Regulators	- Placing importance on, and strictly complying with, laws and regulations - Conducting business correctly and ethically in accordance with Shariah - Shariah principles, with transparency - Sound financial position	- Meetings to receive briefings on policy directions and regulatory guidelines - Undergoing audits/ inspections by various regulatory bodies - Preparing and submitting reports to regulatory bodies, and receiving their Feedback	S=Situation S=Situation S=Situation	- Adhering to the principle of evaluating the Bank through both self-assessment and various award assessment criteria, in order to improve process efficiency - Maintaining a code of conduct to ensure fair and transparent business operations - Strictly complying with regulations - Incorporating recommendations, observations, and Feedback from regulatory bodies to correct and improve operational processes in line with international standards	- Governance and Audit - Risk Management
The Bank's Board of Directors	- Creating value and safeguarding the interests of the Bank, shareholders, and other stakeholders - Conducting operations in accordance with the law, business ethics, and the principles of good corporate governance	- Holding Board of Directors meetings regularly every month - Participating in governance oversight	M=Monthly S=Situation	- Providing sufficient, complete, and timely information - Conducting business under the principles of good governance - Good Governance and Sound Oversight	- Corporate Strategy - Governance and Audit
Shareholders	- Mission Implementation - Good operating performance, sustained profitability, and financial stability - Disclosing accurate information on a regular basis	- Holding the Annual General Meeting of Shareholders once a year - Preparing the Annual Report - Disclosing information transparently through the website	Y=Yearly Y=Yearly Y=Yearly	Conducting business under the principles of good governance and sound oversight	- Bank Secretariat Department - Branch Business - Large Business - SME Business

Stakeholders	Needs/Expectations	Approach to Relationship-Building	Frequency	Actions Taken by the Bank	Responsible Line/Division
Employees	- Promoting and providing opportunities for employees at all levels - Developing capabilities and skills necessary for job performance - Fair compensation - Providing comprehensive benefits, along with workplace welfare and safety	- Providing information, news, and knowledge through the Bank's various public relations media, as well as organizing training and other activities for employees - Conducting surveys and satisfaction assessments regarding performance evaluation and compensation - Providing channels for receiving opinions and suggestions - Through discussions in meetings of the Employee Relations Committee	- S=Situation - Y=Yearly - S=Situation - M=Monthly	- Treating employees fairly, continuously developing employees, and providing compensation and other benefits - Career advancement comparable to other state financial institutions, as well as maintaining a work environment that is safe, hygienic, and conducive to efficient work performance	Personnel and Administration
Business Partners	- Conducting business with all business partners on an equal and fair basis, and reconciling mutual interests - Strictly adhering to compliance with procurement regulations	- Publishing information through the Bank's website - Communicating to employees about changes in procurement processes via email and the intranet - Attending meetings with government agencies, regulatory bodies, and other state-owned specialized financial institutions to stay informed of any changes in regulations	- Y=Yearly - S=Situation	- The Bank operates in compliance with relevant laws, supported by clear operational regulations, related guidelines, and operating manuals - Establishing charters and related measures, such as the Procurement Policy and the Anti-Corruption Policy - Providing channels for receiving suggestions, issues, and complaints	- Retail Business - Financing Operations - Finance - Technology and Electronic Operations - Personnel and Administration - Branch Business - Debt Quality Management and Legal
Community and Society	- The Bank's business operations must not have a negative impact on communities and society - The Bank offers products that are appropriate and beneficial to daily life - Participating in improving the quality of life for communities and society as a whole - Supporting activities that benefit communities and society - Employees at all levels have a sense of awareness and responsibility toward communities and society	- Listening to community feedback through the Bank's various social contribution activities - Operating through the Bank's projects or products that contribute to improving the quality of life of communities, such as the "Chumchon Suesat" ("Honest Community") Financing Scheme and CSR activities	- S=Situation - S=Situation	- The Bank designs products that do not have a negative impact on communities and society - The Bank offers products that meet the needs of all customer groups - The Bank promotes businesses that generate benefits for communities and society, such as Financing to support micro-entrepreneurs - The Bank supports public-benefit activities, both through budgetary allocations and direct participation in activities - The Bank cultivates volunteer-minded employees to participate in public-benefit activities	- Corporate Strategy - Personnel and Administration - Branch Business



Risk Management Overview

1. Overview of Risk Management

The Bank's operations have adapted to accommodate changes in technology, competition conditions, regulations. Therefore, risk management is necessary to manage processes. It is important in leading the organization to achieve the set goals. Therefore, having an efficient and effective risk management system will reflect good management be transparent that can be verified which is an important foundation that will allow the Bank to grow steadily and sustainably. The Bank is aware of risk management and internal control by giving importance to good management processes and in leading the organization to be able to achieve the set goals efficiently under the strategic plan and business plan for the year 2025 - 2029. The Bank has implemented risk management and internal risk management in accordance with the COSO 2017 framework guidelines which is a risk management process according to international principles. The main principle is linking the risk management process with the Bank's operational plans and business opportunities. This helps integrate comprehensive risk management throughout the organization this allows the Bank to achieve its main objectives of the organization according to the vision and mission set forth by creating a risk map (Risk Map), risk indicators (Key Risk Indicators: KRIs), risk appetite levels (Risk Appetite) and deviation ranges from acceptable risk levels (Risk Tolerance), which covers the main risks of the Bank. The Bank also organizes training and provides knowledge to employees about the overall picture of enterprise risk management. To create awareness that risk management is the responsibility of every employee. Operating with a sense of responsibility for risk management will help support every department in achieving organizational goals more efficiently and effectively and in line with the principles of good corporate governance. This will help the Bank continue to grow steadily and sustainably.

2. Risk Culture

The Bank prioritizes GRC integration to enhance the efficiency of good governance, risk management, and internal control. This is achieved by establishing the Integrated Governance, Risk Management, and Compliance (GRC) Policy of the Islamic Bank of Thailand for the year 2025, alongside developing tools, work systems, and data to ensure comprehensive, multi-dimensional, and efficient risk management, thereby creating business opportunities and preventing risks (Intelligent Risk Management).

In addition, the Bank fosters an atmosphere and culture that support risk management in alignment with the Bank of Thailand's (BOT) policy on risk culture, using it as a guideline to strengthen a robust risk culture within the Bank. This is intended to instill transparency and risk awareness into the organizational culture, while promoting responsibility for risk management. Risk Culture is designated as a part of the organization's Core Values and driven through the Risk Culture Plan and the Integrity Banking Program.

For the year 2025, the Bank formulated a Risk Culture Plan approved by the Management Subcommittee. This plan defines the processes for communication and awareness-building in risk management and internal control, utilizing channels that promote a risk-aware atmosphere and culture, such as meetings, intranet communications, and electronic posters (E-Posters). Additionally, a process has been established to develop a risk-aware organizational culture that aligns with and promotes the Bank's Core Values, driven by the GRC Working Group and supported by both internal and external training for all employees. Furthermore, the Bank conducted and summarized an opinion survey regarding desirable behaviors based on the core values of the Islamic Bank of Thailand-specifically "ibank+R (Risk Culture)"-within respective departments for the year 2025, alongside an employee attitude survey on risk management and internal control to utilize the findings for further improvement in relevant areas.

3. Risk Management Structure

Risk governance structure (Governance Structure) can be classified as follows:

3.1 Risk Management Policy The Bank's Board of Directors has the authority to approve the Bank's key risk management policies, which cover seven types of risk: Shariah risk, strategic risk, credit risk, market risk, liquidity risk, operational risk, and information technology risk.

3.2 Approval Authority The Bank's Board of Directors has the authority to approve the delegation of authority to executives and various subcommittees, with appropriate decentralization of approval authority based on the specified risk levels (Risk-Based Authority).

3.3 Risk Management Subcommittees The roles and responsibilities of the subcommittee related to risk management include approving risk management policies and ensuring the effectiveness of the Bank's risk management system, as follows:

1. **Risk Oversight Subcommittee** The Subcommittee is responsible for determining and reviewing the adequacy of risk management policies and systems, establishing strategies in alignment with the Bank's risk management policies, and overseeing the Bank's overall risk management.

2. **Audit Subcommittee** The Subcommittee is responsible for reviewing the Bank's internal control processes, corporate governance processes, and risk management practices to ensure their appropriateness and effectiveness. It also reviews the internal control system and internal audit function, taking into consideration the independence of the Internal Audit Department, to ensure that appropriate controls and risk management measures are in place to prevent or mitigate potential risks and adapt to changes in the Bank's business environment.

In addition, to manage each type of risk effectively, the Bank has established subcommittees with specific risk management responsibilities, namely the Asset and Liability Management Subcommittee, Internal Control Evaluation Committee, Good Corporate Governance Committee, Innovation Subcommittee, Loan Consideration Subcommittee, and Information System Development Subcommittee, etc.

4. Risk Management in Various Areas of the Bank for the Year 2025

4.1 Shariah Risk Refers to the risk arising from operations, work processes, and product offerings, including the Bank's services, that may not comply with Shariah principles as determined by the Advisory Committee of the Islamic Bank of Thailand, and/or may be contrary to the Islamic Banking Act of Thailand, B.E. 2545 (2002). This non-compliance may affect the Bank's financial status, reputation, liquidity, income, and capital. This is a specific risk of the Islamic Bank of Thailand to which the Bank attaches the highest importance, and it is considered a part of operational risk in accordance with the definition of risk categories specified in the Bank's review guidelines.

To ensure that all of the Bank's operations and operational processes comply with Shariah principles, the Bank has established a risk management policy covering Shariah risk, approved by the Bank's Board of Directors. This policy serves as a framework for operating financial services and developing products and services in accordance with Islamic principles that are competitive and responsive to the needs of target customers.

Furthermore, the Bank controls Shariah risk by regularly analyzing, monitoring, and reporting risk-related information-such as Shariah risk status reports, reports on changes in the number of deposit and Muslim customers, and reports on loss events that may arise from non-compliant operations-to the Advisory Committee of the Islamic Bank of Thailand and related subcommittees, to serve as supportive information for formulating Shariah risk management strategies.

In addition, the Bank emphasizes training and the dissemination of knowledge regarding Shariah principles to employees across the organization through internal communication channels. This ensures that employees are knowledgeable, have a thorough understanding, perform their duties correctly, and can effectively communicate Shariah principles to customers under a unified standard.

4.2 Strategic Risk Refers to the risk that arises from strategy formulation, operational plans and implementation being inappropriate or inconsistent with internal factors and the external environment which affects the income, capital, or existence of the Bank. The Bank has prepared a risk management policy covering strategic risks, and an annual risk management plan that is in line with the strategic plan and business plan for the year 2025 - 2029, using the guidelines of the Bank of Thailand and principles of good risk management as a structural framework for integrated organizational risk management according to international principles in accordance with the guidelines of the Committee of Sponsoring Organizations of The Treadway Commission (COSO) used in analyzing risk factors from internal and external factors that may affect the Bank both now and in the future.

In this regard, the Bank has prepared and reviewed its risk management policies and risk management plans by establishing a risk map (Risk Map) to identify risk factors (Risk Factor) that affect the Bank. The Bank sets risk indicators (KRIs), acceptable risk levels (Risk Appetite), deviation ranges of acceptable risk levels (Risk Tolerance) that cover all risk factors and their causes of risk (Root Causes). In addition, performance reports are determined and reviewed according to the control/risk reduction plan (Treatment Plan).

The Risk Management Department is responsible for regularly monitoring, evaluating, and reporting risk management results to the Risk Oversight Subcommittee and related subcommittees to ensure that risk management outcomes are maintained at levels acceptable to the Bank and in line with its goals.

4.3 Credit Risk Refers to loss caused by the contract party being unable to comply with the obligations agreed upon and specified in the contract, including when the Bank's customers or related parties have their risk ratings downgraded, which may affect the bank's income and capital. In this regard, credit risk management is possible. give importance in various issues as follows:

(1) Credit risk management policy: The Bank establishes a risk management policy framework in accordance with the guidelines of external regulatory agencies which is based on the balance between business roles, credit risks and supervision according to regulations, focus on lending staff to have a common goal, which is to expand credit under acceptable risk and transparency. With the ultimate goal being quality credit management, there is an effective monitoring and control process. In addition, the bank has set operational standards for lending. To be in the same direction with development and improving the criteria, roles, responsibilities, regulations, procedures, and credit granting structure to be consistent and systematically connected. In addition, the Bank has also taken action, provide training to enhance credit knowledge for relevant employees to increase knowledge and develop skills at the appropriate level with the characteristics of customers who must be taken care of continuously.



(2) Risk management tools: The Bank provides risk evaluation tools and credit diversification, including determining profit margin based on risk. For each group of customers, our bank has applied a credit scoring system to consumer financing and developed using credit risk rating (internal CRR) tools to improve efficiency consider approving or rejecting the risk of all commercial bank financing. Credit risk rating tools (CRR) classify by business size and industry to cover and accurately assess risks.

(3) Loan quality: The Bank gives importance to manage the quality of financing, both newly approved financing and the Bank's portfolio quality carefully by requiring closely monitoring of financing after approval. The credit quality is regularly checked. This is to prevent normal financing from becoming problem financing. Including paying great attention to reducing the amount of debt that do not generate income (NPF) through debt resolution, debt restructuring, expedite litigation and enforce legal action against debtors who have problems. In addition, the Bank places importance on following up and helping customers who begin to encounter debt repayment problems. To find appropriate solutions to solve problems by specifying

- 1) Reasons and treatment methods for overdue customers who report signs of rising credit risk to small and medium-sized enterprises and large-sized customers, propose solutions in the Watch List working group, especially those who are expected to be flowed to NPF, and provide follow-up actions to the working group/department head/working group head, including. Reporting at the meeting of the Sub-committee, work together to find a solution to the problem every month, so that customers can return to normal status.
- 2) Credit Units must remain vigilant, TDR customers or customers who request relaxed conditions, loan or debt repayment reductions that may affect financial and current business conditions. Restoring NPF in the future as it may have an impact bank's performance.
- 3) Regularly visit/call to customers to monitor status, understand issues, and promptly find solutions. If the client encounters debt repayment issues or consulting plans. Appropriate adjustment of loan conditions, the income and situation required to prevent non-performing finances, including operational credit support. Provide liquidity to ordinary customers to increase bank's income from good customers. In order to accelerate debt restructuring, banks require:
 - Debt Restructuring Unit has established clear measures to create mandatory conditions for credit impaired customers and customers who do not cooperate with negotiations, and/or multiple debt restructuring, such as litigation, bankruptcy, etc.
 - Follow up and collect data to find the cause of NPF Re-entry and Recovery Rate data closely, systematically and continuously.

(4) Concentration risk: The Bank's credit policy has set guidelines in taking care of risks from concentration of lending that complies with the regulations, including the determination of financing to large debtors, supervising the same customer/ group exposure not to exceed the specified criteria (Single and Group Exposure Limits) and the maximum credit limit for each type of industry (Sector Limit) in order to diversify risk and control the concentration of credit significant. The Bank has been careful in supporting new customers in business types that are closely concentrated or higher than the acceptable risk level (RA-Risk Appetite) and has closely monitored the risk from concentration of loans. As of the end of 2023, the Bank's loans to various industries, most of them are in the activities of Real estate and various of manufacturing industries.

(5) Improving the credit granting process: The Bank has improved the loan granting process. Using Ernst & Young's approach, which has three elements:

- 1) Divided Credit Units into two main departments by Bank, namely large business departments and small and medium-sized enterprise business group. Clear functions by separating Credit Underwriting from Credit Units. Credit Underwriting or CR is a credit screening unit, responsible for check and balance before submitting for approval.
- 2) The credit approval process is divided into two steps.
 - 2.1) Process of work before Approval: Developed and improved the collateral appraisal process, by adding an internal appraiser along with decentralizing authority and increase the role and duties of valuation certifiers. Also, improve credit risk assessment tools and regulations. Regulations related to credit provision to be consistent with existing operations. Improve loan approval authority and decentralize credit reviewing authority, under the criteria set by the bank.
 - 2.2) After Approval process: Received approval to improve the standard contract by reducing the type and number of pages of the contract, including supporting documents. Develop a safe room document storage system by scanning contract documents at the source and increase the role and duties of Credit Settlement.
- 3) Develop and improve commercial loan application forms (standard products and product programs), including with credit screening and credit review.

4.4 Market Risk: Refers to the financial risk caused by the change of Rate of Risk, Foreign Exchange Rate and the prices of instrument have an impact on the money market and the capital market have negative impact on Bank income and capital.

Market risk can be divided into three types:

- **Rate of Return Risk**

It is the risk of income or fund receipt. The negative impact of changes in returns on assets, liabilities, and all non-financial statements that are sensitive to returns. (Rate sensitive items), this may affect income, net profit income, market value of Trading accounts and other income and expenses related to the rate of return, such as financing service fees, deposit service fees, and Costs incurred due to provision etc.

- **Foreign Exchange Risk**

It is the risk of income or fund receipt. The negative impact caused by foreign exchange rate fluctuations. Foreign exchange risk is divided into foreign currency transaction risk and foreign currency asset or liability risk. It is divided into transaction risk and the risk of converting value from foreign currency to local currency. (Translation Risk).

- **Price Risk**

It is the risk of income or fund receipt. The price changes of debt and equity instruments have a negative impact on the value of investment portfolios, which are for sold The Bank's profit has decreased.

The Bank has market risk management in place. The Bank's Board of Directors has assigned the Bank's Asset and Liability Management Subcommittee (ALCO) to have the authority and responsibility to set strategies, guidelines and operations in managing liquidity risk and rate of return and market risk management. To be consistent with the policy of the Risk Oversight Subcommittee.

The Bank focuses on market risk management in order to reduce the impact of changes in Rate of Return Risk because it is the main cause of the Bank's market risk. In addition, to ensure effective market risk management

and consistent with the situation or internal and external risk factors that has changed. The Bank has therefore established a policy framework, measures, and tools for managing market risks, including control. Evaluate risks and follow up on reports of important risks that may affect the Bank.

Key market risk management measures are as follows:

1. Formulate policies related to market risk management, including:
 - Comprehensive risk management policy which market risk as the operating framework on the Market Risk Management of Banks
 - Review of alarm designations Risk levels (Trigger) and risk ceilings (Risk Limits) on the market to suit the changing situation.
2. Prepare tools for measuring and evaluating market risks, including:
 - Repricing rate gap analysis tool, used to analyze the risk of return rate fluctuations in each period and assess potential impacts. Changes in income return rate Income prospects (Earnings Perspective) and/or Economic values (Economic Value Perspective)
 - Value at Risk (VaR) tool to assess the risk of loss that may occur from the Bank's investment portfolio. Market risk assessment according to risk level warning signs (Trigger) and risk ceilings (Risk Limits), covering the causes of market risk, including exchange rate and price risk, Position Limit, VaR Limit, etc.
3. Monitor and report on market risk, including:
 - Following up on important risk factors that may affect both directly and indirectly to market risks such as economic trends, changes in rates of return in the money and market changes in exchange rates, etc.
 - Related tracking and reporting Market risks, such as market risk status reports and upper limit performance reports. Market risk limits and trigger signals reported to the board of directors and risk supervision committee. Regularly establish an Asset and Liability Management Committee (ALCO) and management team to develop timely strategies for resolution. And it is effective.

This is to ensure market risk management is efficient and consistent with the situation that has changed. The Bank has therefore reviewed risk management tools and policies to cover market risks including the Bank's risk limits (Risk Limits) regularly.

4.5 Liquidity Risk Refers to the risk arising from the Bank's inability to pay its debts and obligations when due. This is because assets cannot be changed into cash or unable to obtain sufficient funds or financing can be obtained but at a cost that is higher than the acceptable level of risk which may affect income and capital funds of the Bank both present and in the future. In addition, liquidity risk arises from the fact that the Bank unable to cancel (Unwind) or offset (Offset) existing risks from the assets held causing the need to sell assets at a price lower than the purchase cost. This is because the assets held are low in liquidity or there is a market lack of liquidity.

The Bank has risk management in place. Liquidity aspect is assigned by the Bank's Board of Directors. The Bank's Asset and Liability Management Subcommittee (ALCO) has the authority and responsibility to set strategies, guidelines, and operations for liquidity risk management and rate of return and market risk management to be consistent with the policy of the Risk Oversight Subcommittee. Including liquidity risk management as a continuous process. To ensure that the Bank has sufficient liquidity to support the Bank's business operations. Both in normal conditions and in crisis situations under reasonable costs and able to meet financial obligations. This is in accordance with the risk management policy covering liquidity risks and within an acceptable level of risk (Risk Appetite). The Bank has established a policy framework, measures, and tools for appropriate liquidity management, including following up on liquidity risk management reports.

Liquidity risk management important in various issues as follows:

- 1) Setting and reviewing policies related to Liquidity risk management includes:
 - Review of risk management policy covering liquidity risk to be a frame Operations in liquidity risk management of the Bank
 - Review of alarm designations Risk level (Trigger) and risk ceiling (Risk Limits) on liquidity to suit the changing situation

- 2) Creating tools to measure and assess liquidity risk includes:
 - Net liquidity position report form (Liquidity Gap) to assess liquidity position in each period. By preparing both a contractual net liquidity position report (Contractual Liquidity Gap) and a behavioural net liquidity position report (Behavioral Liquidity Gap).
 - Liquidity risk assessment according to the determination of risk level warning signs (Trigger) and risk ceilings (Risk Limits), such as
 - (1) Number of months in which the net liquidity position accumulated (according to behavior) starts to be negative
 - (2) Concentration rate of customer deposits big one.
 - (3) Maintaining liquid assets
 - (4) Ratio of the amount of net deposits outflow within 1 day compared to the amount of liquidity.
 - (5) Proportion of accumulated net deposit outflow in 3 days compared to liquidity amount.
 - (6) Financing-to-deposit ratio
 - The preparation of liquidity risk stress testing reports can be divided into three situations: Institution specific crisis, financial institution crisis, and their impacts For Bank liquidity (market wide crisis), and A crisis caused by two factors together; (Combination of Both)
 - Assessing the impact of credit risk factors and reputational risk factors on Liquidity risk.
- 3) Monitoring and reporting risks in terms of liquidity:
 - Following up on important risk factors that may has both direct and indirect effects on liquidity risk such as economic trends. Overview of the liquidity of the commercial Banking system Modifying the rate of return in the money market Competition in products and services various financial institutions, etc.
 - Monitoring and reporting related to liquidity risk, such as liquidity risk status reports, risk factors that may affect liquidity risk, implement liquidity risk limits and triggers, mismatched funds, etc. Board of Directors, Risk Oversight Subcommittee, and Asset and Liability Management Subcommittee (ALCO) Board of Directors Risk is effective.

Liquidity risk management Effective and in line with the situation. Our Bank has reviewed risk management tools and policies that cover liquidity risk including the Bank's risk limit regularly.

4.6 Operational Risk Refers to the risk arising from inadequate or failed corporate governance, internal processes, internal controls, personnel, work systems, or external events. This risk can impact the Bank's operating income and capital funds. It includes legal risk but excludes strategic and reputational risks. The Bank manages operational risk through effective governance practices, internal audits, and the continuous improvement of work processes to ensure operational efficiency and resilience. The Bank's Operational Risk Management framework includes risk identification, risk assessment, risk monitoring, risk reporting, and risk control and mitigation. (Risk control/mitigation) Develop policies and plans based on international standards as tools to define the scope and guidelines of risk management work. Operations such as Business Continuity Management (BCM) policies Business Continuity Plans (BCP), and emergency response plans Plan Large scale outbreaks of serious infectious diseases, including: loss event reporting, etc.

4.7 Information Technology Risk Information technology risk refers to the risks arising from the use of IT in business operations that may impact the Bank's systems and processes, including risks arising with cyber threats. Today, shifts in the economy, society, and customer behavior, along with rapid technological advancements, have led to the emergence of new products and services that disrupt traditional technologies (Disruptive Technology). This rapid pace of technological change presents a significant challenge to business operations. Recognizing the importance of these shifts and to keep pace with the Digital World, the Bank emphasizes a comprehensive risk management process. This process strictly adheres to regulatory guidelines and international best practices, and is seamlessly integrated into the Bank's business operations, corporate governance, and internal controls.

The Bank has elevated its risk management capabilities by enhancing its tools, systems, and data analytics to holistically address IT-related risks. This approach fosters a balance between seizing business opportunities and mitigating threats (Intelligent Risk Management). All initiatives are governed by the three core principles of information security:

1. Confidentiality of systems and data
2. Integrity of systems and data
3. Availability of information technology

These principles are grounded in the Bank's commitment to data protection and safeguarding customer interests. Furthermore, the Bank continuously strengthens its governance, risk, and control mechanisms through the Three Lines of Defense model. Ultimately, this ensures the Bank's stable and sustainable growth, enhances its competitive advantage, and guarantees the delivery of highly efficient and effective services to our customers.

Internal Control

Internal control is an important mechanism and a tool for the management of the executives to help enhance the efficiency of various activities to achieve the objectives. Internal control also helps to protect and preserve the assets of the organization in an efficient manner and helps the operations to be carried out correctly.

Internal Control System

The Bank uses Rules of the Ministry of Finance on Standards and Internal Control Practices for Government Agencies 2561 (2018), to have internal control related with the provisions of the State Fiscal and Financial Discipline Act, B.E. 2561 (2018). Moreover, it is used as a guideline for internal control, requiring continuous supervision and monitoring to ensure that the Bank's operations can achieve its objectives with efficiency. Meanwhile, financial reporting and operating are reliable, and operations are in accordance with the laws, rules and regulations, both internally and externally, as well as preventing actions that may damage the Bank's assets and reputation.

Structure of Internal Control

The Audit Subcommittee is responsible for the appointment of the Auditor to propose to the Board of Directors to review and approve the charter, ethics of the internal audit department, the audit plan, and monitor the performance of the internal audit department including monitoring the risk management and internal control independently.

- The Bank has assigned its executives at all levels to participate in and take responsibility for complying with the Bank's internal control processes. The top management shall monitor the risk control self-assessment (RCSA) by means of review to ensure the adequacy and effectiveness of the internal control system and risk management of works within the scope of responsibilities. This is to gain reasonable confidence that the Bank is always capable of achieving the prescribed targets and objectives efficiently.
- The Bank has each department appoint the Risk-Internal Control-Compliance Officer (RIC Officer) with responsibility for risk-related coordination, internal control assessment and compliance with rules and regulations, including dissemination of related knowledge to employees. In addition, this participation is considered as part of operational risk management.

Key Implementations Related to Internal Control in 2025

- Analyzed risk factors using RCSA which will be used to create an improvement plan for internal control at the organizational level and plan or measure to improve internal control in which there are observations at the level of sub-units in internal control.
- Prepared internal control evaluation reports to be consistent with the Ministry of Finance's Regulations on Internal Control Standards and Rules for Government Agencies B.E. 2561 (2018)
- Formulated preventive and corrective measures for work processes and develop effective work processes in the areas that the centers and branches do not follow or are not aware of the official regulations and the Bank.
- Conducted Risk and Control Self-Assessment (RCSA) workshops for RIC Officers.



Internal Audit

Internal audit is an independent and objective assurance and consulting activity designed to add value and improve the efficiency of the Bank's operations through the evaluation and improvement of risk management processes, internal control systems, and corporate governance, so that they are appropriate, systematic, and effective, thereby supporting the Bank in achieving its established goals and objectives efficiently.

The Bank's internal audit practices adhere to the international standards of The Institute of Internal Auditors and are consistent with the Internal Audit Operations Manual for State Enterprises 2023, the Criteria for Assessing Operational Processes and Management of Core Business Enablers of State Enterprises (2024 Revised Edition) under the State Enterprise Assessment Model (SE-AM), as well as the Bank of Thailand's guidelines on internal audit practices for specialized financial institutions, and other relevant rules or requirements.

The scope of internal audit operations can be summarized into the following six key areas:

1) Qualifications of Internal Auditors

The Bank places importance on developing the capabilities of internal auditors so that they can perform their duties efficiently in accordance with internal audit professional standards and relevant regulations, with the following key approaches:

- Internal auditors must possess knowledge, skills, and competencies that are appropriate and sufficient to carry out audit engagements in a manner that achieves audit objectives and complies with established professional standards, as well as specialized expertise in the skills necessary to perform their assigned duties, to ensure that internal audit activities are carried out effectively.
- Internal auditors are appropriately and regularly rotated among audit engagements in order to strengthen independence and objectivity in the performance of their duties.

- Preparing an annual recruitment plan and personnel development plan, together with a training plan aimed at developing the competencies of internal auditors based on identified competency gaps, so that personnel receive continuous development in line with the department's mission.
- Internal auditors are encouraged to undertake training and knowledge development for no less than 40 hours per person per year and are supported in obtaining relevant professional certifications to enhance professional standards, internal audit knowledge, and information technology skills. Currently, the Bank's internal auditors hold a total of four professional certifications, namely:
 1. Certified Professional Internal Audit of Thailand: CPIAT
 2. ISO/IEC 27001: 2022 Lead Auditor
 3. CompTIA Security+
 4. Internal Audit Certificate Program (IACP)
- Internal auditors perform their duties with objectivity, integrity, and impartiality, avoid situations that may give rise to conflicts of interest, and report and affirm their independence, and disclose any conflicts of interest, on an annual basis.

2) Structure of the Internal Audit Department

The Bank has established an appropriate structure and roles for the Internal Audit Department to support the conduct of audit operations efficiently, transparently, and independently, with the following key approaches:

- The Internal Audit Department operates independently, reporting its audit results directly to the Audit Subcommittee while reporting through the organizational chain of command for general administrative matters.
- The Bank has policies and measures in place to disclose and prevent factors that may affect the independence and objectivity of internal auditors, as well as to avoid situations that may give rise to conflicts of interest. Internal auditors are required to confirm in writing their independence and the absence of any conflicts of interest prior to each audit engagement.
- The roles, duties, and responsibilities of the Internal Audit Department are set out in the Internal Audit Department's charter and Operations Manual, which have been approved by the Audit Subcommittee and communicated to the Bank's management and employees throughout the Bank.
- The Internal Audit Department has full access to information, personnel, assets, and documentary evidence that are relevant and necessary for performing its audit duties, to enable audit activities to be carried out effectively and efficiently.

3) Relationship with Management and the Audit Subcommittee

The Internal Audit Department places importance on close coordination and communication with management and the Audit Subcommittee, so that audit activities are aligned with the Bank's operational direction and risk profile, with the following key approaches:

- Interviews and discussions are conducted with senior management, the Director and President and the Audit Subcommittee to gain an understanding of the organization's strategy, key objectives, relevant risks, as well as the Bank's internal control systems and risk management processes.
- The information and opinions gathered from these discussions are used as input for analysis and the preparation of the audit plan, so that audits cover significant risk issues and align with the Bank's strategic goals.
- Information obtained through coordination with management and the Audit Subcommittee is used to assess the adequacy and effectiveness of the Bank's corporate governance, risk management, and internal control systems, to ensure that the Bank is managed efficiently and is able to achieve its established objectives.

4) Duties and Responsibilities

The Internal Audit Department has the role and duty of supporting good corporate governance at the Bank, conducting audit operations in a systematic and independent manner, in accordance with professional standards and relevant regulations, with the following key duties and responsibilities:

- Preparing and updating the regulations, charter, rules, guidelines, and operations manual for internal audit to align with the Internal Audit Manual for State Enterprises, as well as communicating and building understanding of the roles and responsibilities of the internal audit function, the code of conduct, and operating standards, to senior management, the Audit Subcommittee, the Board of Directors, and relevant personnel, through various channels such as meetings and the Bank's intranet system.
- Conducting audits with a focus on significant risk issues that may affect the Bank's strategic objectives, as well as auditing compliance with the Bank's rules and regulations, laws, and the requirements of relevant regulatory authorities.
- Assessing and reviewing the adequacy and effectiveness of the Bank's internal control systems, as well as its risk management processes, in order to support the prevention and reduction of the likelihood of fraud or improper conduct.
- Reviewing employees' and management's compliance with the Code of Conduct, as well as the annual disclosure of transactions that may involve conflicts of interest.
- Providing advice, guidance, and related services to management and various units to help add value and improve the Bank's risk management processes, internal control, and corporate governance. Such consulting services are provided in a manner that does not conflict with the independence of the internal audit function and does not involve assuming management responsibilities.
- Reporting the results of the Internal Audit Department's operations, including significant audit findings, to the Audit Subcommittee and the President of the Bank at least once per quarter, in order to appropriately support the oversight and decision-making of management and the Board of Directors.

5) Operations and Reporting

Operations

- The Internal Audit Department has prepared a Strategic Audit Plan for 2025-2029, using a systematic risk assessment process to prioritize risks and define the scope of audit activities in alignment with the Bank's objectives, goals, and risk profile as well as the resources available of the Internal Audit Department. Resources for audit engagements are allocated according to risk level, in order to determine the number of man-days required each year. In addition, changes in the Bank's risk profile are continuously monitored, and the audit plan is reviewed and updated as necessary to ensure it remains appropriate and responsive to circumstances.
- The 2025 Annual Audit Plan was prepared in alignment with the Strategic Audit Plan, the Bank's objectives, and its significant risks, incorporating the supervisory approach under the Bank of Thailand's Significant Activities Supervisory Framework. The scope of audit engagements is determined according to the risk level of each activity, with risk and control assessments conducted based on the nature of each activity at every stage of the planning process, categorized into core and supporting activities, together with clearly defined process flows and key control points at each stage. An appropriate proportion of audit resources is allocated to consulting services.
- Information technology system audits are clearly incorporated into the audit plan, taking into consideration alignment with the Bank's objectives, goals, and risks, as well as the needs of management.

- In carrying out audit engagements, the Internal Audit Department gathers relevant data and documents, prepares audit evidence, records audit results, analyzes findings and prepares audit reports, and continuously monitors the implementation of the recommendations reported. In cases where the audited unit fails to implement the recommendations, the Internal Audit Department will report the matter to the Audit Subcommittee for consideration.
- The Internal Audit Department assesses the adequacy and appropriateness of its resources, resource management, and budget, to ensure alignment with the audit plan and the department's mission.
- The preparation of the Strategic Audit Plan incorporates input from management and is approved by the Audit Subcommittee before being presented to the Board of Directors for information. Prior to commencing each audit engagement, discussions and coordination are conducted with the relevant units to ensure that operations are carried out efficiently.
- The Internal Audit Department maintains a systematic follow-up system for tracking implementation of recommendations and prepares follow-up reports for submission to the Audit Subcommittee, management, the Board of Directors, and relevant regulatory authorities.
- Coordination and discussions are conducted with external regulatory bodies, such as the Bank of Thailand, and external auditors approved by the Office of the Auditor General of Thailand regarding the scope and approach of audits, in order to avoid duplication of audit work, and to discuss significant observations or recommendations. Clarifications or corrective actions are carried out in accordance with the recommendations of such regulatory bodies.

Reporting

- The Internal Audit Department has established a standardized format for audit reports, which has been approved by the Audit Subcommittee, to ensure that reporting is clear, consistent, and can be effectively utilized to improve the operations of relevant units.
- Upon completion of each audit, a closing meeting is held with the audited unit and relevant parties to explain the audit results and improvement recommendations before preparing the final audit report for submission to the management of the audited unit, the President of the Bank, and the Audit Subcommittee, within the specified timeframe.
- The Internal Audit Department reports on its operational results, as well as on the progress of implementation of its recommendations, to the Audit Subcommittee on a regular basis, at least once per quarter.

6) Quality Assurance of Internal Audit Work

- The Internal Audit Department evaluates the performance of the audit team upon completion of each internal audit engagement and gathers feedback and suggestions from the audited unit regarding the quality and effectiveness of audit work. This information is analyzed and used to continuously improve and develop audit processes, as well as to inform the performance evaluation of internal auditors.
- The Bank has established a systematic Quality Assurance and Improvement Program (QAIP) for internal audit activities, under which the quality of internal audit engagements is assessed through internal evaluations - covering both self-assessment by the Internal Audit Department and evaluations by senior management and the Audit Subcommittee. In addition, at least once every three to five years, the Bank arranges for an external independent quality assessment of audit work, in order to evaluate the extent to which operations conform to generally accepted internal audit professional standards. The results of these assessments are analyzed to improve operational processes, narrow the gap between practice and professional standards, and support the preparation of strategic plans to enhance audit operations each year.

- The Internal Audit Department regularly reviews and updates its rules, manuals, and operational guidelines at least once a year to remain aligned with the Bank's changing operating environment, as well as relevant regulations, laws, rules, and professional standards. Such rules and guidelines must undergo review and receive approval from the Audit Subcommittee.
- Internal auditors perform their duties with due care and diligence, adhering to the principle of accountability in accordance with professional standards, following clear operating guidelines that encompass the consideration of risk issues and the collection and documentation of sufficient and appropriate audit evidence to support audit conclusions. Internal auditors also fully disclose material facts, in order to prevent any communication that could give rise to misunderstanding or be interpreted as concealing facts relating to acts of non-compliance with applicable laws or regulations.

In carrying out internal audit operations under the six areas described above, internal auditors are required to adhere to and comply with the Code of Ethics for Internal Auditors, which comprises five key principles, namely:

1. Demonstrate Integrity
2. Maintain Objectivity
3. Demonstrate Competency
4. Exercise Due Professional Care
5. Maintain Confidentiality

These ethical principles form an essential foundation for strengthening the credibility, independence, and professional standards of internal audit activities to support the effective functioning of the Bank's corporate governance, risk management, and internal control systems in accordance with the principles of good governance.

Shariah Governance Report In the name of Allah, the Most Gracious, the Most Merciful

The Islamic Bank of Thailand conducts its Shariah governance in accordance with the regulations established by the Bank of Thailand, pursuant to Bank of Thailand Notification No. SorKorSor. 25/2562 (2019) Re: Regulations on the Supervision of Specialized Financial Institutions Conducting Financial Business under Islamic Principles, announced on September 2, 2019 and effective from October 1, 2019, and Islamic Bank of Thailand Regulation No. 20 on the Corporate Governance of the Bank under Islamic Principles, B.E. 2560 (2017) (First Amendment), announced on December 12, 2019 and effective from November 21, 2019. In 2025, the Shariah Advisory Council of the Islamic Bank of Thailand carried out the following activities:

1. Considering and providing recommendations on the preparation and review of the Bank's regulations and operating manuals in various areas, such as the securities investment policy, operating rules on procedures for controlling and monitoring large debtor exposures (single lending limit), notification of Islamic Bank of Thailand on business classification, categories of prohibited financing and financing that the Bank does not wish to support, revised financing agreement forms and appendix attached to financing facility agreements, and legal documents relating to the leasing of the Bank's properties held for sale - so that the Bank may adhere to and apply them as guidelines for conducting its corporate governance in accordance with Islamic principles.

2. The Shariah Advisory Council of the Islamic Bank of Thailand receives quarterly reports on operational compliance with Islamic principles from the units responsible for corporate governance under Islamic Bank of Thailand Regulation No. 20 on the Corporate Governance of the Bank under Islamic Principles, B.E. 2560 (2017) (First Amendment), namely the Internal Audit Department, the Compliance and Rules Department, the Credit Review Department, the Risk Management Department, the Shariah Department, and the Anti-Fraud Office. In 2025, the Shariah Advisory Council of the Islamic Bank of Thailand did not receive any reports or complaints of activity violating the Islamic principles.

3. The Shariah Advisory Council of the Islamic Bank of Thailand regularly provides knowledge and guidance to the Bank's management and employees on applying relevant Shariah principles in the performance of their duties across every area of the Bank for which they are responsible, in order to build confidence and a positive image of the organization as a bank that operates in accordance with Islamic principles. This has been carried out through meetings of the Shariah Advisory Council of the Islamic Bank of Thailand and through social media.

4. At its Meeting No. 12/2025, held on December 24, 2025, the Shariah Advisory Council of the Islamic Bank of Thailand passed a resolution to establish the "Screening and Monitoring Working Group of the Shariah Advisory Council of the Islamic Bank of Thailand," tasked with studying, analyzing, and screening matters for discussion or requests for opinions from various units, in order to support the deliberations of the Shariah Advisory Council of the Islamic Bank of Thailand, and to ensure that the Bank's Shariah operations and oversight are carried out correctly, appropriately, efficiently, and effectively.

Certification of the Shariah Advisory Council of the Islamic Bank of Thailand

In 2025, the Shariah Advisory Council of the Islamic Bank of Thailand held a total of 12 meetings, considering various agenda items based on the documents and information presented. The Council conducted its deliberations strictly within the framework of Islamic principles, and hereby provides the following certification:

1. Products and services, operating regulations and manuals, and contractual documents used in conducting the Bank's business including deposits, financing, takaful, and other services are compliant with Islamic principles.

2. All types of businesses to which the Bank provides financing and investment support which constitute the sources of income allocated as returns to depositors are compliant with Islamic principles.

3. The treatment of income from compensation/penalty charges arising from payment default, or income that conflicts with Islamic is compliant with Islamic principles. Although the Bank is required to record such amounts as income under the accounting standards prescribed by the Federation of Accounting Professions, but under Shariah principles the Bank is not permitted to recognize such amounts as income. However, the Bank may deduct opportunity costs and losses arising from financing from such amounts, in accordance with the resolution of the Shariah Advisory Council of the Islamic Bank of Thailand, with the remaining balance required to be donated for public benefit, in accordance with the operating regulations on the collection and handling of compensation for damages or penalty charges arising from payment default or breach of contract terms, and the operating regulations on the treatment of income received from customers whose business or transactions conflict with Shariah principles to ensure compliance with Islamic principles.

4. The allocation of zakat by the Zakat Subcommittee, which operates under the responsibility of the Shariah Advisory Council of the Islamic Bank of Thailand, is compliant with Islamic principles, and its contribution helps to promote and improve the well-being, education, livelihoods, and overall quality of life of zakat recipients.

Allah is the Bestower of success and the Guide to the straight path.

Wassalamu alaikum warahmatullahi wabarakatuh.

Good Corporate Governance

Principles of Good Corporate Governance

The Islamic Bank of Thailand is a financial institution operating under the Islamic Bank of Thailand Act B.E. 2545 (2002), applying Shariah principles (meaning the rules, regulations, standards, and practices of Islamic religion applicable to financial transactions and the Bank's provision of Islamic financial services) as a guiding framework for shaping the Bank's concepts and operational approach. The Bank conducts its operations within the policy and directional framework set by the Ministry of Finance, and plays a significant role in providing Shariah-compliant financial services to both Muslim and general customers, contributing to the country's economic and social development.

The Bank's principles of good corporate governance are aligned with its Vision - "A Shariah-compliant financial institution for sustainability" - and its Mission of maintaining transparent operations under good corporate governance, with a focus on the role of the Board of Directors and management in overseeing the Bank with accountability for performance at full capability and sufficient efficiency. This includes placing importance on risk management, creating added value for the organization's short- and long-term competitiveness, treating stakeholders equitably, and maintaining transparent, auditable operations through the transparent disclosure of information to relevant parties. As the Bank is a state enterprise under the supervision of the Ministry of Finance, it strictly adheres to these principles in its operations, and continuously reviews its corporate governance principles to ensure alignment with ongoing changes in the social and economic context.

Good Corporate Governance Policy

The Good Corporate Governance Policy sets out the principles of good corporate governance and best practices for the Board of Directors, management, and employees at all levels, giving due consideration to conducting business sustainably in accordance with Shariah principles, aligned with the seven internationally recognized good governance principles, and in accordance with the Good Corporate Governance Guidelines for State Enterprises B.E. 2562 (2019). It is implemented under Bank of Thailand Notification No. SorKorSor. 25/2562 (2019) Re: Regulations on the Supervision of Specialized Financial Institutions Conducting Financial Business under Islamic Principles, and the State Enterprise Performance Assessment Manual under the new assessment system (State Enterprise Assessment Model: SE-AM), so that personnel at all levels of the Bank can apply the policy's six categories as operational guidelines, namely:

- Category 1: Government Oversight of Governance
- Category 2: Rights and Equal Treatment of the State (as Shareholder)
- Category 3: Responsibilities of the Board of Directors
- Category 4: Role of Stakeholders
- Category 5: Disclosure of Information and Transparency
- Category 6: Code of Conduct and an Organizational Culture of Integrity

Good corporate governance strengthens the Bank and enables it to conduct business sustainably, generating the following benefits:

- 1) Strengthens sound, transparent, and clearly standardized management systems, which enhance the Bank's competitiveness and help prevent and eliminate potential conflicts of interest
- 2) Builds confidence among stakeholders by supporting communication between the Bank and stakeholders, both directly and through other channels, such as feedback/suggestion channels and complaint channels

- 3) Serves as a tool for measuring performance more effectively, by using identified deficiencies to drive improvement
- 4) Establishes a framework of accountability for the Board of Directors and management toward all stakeholders, and creates obligations ensuring that management exercises its authority within defined limits

Activities to Promote Good Governance and Prevent Corruption

1) Enhancing operations in line with the Integrity and Transparency Assessment (ITA) guidelines of the Office of the National Anti-Corruption Commission (NACC). In 2025, the Bank received a "Good" pass rating, with a score of 95.34.

2) Preventing corruption: The Bank has announced a "No Gift Policy," prohibiting the acceptance of any gifts or presents in connection with the performance of duties, signed and announced by the Director and President on January 31, 2025.

3) Publicizing, Promoting, and Complying with the Code of Conduct and Code of Ethics, Through the Following Activities:

3.1 Organizing a training course on strengthening and promoting ethics and the No Gift Policy for 200 executives and employees, in order to foster awareness of performing duties in accordance with the code of conduct and ethics and of declining all forms of gifts and presents, held on March 13, 2025.

3.2 Participating in a booth exhibition at "KM Day" on good governance and corruption prevention, incorporating activities related to compliance with the code of conduct and ethics and anti-corruption, held on December 1, 2025.

3.3 Organizing a training course on promoting ethics, the code of conduct, and anti-corruption campaigns for 250 directors, executives, and employees, in order to encourage personnel to conduct themselves in accordance with the Islamic Bank of Thailand's Code of Ethics and Conduct, and to build a work culture of transparency, honesty, and integrity, held on September 15, 2025.

Conflict of Interest Prevention Policy

The Bank is committed to conducting its business in accordance with the principles of good corporate governance, in order to help build confidence among shareholders and all stakeholders, operating with transparency and fairness, and focusing on ensuring that directors, executives, and employees perform their duties based on the principles of accuracy, prudence, and caution, with primary regard for the interests of customers and the Bank. To this end, the Bank has established Islamic Bank of Thailand Regulation No. 23 on the Code of Conduct for Directors, the President, Bank Executives, and Employees to Prevent Conflicts Between Personal and Public Interests, B.E. 2563 (2020), and has set operating rules on the reporting and review of conflict-of-interest disclosures, in accordance with the principles of good corporate governance. It has also established appropriate controls and safeguards to prevent transactions that may give rise to conflicts of interest. This forms part of the good ethical framework and is regarded as one of the key codes of conduct that directors, executives, and employees must strictly observe, in order to earn the trust and confidence of all stakeholders.

The Bank requires that the results of the review of conflicts of interest involving executives and employees be reported to the Audit Subcommittee, and that reports on conflicts of interest involving the President and directors be submitted to the Chairman of the Board of Directors. The Bank is committed to enhancing executives' and employees' knowledge, understanding, and awareness of the Conflict of Interest Prevention Policy, so that they can perform their duties correctly and in accordance with the relevant criteria.

Social and Environmental Initiatives

Religious and Cultural Dimension

★ The Bank had the honor of welcoming Their Majesties the King and Queen, who graciously presided over the opening ceremony of Thailand Central Mawlid 1446 A.H. at the Chalmphrakiat National Islamic Affairs Administration Center, Nong Chok District, Bangkok. As the principal sponsor of the event, the Bank presented a donation for charitable purposes at His Majesty's royal discretion and received a plaque of honor graciously bestowed by His Majesty. The Bank also presented a souvenir set of agarwood perfume and participated in the event with an exhibition booth showcasing its mission and services, reflecting its ongoing commitment to supporting religious activities and engaging with the Muslim community..



★ The Bank organized Iftar events under the “ibank Ramadan Relations 2025” project to strengthen relationships with Muslim communities and foster a spirit of unity during the holy month of Ramadan. In collaboration with the Provincial Islamic Committee of Phra Nakhon Si Ayutthaya, the Bank held an Iftar event for the local Muslim community in a warm and welcoming atmosphere. Similar activities were also organized in other provinces, including at the Central Mosque of Krabi Province and Nurul Jannah Mosque (Ban Bang Rong) in Phuket Province, providing opportunities for local communities to participate in religious observances and strengthen relationships. These initiatives reaffirmed the Bank's role as a financial institution committed to religious principles and social well-being.



★ Supported the annual Iftar dinner for the Muslim diplomatic corps in Thailand and representatives of Islamic organizations in Thailand, held as held during Ramadan 1446 A.H.



★ Participated in the farewell and blessing ceremony for Thai Muslims departing for the Hajj pilgrimage - the "Amir al-Hajj" ceremony of the Chularajmontri (the State Counsellor for Islamic Affairs of Thailand) - for 2025.



★ Supported the annual Iftar dinner for the Muslim diplomatic corps and representatives of Islamic organizations in Thailand, held during Ramadan 1446 A.H. at the Head Office of the Islamic Bank of Thailand.



★ In collaboration with UNHCR, the Bank supported the “Ramadan Nee Phuea Phi Nong” (“This Ramadan, For Our Brothers and Sisters”) project and the 7th Annual Zakat Giving Campaign, aimed at providing humanitarian assistance amid the global refugee crisis. The initiative provided assistance to more than 1.5 million refugees and displaced persons across 21 countries worldwide.



★ Supported the "Food Bank" project through the Humanitarian Assistance Network Council under the Office of the Chularajmontri, by processing Qurban (sacrificial) beef and storing it in frozen form for distribution to more than 1,000 underprivileged people and refugees in Thailand, reflecting the Bank's role in advancing humanitarian work in accordance with Islamic principles.



★ Twenty customers who won Hajj pilgrimage packages through the “2025 Hajj Deposit Prize Draw” departed from Suvarnabhumi Airport for the Hajj pilgrimage to Makkah, Saudi Arabia.

★ Organized the Hajj Deposit Prize Draw for the 10th consecutive year, offering the highest number of prizes since the program’s inception. A total of 45 Hajj and Umrah pilgrimage packages, with a combined value of 8,820,000 Baht, were awarded, comprising 20 Hajj packages valued at 270,000 Baht each, totaling 5,400,000 Baht, and 25 Umrah packages valued at 90,000 Baht each, totaling 2,250,000 Baht.

Over the past 10 years, the Bank has awarded Hajj pilgrimage packages to a total of 121 winners. This year, more than 4.5 million eligible entries were generated from Hajj and Umrah deposit accounts that met the Bank’s deposit conditions and were entered into the prize draw.



Monarchy and Royal Institution Dimension

★ Recorded a televised message of royal felicitations to His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua, on the occasion of His Majesty's Birthday, July 28, 2025.



★ Recorded a televised message of royal felicitations to Her Majesty Queen Suthida Bajrasudhabimalalakshana, on the occasion of Her Majesty's Birthday, June 3, 2025.



★ Recorded a televised message of royal felicitations to Her Majesty Queen Sirikit The Queen Mother, on the occasion of Her Majesty's Birthday, August 12, 2025.



★ Offered royal felicitations and took the pledge of allegiance on the occasion of His Majesty the King's Birthday, July 28, 2025, at the Head Office of the Islamic Bank of Thailand.



In addition, the Bank organized a ceremony to sign a book of royal felicitations for His Majesty the King and take a pledge to uphold the principles of good public service and contribute to the nation. The ceremony provided Bank employees with an opportunity to demonstrate their commitment to performing their duties in accordance with His Majesty's royal guidance for the well-being of the people and the nation. The event was held at the Islamic Bank of Thailand Head Office and at the Sanam Luang Royal Ceremonial Ground.

At the same time, the Bank also organized blood donation activities under the "10,000,000 CC Blood Donation" project in honor of His Majesty the King. Throughout 2025, four blood donation events were held, with 335 participants donating a total of 102,114 CC of blood.



★ Joined in expressing condolences and paying tribute to the boundless grace and benevolence of Her Majesty Queen Sirikit The Queen Mother. Mr. Yongyutt Chaipromprasith, Chairman of the Board, together with Dr. Thaweelap Rittapirom, Director and President of the Bank, and members of the executive team, observed a moment of silence and signed a book of condolences at the Asok Office.

The executive team also attended the royal funeral rites held at the Dusit Maha Prasat Throne Hall within the Grand Palace. In addition, the Bank, together with the Foundation for the Islamic Center of Thailand, held a memorial ceremony attended by executives, directors, and members of the Muslim community, who joined in Friday prayers in remembrance of Her Majesty. These activities reflected their deep respect, loyalty, and profound gratitude for Her Majesty's boundless benevolence.

Education and Sports Dimension

★ Awarded scholarships to Monthong Wittaya School to support student athletes, coaches, and staff, following their runner-up finish in the 7-a-side student football competition at the "7HD Championship 2025." The Bank also opened ibank e-Savings accounts and presented Hajj and Umrah deposit accounts for the students, in order to promote saving discipline and support youth, in Chachoengsao Province.



★ Participated in the “Run for Unity” charity walk/run event in Nakhon Ratchasima Province, organized by the Islamic Foundation for Faith and Social Development under the patronage of the Chularajmontri. The event aimed to promote unity and well-being, reflecting the Bank’s commitment to supporting society and public-benefit initiatives.

Social and Environmental Dimension



★ In collaboration with the Humanitarian Assistance Network Council under the Office of the Chularajmontri and partner networks, provided support and distributed 200 relief bags to flood-affected communities in Phra Nakhon Si Ayutthaya Province.



★ In collaboration with the Humanitarian Assistance Network Council under the Office of the Chularajmontri and the "Khon Chuay Khon" ("People Helping People") Foundation, visited flood-affected areas in Songkhla Province to distribute halal relief bags and essential supplies, benefiting 495 households and helping alleviate hardship among local communities.



★ In collaboration with the Humanitarian Assistance Network Council under the Office of the Chularajmontri, visited evacuation centers for people displaced by the Thailand–Cambodia border situation, providing halal food, relief bags, and drinking water, while also encouraging donations and providing assistance to affected customers in the area.



★ Provided 100,000 eggs to support post-flood recovery efforts through the Humanitarian Assistance Network Council under the Office of the Chularajmontri and the “Yam Fao Phaendin” (“Guardians of the Land”) Foundation, extending assistance to flood-affected communities.



★ Visited Pattani, Yala, Songkhla, and Satun Provinces in response to the Ministry of Finance's "Assist-Remedy-Restore" policy, providing assistance to customers, employees, and entrepreneurs affected by the flooding in the South.



★ Distributed halal relief bags to assist flood-affected communities in Phra Nakhon Si Ayutthaya Province, helping to alleviate hardship among residents in areas that had remained flooded for more than two months.



★ Provided Jariyah funds under the “Ramadan Jariyah Fixed Deposit” scheme to support mosques and schools in Southern Thailand, in collaboration with the Provincial Islamic Committees. The initiative aims to support religious institutions and promote activities for the public benefit within Muslim communities. Funds were provided to three mosques in Nakhon Si Thammarat Province, five mosques in Krabi Province, and 12 mosques in Pattani Province, reflecting the Bank’s commitment to conducting its operations in accordance with Islamic principles while creating sustainable benefits for society and local communities.



★ **ibank Cares for Our Southern Brothers and Sisters:** Following the severe flooding in Hat Yai Municipality, Hat Yai District, Songkhla Province, and neighboring provinces, particularly Satun, Yala, Pattani, and Narathiwat, the Bank promptly mobilized assistance through the Ministry of Finance’s Vayupak Network Relief Coordination Center, while implementing urgent measures to support affected customers and employees.

In coordination with the Royal Thai Army Radio and Television Channel 5 (Channel 5) and the Humanitarian Assistance Network Council under the Office of the Chularajmontri, the Bank mobilized assistance and donations for rapid delivery to affected areas. It also established the “ibank Nam Jai Center for Flood Relief” (ibank Goodwill Center for Flood Relief) to receive requests for emergency assistance through the ibank Contact Center at 1302, press 7, and the “Emergency Assistance” task force via the ibank Contact Center, Channel 5, and the Humanitarian Assistance Network Council under the Office of the Chularajmontri.

The center also served as a donation point, providing information to donors wishing to support those affected by the disaster. Donations could be made through the Islamic Bank of Thailand account “Give to Pass On, Receive to Return,” account number 008-1-36851-8, to raise emergency relief funds. All donated funds were transferred to the Humanitarian Assistance Network Council under the Office of the Chularajmontri, government agencies, or other relevant networks for the purchase of essential supplies and the provision of relief assistance during the flooding and post-flood recovery period.

In addition, the Bank prepared halal relief bags and provided drinking water and halal relief supplies to the Ministry of Finance’s Vayupak Network Relief Coordination Center for urgent distribution to affected communities through the Vayupak Network. The Bank also worked closely with key customers to support the “Halal Kitchen” initiative, jointly preparing cooked meals for flood-affected communities. This collaboration with the Humanitarian Assistance Network Council under the Office of the Chularajmontri reflected the strong solidarity and cooperation among partners in providing assistance under challenging circumstances.

At the same time, the Bank deployed a team to the Sulukhuddeen Mosque community (Ban Bang Faep) in Khuan Lang Subdistrict, Songkhla Province, where cooked halal meals, drinking water, and essential medicines were distributed to local residents. A total of 300 sets of assistance were provided.

The Bank also introduced preliminary assistance measures for customers directly and indirectly affected by the flooding under the “ibank We Will Not Leave Anyone Behind” initiative, helping to ease their financial burden during this difficult period. The initiative concluded with a du’a (supplication), jointly praying to Allah (Subhanahu wa Ta’ala) for protection and relief for the people of Southern Thailand affected by the flooding, and for their lives to return to normal as soon as possible.

Board of Directors as December 31, 2025

1.	Mr. Yongyutt Chaipromprasith	Chairman
2.	Mrs. Vunnaporn Devahastin	Director
3.	Mrs. Chotinart Yongsoontorn	Director
4.	Mr. Kraisit Anukoolutaiwong	Director
5.	Mr. Nattakarn Boonsri	Director
6.	Mr. Worawit Phantanusorn	Director
7.	Dr. Thaweelap Rittapirom	Director and President

Appointment of Directors, Subcommittees and Working Groups

Executive Subcommittee

Board of Directors Order No. Kor.015/2567 (2024), Effective from December 3, 2024 - May 28, 2025

No.	Name	Position
1	Mr. Komon Jirachaisudtigkun	Chairman of Subcommittee
2	Ms. Sumalee Satitchaichareon	Subcommittee
3	Mr. Charcree-Amorn Tirachulisoonthorn	Subcommittee
4	President	Subcommittee and Secretary

Board of Directors Order No. Kor.002/2568 (2025), Effective from May 29, 2025 - July 30, 2025

No.	Name	Position
1	Mr. Komon Jirachaisudtigkun	Chairman of Subcommittee
2	Ms. Sumalee Satitchaichareon	Subcommittee
3	Mr. Chakri Boonyakiat	Subcommittee
4	President	Subcommittee and Secretary

Board of Directors Order No. Kor.005/2568 (2025), Effective from July 31, 2025 - September 26, 2025

No.	Name	Position
1	Mr. Komon Jirachaisudtigkun	Chairman of Subcommittee
2	Ms. Sumalee Satitchaichareon	Subcommittee
3	Mr. Nattakarn Boonsri	Subcommittee
4	President	Subcommittee and Secretary

Board of Directors Order No. Kor.013/2568 (2025), Effective from October 11, 2025 onwards.

No.	Name	Position
1	Mr. Nattakarn Boonsri	Chairman of Subcommittee
2	Mr. Kraisit Anukoolutaiwong	Subcommittee
3	President	Subcommittee and Secretary

The scope of authority of the Executive Subcommittee is as follows:

1. Review the Bank's investment policies and approve investments in accordance with the Bank's rules and regulations.
2. Approve credit facilities, debt restructuring arrangements, and potential losses arising from debt restructuring within the limits authorized by the Board of Directors.
3. Review the Bank's organizational structure, annual business plan, and budget, including the memorandum of understanding (MOU) relating to annual performance evaluation, and propose such matters to the Board of Directors for approval.
4. Review the Bank's short-term and long-term human resources development master plan and submit it to the Board of Directors for approval, including monitoring its implementation.
5. Provide recommendations on the development and optimization of the Bank's organizational structure, workforce planning strategies, personnel policies, compensation frameworks, and employee welfare to enhance operational efficiency.
6. Screen and review matters outside the scope of other subcommittees' authority prior to submission to the Board of Directors.
7. Perform any other duties as assigned by the Board of Directors.

Audit Subcommittee

Board of Directors Order No. Kor.016/2567 (2024), Effective from December 3, 2024 - July 30, 2025

No.	Name	Position
1	Mrs. Chotinart Yongsoontorn	Chairman of Subcommittee
2	Mrs. Vunnaporn Devahastin	Subcommittee
3	Pol.Maj.Gen. Thianchai Kamapaso	Subcommittee
4	Vice President of Internal Audit Department or assigned person by the Audit Subcommittee	Secretary

Board of Directors Order No. Kor.006/2568 (2025), Effective from July 31, 2025 onwards.

No.	Name	Position
1	Mrs. Chotinart Yongsoontorn	Chairman of Subcommittee
2	Mrs. Vunnaporn Devahastin	Subcommittee
3	Mr. Worawit Phantanusorn	Subcommittee
4	Vice President of Internal Audit Department or assigned person by the Audit Subcommittee	Secretary

The scope of authority of the Audit Subcommittee is as follows:

1. Prepare and review the Audit Subcommittee Charter, clearly defining its duties, term of office, composition, and any significant changes thereto, subject to approval by the Board of Directors. The Charter shall be reviewed at least annually and disclosed in the Bank's Annual Report.
2. Review and assess the adequacy and effectiveness of the Bank's internal control system, corporate governance, internal audit function, and risk management framework, including the independence of the Internal Audit Department.
3. Review the accuracy, completeness, and reliability of the Bank's financial reporting.
4. Review the Bank's compliance with applicable laws, regulations, rules, operating procedures, Cabinet resolutions, notifications, and orders relating to the Bank's operations.

5. Review the adequacy and transparency of the Bank's disclosure of information, particularly in relation to related-party transactions, transactions with potential conflicts of interest, and government policy-related transactions.
6. Provide recommendations to the Board of Directors regarding the appointment, transfer, dismissal, remuneration, and annual performance evaluation of the Head of the Internal Audit Department.
7. Consider the appointment and remuneration of the external auditor for proposal to the Board of Directors, monitor the auditor's performance, and review any non-audit services provided by the auditor.
8. Report the overall performance of the Audit Subcommittee to the Board of Directors at least quarterly within sixty (60) days from the end of each quarter. The fourth-quarter report shall be prepared as an annual report and submitted to the Ministry of Finance within ninety (90) days from the end of the Bank's fiscal year.
9. Conduct a self-assessment of the Audit Subcommittee's performance at least once per fiscal year and report the results, including any issues, obstacles, and improvement plans, to the Board of Directors.
10. Report promptly to the Board of Directors any transactions or acts that the Audit Subcommittee finds or suspects may involve conflicts of interest, fraud, legal violations, or significant deficiencies in the internal control system. If corrective action is not taken within the timeframe deemed appropriate by the Audit Subcommittee, such matters shall be disclosed in the Bank's Annual Report and reported to the Bank of Thailand.
11. Prepare the Audit Subcommittee's Report for disclosure in the Bank's Annual Report.
12. Review and approve the Charter of the Internal Audit Department, the Internal Auditor Code of Conduct, operational manuals, audit guidelines, audit plans, and the budget of the Internal Audit Department. The Subcommittee may delegate authority to approve operational manuals or audit guidelines, provided that such delegation does not contravene applicable laws or regulations.
13. Meet with the external auditor, the Head of the Internal Audit Department, and external advisors at least once a year without the presence of management.
14. Exercise the authority to request information, documents, or clarification from relevant personnel, departments, or third parties as necessary.
15. Engage external advisors or specialists to provide advice or assistance in performing audit duties at the Bank's expense.
16. Delegate authority to working groups under the Audit Subcommittee, as appropriate.
17. Perform any other duties as required by law or assigned by the Board of Directors, provided that such duties fall within the scope of the Audit Subcommittee's responsibilities.

Risk Oversight Subcommittee

Board of Directors Order No. Kor.017/2566 (2023), Effective from December 3, 2024 - July 30, 2025

No.	Name	Position
1	Mrs. Vunnaporn Devahastin	Chairman of Subcommittee
2	Mrs. Wachiraya Permbhusri	Subcommittee
3	Pol.Maj.Gen. Thianchai Kamapaso	Subcommittee
4	President	Subcommittee
5	Vice President of Risk Management Department or assigned person by the Risk Oversight Subcommittee	Secretary

Board of Directors Order No. Kor.007/2568 (2025), Effective from July 31, 2025 onwards.

No.	Name	Position
1	Mr. Worawit Phantanusorn	Chairman of Subcommittee
2	Mrs. Wachiraya Permbhusri	Subcommittee
3	Mrs. Vunnaporn Devahastin	Subcommittee
4	President	Subcommittee
5	Vice President of Risk Management Department or assigned person by the Risk Oversight Subcommittee	Secretary

The scope of authority of the Risk Oversight Subcommittee is as follows:

1. Provide advice to the Board of Directors on the Bank's risk governance framework.
2. Ensure that senior management, including the Head of the Risk Management Unit, complies with the Bank's risk management policies and strategies, including approved risk appetite levels.
3. Oversee capital and liquidity management strategies to ensure alignment with the Bank's risk profile and approved risk appetite.
4. Review and assess the adequacy and effectiveness of the Bank's overall risk management policies, strategies, and risk appetite at least annually, or when there are significant changes. In this regard, hold discussions with the Audit Subcommittee to ensure that all material risks, including emerging risks, are appropriately identified, managed, and effectively implemented.
5. Review and propose revisions to risk-related policies and supervisory charters to ensure compliance with applicable laws and regulations, and submit them to the Board of Directors for approval.
6. Approve the Annual Compliance Report and report its key matters to the Board of Directors.
7. Report regularly to the Board of Directors on the Bank's risk profile, effectiveness of risk management, compliance status, risk culture, significant risk factors, and areas requiring remediation, in alignment with the Bank's risk management framework.
8. Provide opinions or participate in the evaluation of the performance of the Head of the Risk Management Unit.
9. Review the adequacy and effectiveness of the internal control system, including related policies and plans, and oversee implementation to ensure compliance with internal control standards.
10. Promote the integration of good governance, risk management, and regulatory compliance processes to support integrity-driven performance.
11. Exercise the authority to request relevant data, documents, or clarification from responsible personnel or departments as necessary.

12. Review and provide opinions on the adequacy and appropriateness of the credit review plan prior to submission for approval, and acknowledge credit review reports in order to provide guidance to management on mitigating potential credit risks.
13. Review and approve the Bank's risk management plan and internal control plan, and report such matters to the Board of Directors.
14. Perform any other duties as assigned by the Board of Directors.

Good Corporate Governance and Innovation Subcommittee

Board of Directors Order No. Kor.019/2567 (2024), Effective from December 3, 2024 - May 28, 2025

No.	Name	Position
1	Mrs. Wachiraya Permbhusri	Chairman of Subcommittee
2	Mrs. Chotinart Yongsoontorn	Subcommittee
3	Mr. Charcree-Amorn Tirachulisoonthorn	Subcommittee
4	Executive Vice President Corporate Strategy Group or assigned person by the Good Corporate Governance and Innovation Subcommittee	Secretary

Board of Directors Order No. Kor.003/2568 (2025), Effective from May 29, 2025 - July 30, 2025

No.	Name	Position
1	Mrs. Wachiraya Permbhusri	Chairman of Subcommittee
2	Mrs. Chotinart Yongsoontorn	Subcommittee
3	Executive Vice President Corporate Strategy Group or assigned person by the Good Corporate Governance and Innovation Subcommittee	Subcommittee and Secretary

Board of Directors Order No. Kor.009/2568 (2025), Effective from July 31, 2025 onwards.

No.	Name	Position
1	Mrs. Wachiraya Permbhusri	Chairman of Subcommittee
2	Mrs. Chotinart Yongsoontorn	Subcommittee
3	Mrs. Vunnaporn Devahastin	Subcommittee
4	Mr. Nattakarn Boonsri	Subcommittee
5	Executive Vice President Corporate Strategy Group or assigned person by the Good Corporate Governance and Innovation Subcommittee	Secretary

The scope of authority of the Good Corporate Governance and Innovation Subcommittee is as follows:

1. Review policies and charters relating to good corporate governance principles, social responsibility, innovation, and sustainability of the Bank at least once a year, or when there are significant changes, and propose them to the Board of Directors for consideration and approval.
2. Provide opinions on the Bank's compliance with the Core Business Enablers (CBE) evaluation criteria.

3. Establish an operational framework in accordance with the Code of Ethics of the Islamic Bank of Thailand.
4. Provide recommendations on the Bank's business operations to achieve the objectives set out in the Bank's annual operational plan in relation to good governance, social responsibility, innovation, and sustainability.
5. Promote the communication and dissemination of corporate governance principles and related guidelines in a transparent manner to foster understanding at all levels, and encourage the participation of the Board of Directors, management, employees, communities, customers, and the general public in social and environmental activities for sustainable development.
6. Appoint working groups or designate employees of relevant departments to perform assigned tasks.
7. Invite working groups or employees of relevant departments to provide information or clarification for consideration.
8. Perform any other duties as assigned by the Board of Directors.

Nomination, Remuneration and Performance Appraisal Subcommittee

Board of Directors Order No. Kor.018/2567 (2024), Effective from December 3, 2024 - July 30, 2025

No.	Name	Position
1	Mrs. Wachiraya Permbhusri	Chairman of Subcommittee
2	Mr. Komon Jirachaisudtigkun	Subcommittee
3	Ms. Sumalee Satitchaichareon	Subcommittee
4	Mr. Charcree-Amorn Tirachulisoonthorn	Subcommittee
5	President	Subcommittee
6	Executive Vice President Administration and Human Resource Group or assigned person by the Nomination, Remuneration and Performance Appraisal Subcommittee	Secretary

Board of Directors Order No. Kor.008/2568 (2025), Effective from July 31, 2025 - October 26, 2025

No.	Name	Position
1	Mrs. Wachiraya Permbhusri	Chairman of Subcommittee
2	Mr. Komon Jirachaisudtigkun	Subcommittee
3	Ms. Sumalee Satitchaichareon	Subcommittee
4	Mr. Kraisit Anukoolutaiwong	Subcommittee
5	President	Subcommittee
6	Executive Vice President Administration and Human Resource Group or assigned person by the Nomination, Remuneration and Performance Appraisal Subcommittee	Secretary

Board of Directors Order No. Kor.015/2568 (2025), Effective from October 27, 2025 - December 24, 2025

No.	Name	Position
1	Mrs. Wachiraya Permbhusri	Chairman of Subcommittee
2	Mr. Kraisit Anukoolutaiwong	Subcommittee
3	President	Subcommittee
4	Executive Vice President Administration and Human Resource Group or assigned person by the Nomination, Remuneration and Performance Appraisal Subcommittee	Secretary

Board of Directors Order No. Kor.020/2568 (2025), Effective from December 25, 2025 onwards.

No.	Name	Position
1	Mr. Kraisit Anukoolutaiwong	Chairman of Subcommittee
2	Mrs. Chotinart Yongsoontorn	Subcommittee
3	President	Subcommittee
4	Executive Vice President Administration and Human Resource Group or assigned person by the Nomination, Remuneration and Performance Appraisal Subcommittee	Secretary

The scope of authority of the Nomination, Remuneration and Performance Appraisal Subcommittee is as follows:

Recruitment and Performance Evaluation

1. Review and propose policies, criteria, and procedures for the recruitment, selection, and nomination of directors and subcommittee members to the Board of Directors for consideration and approval, including:
 - a) The appropriate size and composition of the Board of Directors, taking into account diversity of knowledge, skills, and experience;
 - b) The type, size, and composition of subcommittees; and recommendations for the appointment of directors or subcommittee members to fill vacancies due to retirement by rotation, completion of term, or other reasons.
2. Review and propose policies, criteria, and procedures for the recruitment, selection, and nomination of qualified persons for the positions of Deputy Managing Director and Assistant Managing Director for approval by the Board of Directors.
3. Establish performance evaluation guidelines and approve the performance evaluation results of executives at the Deputy Managing Director and Assistant Managing Director levels, and acknowledge the evaluation criteria and results for executives at the Director and Senior Director levels.
4. Disclose the policy and details of the recruitment process in the Bank's Annual Report.
5. Ensure that the Bank has an appropriate succession plan and management continuity plan for the positions of Bank Manager, Deputy Managing Director, and Assistant Managing Director, and submit recommendations to the Board of Directors for approval.

Remuneration

1. Establish clear and transparent criteria for determining compensation and other benefits for executives at the Deputy Managing Director and Assistant Managing Director levels, and propose such matters to the Board of Directors for consideration and approval.
2. Disclose the policy on remuneration determination, as well as the remuneration of directors and subcommittee members, in the Bank's Annual Report.
3. Perform any other duties as assigned by the Board of Directors.

President's Performance Appraisal Subcommittee

Board of Directors Order No. Kor.020/2567 (2024), Effective from December 3, 2024 - October 10, 2025

No.	Name	Position
1	Ms. Sumalee Satitchaichareon	Chairman of Subcommittee
2	Mrs. Wachiraya Permbhusri	Subcommittee
3	Mrs. Chotinart Yongsoontorn	Subcommittee
4	Vice President of Company Secretary Department or assigned person by the President's Performance Appraisal Subcommittee	Secretary

Board of Directors Order No. Kor.014/2568 (2025), Effective from October 11, 2025 onwards.

No.	Name	Position
1	Mrs. Wachiraya Permbhusri	Chairman of Subcommittee
2	Mrs. Chotinart Yongsoontorn	Subcommittee
3	Mrs. Vunnaporn Devahastin	Subcommittee
4	Vice President of Company Secretary Department or assigned person by the President's Performance Appraisal Subcommittee	Secretary

The scope of authority of the President's Performance Appraisal Subcommittee is as follows:

1. Review the operational plan proposed by the President and ensure that such plan serves the best interests of the Bank.
2. Establish performance assessment guidelines aligned with the Bank's vision, objectives, mission, operational targets, and the budget approved by the Board of Directors.
3. Determine key performance indicators (KPIs) to measure the efficiency and effectiveness of the President's performance.
4. Evaluate the President's performance and the quality of work in accordance with the approved operational plan.
5. Provide recommendations to the Board of Directors on the evaluation results, including any problems, obstacles, or limitations encountered in the President's performance, together with proposed corrective actions.
6. Review the performance targets and evaluation criteria for the President and propose them to the Board of Directors for approval.
7. Report the performance results in comparison with the approved targets and criteria to the Board of Directors for consideration of appropriate remuneration and benefits for the President.

Employee Relations Committee

Board of Directors Order No. Kor.021/2567 (2024), Effective December 3, 2024 - August 22, 2026

No.	Name	Position
1	Pol.Maj.Gen. Thianchai Kamapaso*	Chairman of Committee
2	Employer's 7 representatives	Committee
3	Employee's 7 representatives	Committee

* The term of the Bank director ended upon reaching the age of 65 on July 4, 2025.

Board of Directors Order No. Kor. 010/2568 (2025), Effective July 31, 2025 - August 22, 2026

No.	Name	Position
1	Mr. Kraisit Anukoolutaiwong*	Chairman of Committee
2	Employer's 7 representatives	Committee
3	Employer's 7 representatives	Committee

*Mr. Kraisit Anukoolutaiwong was appointed Chairman of Committee in place of Pol.Maj.Gen. Thianchai Kamapaso, effective July 31, 2025.

The scope of authority of the Employee Relations Committee is as follows:

1. Provide recommendations to enhance the efficiency of the Bank's operations, and promote and develop sound labor relations.
2. Facilitate reconciliation and resolve disputes within the Bank.
3. Review and improve work rules and regulations for the mutual benefit of the employer, employees, and the Bank.
4. Discuss and resolve issues arising from employee or labor union complaints, including matters relating to disciplinary actions.
5. Consider and propose solutions to improve employment conditions.

Information System Development Subcommittee

Board of Directors Order No. Kor.022/2567 (2024), Effective from December 3, 2024 - May 28, 2025

No.	Name	Position
1	Mrs. Vunnaporn Devahastin	Chairman of Subcommittee
2	Assoc. Prof. Dr. Piyabutr Bunaramrueang	Subcommittee
3	Mr. Nisit Jansomwong	Subcommittee
4	Mr. Yodphot Wongrukmit	Subcommittee
5	President	Subcommittee
6	Executive Vice President Finance Group	Subcommittee
7	Executive Vice President Technology and Electronic Operation Group or assigned person by the Information System Development Subcommittee	Subcommittee and Secretary

Board of Directors Order No. Kor.004/2568 (2025), Effective from May 29, 2025 - July 30, 2025

No.	Name	Position
1	Mrs. Vunnaporn Devahastin	Chairman of Subcommittee
2	Mr. Nisit Jansomwong	Subcommittee
3	Mr. Yodphot Wongrukmit	Subcommittee
4	President	Subcommittee
5	Executive Vice President Finance Group	Subcommittee
6	Executive Vice President Technology and Electronic Operation Group or assigned person by the Information System Development Subcommittee	Subcommittee and Secretary

Board of Directors Order No. Kor.011/2568 (2025), Effective from July 31, 2025 onwards.

No.	Name	Position
1	Mrs. Vunnaporn Devahastin	Chairman of Subcommittee
2	Mr. Worawit Phantanusorn	Subcommittee
3	Mr. Nisit Jansomwong	Subcommittee
4	Mr. Yodphot Wongrukmit	Subcommittee
5	President	Subcommittee
6	Executive Vice President Technology and Electronic Operation Group or assigned person by the Information System Development Subcommittee	Secretary

The scope of authority of the Information System Development Subcommittee is as follows:

1. Develop a clear strategic plan on information technology to ensure information technology governance in order to enhance the efficiency and effectiveness of operations and monitoring of information system development.
2. Improve the Digital Roadmap to adapt to the needs and policies as well as strategies necessary for adaptation to the organizational environment in order to respond to the bank's business plan and comply with the regulatory bodies' rules.
3. Consider investment, breakeven analysis, and value assessment to evaluate the monetary and non-monetary potential of information technology as well as the appropriateness of the information system.
4. Recommend corrective measures and provide advice on the solutions and obstacles regarding the bank's information system.
5. Have the authority to request information, documents, person, or relevant agencies for investigation or clarification and submit the report to the Board of Directors.
6. Perform other duties assigned by the Board of Director.

Zakat Subcommittee

Board of Directors Order No. Kor.007/2565 (2022), Effective from June 24, 2022 - July 30, 2025

No.	Name	Position
1	Dr. Maroning Salaeming	Chairman of Subcommittee
2	Mr. Pramote Meesuwan	Subcommittee
3	Mr. Senee Yupensuk	Subcommittee
4	Mr. Santi Suasaming	Subcommittee
5	Mr. Rabil Pornpatkul	Subcommittee
6	Vice President of Shariah Department or assigned person by the Zakat Subcommittee	Subcommittee and Secretary

Board of Directors Order No. Kor.012/2568 (2025), Effective from July 31, 2025 - December 31, 2026

No.	Name	Position
1	Dr. Maroning Salaeming	Chairman of Subcommittee
2	Mr. Pramote Meesuwan	Subcommittee
3	Mr. Senee Yupensuk	Subcommittee
4	Mr. Santi Suasaming	Subcommittee
5	Vice President of Shariah Department or assigned person by the Zakat Subcommittee	Subcommittee and Secretary

The scope of authority of the Zakat Subcommittee is as follows:

The Zakat Subcommittee is authorized to manage the Zakat accounts and the Bank's donation account in accordance with their objectives, as well as Islamic principles and conditions. The Subcommittee shall ensure that the management and operation of the Zakat accounts are properly conducted in compliance with the Bank's Regulation No. 11 Re: Transactions of the Bank, B.E. 2553 (2010) (2nd Edition), Section 4, Article 13(3) on Zakat account management.

Legal Subcommittee

Board of Directors Order No. Kor.023/2567 (2024), Effective from December 3, 2024 - October 26, 2025

Board of Directors Order No. Kor.016/2568 (2025), Effective as of October 27, 2025.

No.	Name	Position
1	Mr. Komon Jirachaisudtigkun	Chairman of Subcommittee
2	Mr. Kritsada Bunyasamit	Subcommittee
3	Pol. Maj. Gen. Somkuan Puengsap	Subcommittee
4	Mr. Wasan Eknum	Subcommittee
5	Executive Vice President Debt Restructuring and Legal Group or assigned person by the Legal Subcommittee	Secretary
6	Vice President, Compliance and Rules Department and Vice President, Law Department or assigned person by the Legal Subcommittee	Assistant secretary

The scope of authority of the Legal Subcommittee is as follows:

1. Consider the issuance, review, or revision of rules and regulations in accordance with the Islamic Bank of Thailand Act and other applicable laws and regulations, and to prescribe related guidelines or formats.
2. Provide advice or legal opinions regarding the enforcement of the Islamic Bank of Thailand Act and other applicable laws, rules, and regulations, and to consider matters relating to the execution of significant legal transactions of the Bank.
3. Provide legal advice or recommendations on various legal matters, including litigation, legal defense, execution of contracts or juristic acts, and the handling of legal disputes in civil, criminal, and administrative cases, including proceedings at all stages and in all courts in connection with the Bank's business operations.
4. Assign tasks to working groups or employees of the Bank within the scope of their respective duties.
5. Request relevant documents or evidence, or to summon working groups, employees, or any other related persons to provide information or clarification, or to prepare reports or documents as necessary and appropriate for consideration.
6. Provide advice to the Board of Directors regarding any violation of or non-compliance with applicable laws or the Bank's rules and regulations that may adversely affect the Bank.
7. Perform any other duties as assigned by the Board of Directors.

Policy and Remuneration of Directors

Remuneration of Directors consists of 3 parts which are monthly compensation, meeting allowance, and special remuneration (bonus) as following;

1.Monthly Compensation with the following rates; According to the Cabinet resolution on April 24, 2019

- The chairman receives monthly compensation of 20,000 baht
- The directors receive monthly compensation of 10,000 baht

Therefore, in case of the directors could not serve a full month operation, they will receive monthly compensation in proportion to the operation's period.

2.Meeting allowances with the following rates; According to the Cabinet resolution on April 24, 2019

- The chairman receives meeting allowance of 25,000 baht
- The directors receive meeting allowance of 20,000 baht

The Bank will pay meeting allowances 1 time per month. In case that is reasonable, the Bank may consider paying meeting allowances more than 1 time per month, but not more than 15 times per year or in accordance with the rules set by the Ministry of Finance.

For committee who has been appointed as subcommittee will receive a meeting allowance at the rate of 0.5 times of board meeting allowance. In this regard, the directors will receive a meeting allowance for subcommittee not more than 2 parties, each party not more than 1 time per month. The chairman of the subcommittee will receive allowance higher than subcommittee at 25 percent.

The meeting allowance of the Audit subcommittee paid monthly which equal to the directors' meeting allowance, whether there is a meeting or not and get paid 1 time/month. The chairman of the Audit Subcommittee will receive an additional 25% of the meeting allowance.

In the case that the committee or subcommittee appointed as the chairman of the meeting, the meeting allowance will be increased by 25 percent of meeting allowance.

3.Special remuneration : We paid allowance according to the Bank's performance in 2025, that considered the bonus payment in accordance with the Cabinet resolution on July 2, 2013, based on the calculation of bonuses as follows;

- ▶ In case that the Bank has a net profit of more than 100 to 300 million baht, the base bonus payment rate starts at 65,000 baht / person.
- ▶ The Chairman of the Board receives 25 percent more bonus than the directors.
- ▶ Directors who have absent for more than 3 months have received bonuses as follows criteria:
 - Absent from meetings for more than 3 months but less than 6 months, receiving a 25% reduction in bonuses.
 - Absent from meetings for more than 6 months but less than 9 months, receiving a 50% reduction in bonuses.
 - Absent from meetings for more than 9 months, bonus payment is reduced by 75%.
- ▶ Directors will receive additional bonuses based on the Bank's annual performance evaluation from criteria of the State Enterprise Assessment Model.

Remuneration of the Board of Directors in 2025

Name	Total Monthly Remunerations	Board of Directors	Executive Subcommittee	Audit Subcommittee	Risk Oversight Subcommittee	Good Governance and Innovation Subcommittee	Information System Development Subcommittee	Nomination, Remuneration and Performance Appraisal Subcommittee	President's Performance Appraisal Subcommittee	Employee Relations Committee	Legal Subcommittee	Total Amount 2025
1. Mr. Yongyutt Chaipromprasith	240,000.00	Chairman	-	-	-	-	-	-	-	-	-	615,000.00
2. Mr. Komon Jirachaisudtigitkun ⁽¹⁾	93,225.80	Director	125,000.00	-	-	-	-	-	-	-	125,000.00	583,225.80
3. Mrs. Wachiraya Permehusri ⁽²⁾	114,516.12	Director	-	-	70,000.00	50,000.00	-	100,000.00	12,500.00	-	-	587,016.12
4. Mrs. Vunnaporn Devahastin	120,000.00	Director	-	240,000.00	87,500.00	-	62,500.00	-	-	-	-	810,000.00
5. Mrs. Chotinart Yongsoontorn	120,000.00	Director	-	300,000.00	-	40,000.00	-	-	40,000.00	-	-	800,000.00
6. Miss Sumalee Satitchachareon ⁽³⁾	80,000.00	Director	80,000.00	-	-	-	-	30,000.00	37,500.00	-	-	407,500.00
7. Pol.Maj.Gen. Thianchai Kamapaso ⁽⁴⁾	61,290.32	Director	-	120,000.00	60,000.00	-	-	-	-	-	-	381,290.32
8. Mr. Charcree-Amorn Tirachulisoonthorn ⁽⁵⁾	40,000.00	Director	40,000.00	-	-	10,000.00	-	30,000.00	-	-	-	280,000.00
9. Mr. Nattakarn Boonsri ⁽⁶⁾	50,967.74	Director	57,500.00	-	-	20,000.00	-	-	-	-	-	208,467.74
10. Mr. Worawit Phantanusorn ⁽⁷⁾	50,967.74	Director	-	100,000.00	62,500.00	-	-	-	-	-	-	373,467.74
11. Mr. Kraisit Anukoolutaiwong ⁽⁸⁾	50,967.74	Director	30,000.00	-	-	-	-	30,000.00	-	11,250.00	-	282,217.74
12. Dr. Thaweeleap Rittapirom	120,000.00	Director	120,000.00	-	100,000.00	-	-	-	-	-	-	640,000.00
Total	1,141,935.46	2,635,000.00	452,500.00	760,000.00	380,000.00	120,000.00	62,500.00	190,000.00	90,000.00	11,250.00	125,000.00	5,968,185.46

Remark :

- (1) Mr. Komon Jirachaisudtigitkun terminated as a Board of Directors on October 11, 2025.
- (2) Mrs. Wachiraya Permehusri resigned from the Board of Directors, effective December 15, 2025.
- (3) Miss Sumalee Satitchachareon resigned from the Board of Directors, effective September 1, 2025.
- (4) Pol.Maj.Gen. Thianchai Kamapaso terminated as a Board of Directors on July 5, 2025.
- (5) Mr. Charcree-Amorn Tirachulisoonthorn resigned from the Board of Directors, effective May 1, 2025.
- (6) Mr. Nattakarn Boonsri appointed as a Directors of the Bank on July 29, 2025.
- (7) Mr. Worawit Phantanusorn appointed as a Directors of the Bank on July 29, 2025.
- (8) Mr. Kraisit Anukoolutaiwong appointed as a Directors of the Bank on July 29, 2025.

Summary of Board of Directors' Meeting Attendance in 2025

Name	Board of Directors	Executive Subcommittee	Audit Subcommittee	Risk Oversight Subcommittee	Good Governance and Innovation Subcommittee	Information System Development Subcommittee	Nomination, Remuneration and Performance Evaluation Subcommittee	President's Performance Appraisal Subcommittee	Employee Relations Committee	Legal Subcommittee
	19 Meetings	24 Meetings	12 Meetings	13 Meetings	4 Meetings	14 Meetings	9 Meetings	6 Meetings	11 Meetings	12 Meetings
1. Mr. Yongyuth Chaiphromprasit	Chairman									
2. Mr. Komol Jirachaisutthikul ⁽¹⁾	Director	18/18					7/7			9/9
3. Mrs. Wachiraya Permphusri ⁽²⁾	Director			10/12	4/4		9/9	5/6		
4. Mrs. Vunnaporn Devahastin	Director		12/12	13/13	2/2	14/14		1/1		
5. Mrs. Chotinart Yongsoontorn	Director		12/12		4/4			6/6		
6. Miss Sumalee Satitchaichareon ⁽³⁾	Director	15/15					6/6	5/5		
7. Pol.Maj.Gen. Thianchai Kamapaso ⁽⁴⁾	Director		6/6	7/7					6/6	
11. Mr. Charcree-Amorn Tirachulisoonthorn ⁽⁵⁾	Director	7/7			1/1		3/3			
8. Mr. Nattakarn Boonsri ⁽⁶⁾	Director	11/11			2/2					
9. Mr. Worawit Phantanusorn ⁽⁷⁾	Director		5/5	5/5						
10. Mr. Kraisit Anukoolutaiwong ⁽⁸⁾	Director	6/6					3/3		5/5	
11. Dr.Thaweelap Rittapirom	Director	24/24		12/13			3/3			

Remark :

- (1) Mr. Komon Jirachaisutdikun terminated as a Board of Directors on October 11, 2025.
- (2) Mrs. Wachiraya Permphusri resigned from the Board of Directors, effective December 15, 2025.
- (3) Miss Sumalee Satitchaichareon resigned from the Board of Directors, effective September 1, 2025.
- (4) Pol.Maj.Gen. Thianchai Kamapaso terminated as a Board of Directors on July 5, 2025.
- (5) Mr. Charcree-Amorn Tirachulisoonthorn resigned from the Board of Directors, effective May 1, 2025.
- (6) Mr. Nattakarn Boonsri appointed as a Directors of the Bank on July 29, 2025.
- (7) Mr. Worawit Phantanusorn appointed as a Directors of the Bank on July 29, 2025.
- (8) Mr. Kraisit Anukoolutaiwong appointed as a Directors of the Bank on July 29, 2025.

Summary of directors' remuneration individually in 2025

Unit : Baht

Name Lists of Directors	Remuneration			Total
	Monthly compensation	Meeting Allowance	Special Remuneration**	
1. Mr. Yongyutt Chaipromprasith	240,000.00	375,000.00	53,679.44	668,679.44
2. Mrs. Vunnaporn Devahastin	120,000.00	690,000.00	56,250.00	866,250.00
3. Mrs. Chotinart Yongsoontorn	120,000.00	680,000.00	56,250.00	856,250.00
4. Mr. Nattakarn Boonsri ⁽¹⁾	50,967.74	157,500.00	-	208,467.74
5. Mr. Worawit Phantanusorn ⁽²⁾	50,967.74	322,500.00	-	373,467.74
6. Mr. Kraisit Anukoolutaiwong ⁽³⁾	50,967.74	231,250.00	-	282,217.74
7. Dr. Thaweelap Rittapirom	120,000.00	520,000.00	56,250.00	696,250.00
Directors terminated in 2024				
8. Mr. Komon Jirachaisudtigkun ⁽⁴⁾	93,225.80	490,000.00	56,250.00	639,475.80
9. Mrs. Wachiraya Permbhusri ⁽⁵⁾	114,516.12	472,500.00	56,250.00	643,266.12
10. Miss Sumalee Satitchaichareon ⁽⁶⁾	80,000.00	327,500.00	32,207.66	439,707.66
11. Pol.Maj.Gen. Thianchai Kamapaso ⁽⁷⁾	61,290.32	320,000.00	3,987.37	385,277.69
12. Mr. Charcree-Amorn irachulisoonthorn ⁽⁸⁾	40,000.00	240,000.00	3,987.37	283,987.37
Total	1,141,935.46	4,826,250.00	375,111.84	6,343,297.30

Note : **Special Remuneration of the Board of directors in 2024 (Received in September 2025) According to the resolution of the Extraordinary General Meeting of Shareholders of Islamic Bank of Thailand for the Year 2025, held on May 2, 2025.

Remark :

- (1) Mr. Nattakarn Boonsri appointed as a Directors of the Bank on July 29, 2025.
 (2) Mr. Worawit Phantanusorn appointed as a Directors of the Bank on July 29, 2025.
 (3) Mr. Kraisit Anukoolutaiwong appointed as a Directors of the Bank on July 29, 2025.
 (4) Mr. Komon Jirachaisudtigkun terminated as a Board of Directors on October 11, 2025.
 (5) Mrs. Wachiraya Permbhusri resigned from the Board of Directors, effective December 15, 2025.
 (6) Miss Sumalee Satitchaichareon resigned from the Board of Directors, effective September 1, 2025.
 (7) Pol.Maj.Gen. Thianchai Kamapaso terminated as a Board of Directors on July 5, 2025.
 (8) Mr. Charcree-Amorn Tirachulisoonthorn resigned from the Board of Directors, effective May 1, 2025.

Summary of remuneration for former directors in the year 2024

Unit : Baht

Name Lists of Directors	Remuneration			Total
	Monthly Compensation	Meeting Allowance	Special Remuneration**	
13. Dr. Wichien Chubthaisong ⁽⁹⁾	-	-	21,207.16	21,207.16
14. Mr. Rabil Pornpatkul ⁽¹⁰⁾	-	-	33,417.34	33,417.34
15. Mrs. Amporn Purinthornwarakul ⁽¹¹⁾	-	-	50,937.50	50,937.50
16. Mr. Yodphot Wongrukmit ⁽¹²⁾	-	-	50,937.50	50,937.50
Total	-	-	156,499.50	156,499.50

Note : **Special Remuneration of the Board of directors in 2024 (Received in September 2025) According to the resolution of the Extraordinary General Meeting of Shareholders of Islamic Bank of Thailand for the Year 2025, held on May 2, 2025.

Remark :

- (9) Dr. Wichien Chubthaisong resigned from Chairman of the Board of Directors, effective July 2, 2024.
 (10) Mr. Rabil Pornpatkul resigned from the Board of Directors, effective August 5, 2024.
 (11) Mrs. Amporn Purintawaragul resigned from Chairman of the Board of Directors, effective November 27, 2024.
 (12) Mr. Yodphot Wongrukmit resigned from the Board of Directors, effective November 27, 2024.

Remuneration for Top Executive

Remuneration Subcommittee for the President of Islamic Bank of Thailand determines the President's remuneration package and will take appropriate remuneration rate into account for determination. President's Performance Appraisal Subcommittee considers and screens the achievement-based operation plan in line with the mission and proposes a performance report in comparison with the target for considering an annual compensation increase to the Board of Directors for consideration and determination of a proper remuneration and benefit package.

Nomination, Remuneration and Appraisal Subcommittee determines remuneration package for the senior executive vice presidents and executive vice presidents and will take appropriate remuneration rate into account for determination. The senior executive vice presidents' and executive vice presidents' annual performance assessment will be linked to key performance indicators (KPI) that reflect the achievement according to the Bank's vision, mission and strategy as well as other assigned tasks. For annual salary increase, the Board of Directors authorizes the Director and President to determine the annual salary increase based on their performance that meets KPI expectations as well as the Bank's work plan and goals.

In 2025, total remuneration the Bank paid to the executives consisting of the Director and President, senior executive vice presidents and executive vice presidents was 29,886,028.89 baht, including wages and provident fund.

Report of the Selection Subcommittee

Compensation and Performance Evaluation

The Bank Board of Directors has appointed the Nomination, Remuneration and Performance Evaluation Sub-Committee, which plays an important role in screening policies, establishing criteria and methods for recruitment, as well as selecting and nominating qualified individuals for positions as Bank Directors and sub-committee members in various sub-committees, including senior executives from Assistant Managing Director level and above. This is to ensure transparency, thoroughness, and rigor, and to consider the appropriateness of remuneration for senior executives from Assistant Managing Director level and above to align with their duties and responsibilities for proposal to the Bank Board of Directors. The sub-committee also performs the function of establishing performance evaluation frameworks and guidelines, and approving performance results of senior management from Division Director level and above, excluding the position of Bank Manager.

Currently, the Recruitment Subcommittee Compensation and Performance Evaluation Consisting of the following people

- | | |
|--------------------------------|------------------------------|
| 1) Mr. Kraisit Anukoolutaiwong | Chairman of the subcommittee |
| 2) Mrs. Chotinart Yongsoontorn | Subcommittee |
| 5) President | Subcommittee |

And has the Assistant Managing Director, Head of Human Resources and Administrative Affairs, or a person designated by the Sub-Committee, serving as Secretary.

The Nomination, Remuneration and Performance Evaluation Sub-Committee has performed its duties as assigned by the Bank Board of Directors with thoroughness, transparency, and fairness, and has continuously improved its operational guidelines to be comprehensive and aligned with current circumstances and the Bank's business strategy, while being mindful of the maximum benefit to shareholders and stakeholders. During 2024, the Nomination, Remuneration and Performance Evaluation Sub-Committee held a total of 12 meetings and considered important matters for presentation to the Bank Board of Directors. The summary of operational results is as follows:

Item 1: Reviewed the Charter of the Nomination, Remuneration and Performance Evaluation Sub-Committee to serve as an important mechanism to promote transparency in operations and good management systems in state enterprises.

Item 2: Screened policies, established criteria and methods for recruitment, as well as selected and nominated Bank Directors and sub-committee members of various sub-committees to replace vacant positions on the Bank Board of Directors, and presented to the Bank Board of Directors for consideration and approval of suitable candidates before presenting to the Extraordinary General Meeting of Shareholders for consideration of appointment as Bank Directors.

Item 3: Screened policies, established criteria and methods for recruitment, as well as selected and nominated qualified individuals for the position of Assistant Managing Director and 3 Group Executives, namely: Corporate Strategy Group Executive, Finance Group Executive, and Human Resources and Administrative Affairs Group Executive, together with determining remuneration and other benefits for presentation to the Bank Board of Directors for consideration and approval.

Item 4: Approved performance evaluation frameworks and guidelines, and established annual performance indicators, as well as approved annual performance evaluation results of senior executives at Deputy Managing Director and Assistant Managing Director levels, and acknowledged the establishment of weighting criteria and performance evaluation scoring criteria. Endorsed the approach for developing the process of cascading Key Performance Indicators (KPIs) at Division Director and Senior Division Director levels, which elevates performance management and systematic cascading of indicators from executives to operational staff.

The Nomination, Remuneration and Performance Evaluation Sub-Committee has performed its duties to the fullest extent with thoroughness and independence in providing opinions that benefit shareholders and all stakeholders appropriately, and has continuously reported operational results to the Bank Board of Directors.

(Mr. Kraisit Anukoolutaiwong)
Chairman of the Nomination, Remuneration and
Performance Evaluation Sub-Committee

Management Policy for Related Party Transactions

The bank policy is at the end of every quarter the related party transaction of Board of Director and executive officers including persons who hold that position during the year are collected. The executive officers are President , Senior Executive Vice President, Executive Vice President , Senior Vice President, vice President and acting Vice President in all departments. The information of the related party transactions as follows;

1. Financing
2. Deposit and bonds
3. Contingent Liability (Avals or Letter of Guarantee)
4. Bad debt or allowance for doubtful debt
5. Rent / lease more than 1 year
6. Employee benefits
7. Other transactions. such as buy & sell products/services, debt settlement for Bank or bank settlement for related persons .

The information of the Board of Directors and executive officers include close persons such as their husband / wife , children and private patronage of those Person, child of the husband / wife and private patronage of those person. The information have been collected and the bank will summarize and disclose the information in notes of Financial Statement in the topic of disclosure of related party transaction.

Audit Subcommittee Report

The Board of Directors of the Islamic Bank of Thailand has resolved to appoint the Audit Subcommittee, whose members served in 2025 as follows:

Appointed from July 31, 2025 to February 23, 2026, comprising:

Mrs. Chotinat Yongsunthon	Chairman of the Subcommittee
Mrs. Vunnaporn Devahastin	Subcommittee
Mr. Worawit Phanthanuson	Subcommittee

Appointed from December 3, 2024 to July 30, 2025, comprising:

Mrs. Chotinat Yongsunthon	Chairman of the Subcommittee
Mrs. Vunnaporn Devahastin	Subcommittee
Pol.Maj.Gen. Thianchai Kamapaso	Subcommittee

With the most senior executive of the Internal Audit Department serving as Secretary to the Audit Subcommittee.

The Audit Subcommittee of the Islamic Bank of Thailand performs its duties within the scope of responsibilities set out in the Audit Subcommittee Charter and the Audit Subcommittee Operating Manual, as assigned by the Board of Directors of the Islamic Bank of Thailand. These operations are consistent with the Audit Committee Performance Manual for State Enterprises 2023 and the Criteria for Assessing the Performance and Management of Core Business Enablers of State Enterprises (2024 Revised Edition) under the State Enterprise Assessment Model (SE-AM) of the State Enterprise Policy Office (SEPO), Ministry of Finance.

In 2025, the Audit Subcommittee held a total of 12 meetings to consider and oversee significant matters, including approval of the Audit Subcommittee Charter and Operating Manual; consideration and approval of the Internal Audit Department's operating manual, audit approach, annual audit plan, and related budget; and consideration of interim revisions to the audit plan to ensure that audit operations remain consistent with available resources, changes in the business environment, and the organization's key risk factors. In addition, the Audit Subcommittee assessed the effectiveness of the Internal Audit Department's performance, reviewed the results of audits conducted by the Internal Audit Department as well as the findings of regulators and external auditors, and continuously monitored the progress of corrective actions taken by audited units in response to the observations and recommendations of the Internal Audit Department and external regulatory bodies.

The Audit Subcommittee also held discussions with the Bank's management on significant matters, including consideration of draft financial reports, management of conflicts of interest, and review of the risk management and internal control system, as well as oversight of compliance with the Bank's regulations and by-laws and relevant laws, and monitoring of progress on significant matters relating to the Bank's operations. In addition, the Audit Subcommittee arranged meetings with external auditors - namely the Bank's auditor and the Bank of Thailand - to be informed of their audit results and to follow up on the correction and improvement of the internal control system in response to observations arising from the audits conducted by these bodies.

In the same year, the Audit Subcommittee also held a joint meeting with the Risk Oversight Subcommittee to integrate operations under the Three Lines Model concept, particularly regarding the roles and responsibilities of units within the second line of defense (Second Line) and the third line of defense (Third Line).

The Audit Subcommittee has regularly reported a summaries of the Internal Audit Department's audit results, as well as the outcomes of its meetings, to the Board of Directors for acknowledgment at each meeting. Details of meeting attendance are as follows:

Audit Subcommittee	Number of Meetings Attended
Mrs. Chotinat Yongsunthon	12/12
Mrs. Vunnaporn Devahastin	12/12
Pol.Maj.Gen. Thianchai Kamapaso (appointed from December 3, 2024 to July 30, 2025)	6/6
Mr. Worawit Phanthanuson (appointed from July 31, 2025 to February 23, 2026)	5/5

A summary of the key aspects of the Audit Subcommittee's performance of duties is as follows:

Review of Financial Reports

The Audit Subcommittee reviewed the Bank's quarterly and annual financial reports, by holding meetings with the auditor, Accounting and Finance management, the Bank's management, and the Internal Audit Department to consider significant matters that could affect the financial reports, including the disclosure of information in the notes to the financial statements, and to provide useful observations and recommendations. This was to ensure that the Bank's accounting system and preparation of financial reporting processes comply with the relevant financial reporting standards, the requirements of the Ministry of Finance, and the notifications of the Bank of Thailand, with information disclosed accurately, adequately, transparently, and reliably. In addition, the Audit Subcommittee monitored the progress of the Bank's preparations for compliance with the financial reporting standard relating to financial instruments (TFRS 9) to ensure that the Bank's operations are conducted appropriately and in accordance with the applicable criteria and standards.

Review of Risk Management and Internal Control Systems

The Audit Subcommittee reviewed and monitored the Bank's risk management performance on a quarterly basis, holding meetings with the relevant subcommittees, management, and the Bank's risk management units to consider the adequacy and effectiveness of the risk management processes across various areas, ensuring that they are appropriately conducted, consistent with the Bank's risk management framework, and maintained within the Bank's risk appetite.

In addition, the Audit Subcommittee reviewed the adequacy of the internal control system based on consideration of the Internal Audit Department's audit reports, risk management reports from the risk management units, as well as reports or observations from external regulatory bodies, the Bank's internal control assessment reports, the units' self-Assessment of internal control, and the internal auditor's review report on the internal control assessment - all conducted in accordance with the Ministry of Finance's Standards and Practice Guidelines for Internal Auditing of Government Agencies B.E. 2561 (2018) and its 2023 Revised Edition. This was to ensure that the Bank maintains an appropriate and adequate internal control system that is continuously developed, and that is able to prevent or reduce risk to an acceptable level without affecting the efficiency and continuity of the Bank's operations.

Review of Compliance with Applicable Laws, Rules, and Regulations

The Audit Subcommittee reviewed and monitored compliance with laws, rules, and requirements relevant to the Bank's operations by considering the Compliance Report on adherence to laws and regulations, and holding joint meetings with relevant subcommittees as well as the Bank's management to consider significant management-related matters that could affect the Bank's operations. This was to ensure that the Bank maintains an appropriate and effective system and process for overseeing compliance with relevant laws, rules, regulations, by-laws, orders, and notifications, and that its operations are conducted accurately, transparently, and in accordance with the requirements of relevant regulatory bodies.

Oversight of Internal Audit Function

The Audit Subcommittee systematically oversaw the operations of the Internal Audit Department by reviewing and approving revisions to the Internal Audit Department's Charter and Operating Manual, as well as the audit approach, to ensure that these remain appropriate and adequately cover the scope of work, rights, duties, and the maintenance of the independence of the internal audit function. In addition, the Audit Subcommittee considered and approved the Internal Audit Department's strategic audit plan, comprising the long-term audit plan and the annual audit plan, while providing opinions and recommendations, and monitoring the progress of operations to ensure they proceed in accordance with the approved audit plan. The Audit Subcommittee also considered and approved interim revisions to the audit plan during the year to ensure consistency with resource management, audit timelines, and circumstances that could affect the organization's risk.

The Audit Subcommittee also considered and approved special audit engagements outside the audit plan in cases involving significant issues or risks requiring additional review, in order to strengthen confidence in the effectiveness of the internal audit process. In this regard, the Audit Subcommittee placed importance on developing the quality of internal audit work by supporting the assessment of internal audit quality in accordance with professional standards, as well as promoting and supporting internal auditors in undertaking continuous professional training and knowledge development, including examinations for relevant professional certifications, in order to continuously enhance the capability and standards of the Bank's internal audit function.

Review of Transactions with Potential Conflicts of Interest, and Promotion of Ethics and Transparency

The Audit Subcommittee reviewed the annual disclosure report on conflicts of interest and ethics to ensure that the Bank's operations are conducted transparently and free of any acts giving rise to conflicts between personal and public interests. In addition, the Audit Subcommittee considered the consistency of the Bank's operations with the regulations, criteria, and code of conduct guidelines applicable to Directors, President, and management of the Bank, in order to promote good corporate governance and strengthen an organizational culture of integrity and transparency in operations. This was to ensure that the Bank's operations comply with good governance principles and are consistent with the oversight guidelines of the State Enterprise Policy Office (SEPO).

Maintaining the Quality of the Audit Subcommittee's Performance of Duties

The Audit Subcommittee has continuously placed importance on developing and maintaining the quality of its performance, having reviewed and revised the Audit Subcommittee Charter and the Audit Subcommittee Operating Manual in 2025 to ensure consistency with its roles, duties, and good practices in state enterprise corporate governance. In addition, the Audit Subcommittee arranged for an evaluation of its own performance at both the individual and full-subcommittee levels, at least once a year, in order to assess the effectiveness of its performance of duties in accordance with the roles and responsibilities set out in the Audit Subcommittee Charter and Operating Manual, as well as to serve as a basis for the continuous development and enhancement of the Audit Subcommittee's operational effectiveness. These actions were carried out in accordance with the guidelines for maintaining the quality of the Audit Subcommittee's performance, as set out in the Audit Committee Performance Manual for State Enterprises 2023.

Reporting on the Audit Subcommittee's Performance

The Audit Subcommittee prepared quarterly performance reports on its operations for submission to the Board of Directors, totaling 3 quarters, as well as an annual performance report of the Audit Subcommittee, to report on its performance of duties and related significant matters to the Board of Directors for acknowledgment and use in overseeing the Bank's operations.

Consideration of the Nomination of the Auditor

The Audit Subcommittee considered and approval to the nomination of the Bank's auditor for the year 2026, who is an auditor approved by the Office of the Auditor General, and also considered the appropriateness of the auditor's remuneration, for submission to the Board of Directors for consideration and to the shareholders' meeting for approval in accordance with the relevant procedures.

The Audit Subcommittee has performed its duties with due care, prudence, and independence in accordance with its roles and responsibilities, providing opinions and recommendations in a constructive and fair manner in order to support good corporate governance and strengthen confidence in the Bank's governance, risk management, and internal control systems - thereby enabling the Bank to operate and develop the organization in a stable and sustainable manner.



(Mrs. Chotinart Yongsoontorn)
Chairman of Audit Subcommittee

03

Financial Report





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

The Board of Directors has attached great importance and has been well aware of its duty as Directors to supervise the preparation of the bank's financial statements. The management is responsible for the preparation of the Bank's financial statements appearing in the annual report. The Financial statements for the year ended December 31, 2025 have been prepared in accordance with Thai Accounting Standards, Thai Financial Reporting Standards, including the rules on the preparation and announcement of Financial Statements of Specialized Financial Institutions and appropriate accounting policies applied on a consistent basis. Where judgment and estimates were required, these were made with careful and reasonable consideration, and adequate disclosures have been made in the notes to the financial statements. These financial statements have been audited and gave an unqualified opinion by the auditor and passed the inspection results from the State Audit office of the kingdom of Thailand shown in the annual report.

The Board of Directors supports the Bank to have good corporate governance to enhance good governance continually and to ensure the Bank's operations are efficient, transparent, and credibility. They have established Internal Control and Risk Management System to provide accurate financial information and reasonably complete. Therefore, the Board of Directors has assigned the Audit Sub-Committee to be responsible for overseeing and reviewing the financial reporting, internal control, including internal audit which is sufficient and fairly presented in all material respects in accordance with financial reporting standards and Bank of Thailand's notifications. The Audit SubCommittee has expressed opinions on those issues which appeared in the report of the Audit SubCommittee which has been shown in the annual report.

The Board of Directors' opinion is that the overall internal control is sufficient and appropriate. It contributes to enhance reasonable confidence that the Bank's financial statements and the consolidated financial statements of the Bank and its subsidiary for the year ended December 31, 2025 meet generally accepted accounting standards Including rules on accounting and financial reporting for specialized financial institutions and other regulations of the Bank of Thailand.



Mr. Yongyutt Chaipromprasith
Chairman
Islamic Bank of Thailand

Independent Auditor's Report

To the Shareholders of Islamic Bank of Thailand

My opinion

In my opinion, the consolidated financial statements and the separate financial statements present fairly, in all material respects, the consolidated financial position of Islamic Bank of Thailand (“the Bank”) and its subsidiary (“the Group”) and separate financial position of the Bank as at 31 December 2025, and its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with the basis of preparation of Accounting and Financial Reporting for specialised financial institutions and other regulations of the Bank of Thailand as disclosed in Note 2 'Basis for preparation of the financial statements'.

What I have audited

The consolidated financial statements and the separate financial statements comprise:

- the consolidated and separate statements of financial position as at 31 December 2025;
- the consolidated and separate statements of profit or loss and other comprehensive income for the year then ended;
- the consolidated and separate statements of changes in equity for the year then ended;
- the consolidated and separate statements of cash flows for the year then ended; and
- the notes to the consolidated and separate financial statements, which include material accounting policies and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the State Audit Standards and Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated and separate financial statements section of my report. I am independent of the Group and the Bank in accordance with the ethical requirements set out in the State Audit Standards issued by the State Audit Commission and the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (TFAC Code) that are relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the State Audit Standards and the TFAC Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

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Emphasis of matters

I draw attention to Notes to the financial statements as follows:

1. Note 2 Basis of preparation of the financial statements describes that the financial statements is prepared in accordance with the Notification of the Bank of Thailand No. Sor Kor Sor 2. 7/2564 dated 9 April 2021, “Accounting and Financial Reporting for Specialised Financial Institutions (SFIs)”. The notification identifies the requirement for SFIs insights to account and prepare financial reporting for transactions or items related to financial instruments during the extended adoption of Thai Financial Reporting Standards related to the financial instruments issued by the Federation of Accounting Professions.
2. Note 8 Going concern, which describes the future operation plan for the Bank to support going concern.

My opinion is not modified in respect to these matters.

Other matter

The State Audit Standards as described in the Basis for opinion section and the Auditor’s responsibilities for the audit of the consolidated and separate financial statements section are relevant to the particular section of audit on the financial reporting by independent auditor.

Other information

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

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is material misstatement therein, I am required to communicate the matter to the audit committee.

Responsibilities of management and the audit committee for the consolidated and separate financial statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with the basis of preparation of Accounting and Financial Reporting for specialised financial institutions and other regulations of the Bank of Thailand as disclosed in Note 2 'Basis for preparation of the financial statements', and for such internal control as management determines is necessary to enable the preparation of the consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Bank or to cease operations, or has no realistic alternative but to do so.

The audit committee is responsible for overseeing the Group's and the Bank's financial reporting process.

Auditor's responsibilities for the audit of the consolidated and separate financial statements

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

As part of an audit in accordance with the State Audit Standards and TSAs, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Bank's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Bank's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Bank to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. I am responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. I remain solely responsible for my audit opinion.

I communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the audit committee with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

PricewaterhouseCoopers ABAS Ltd.



Sinsiri Thangsombat

Certified Public Accountant (Thailand) No. 7352

Bangkok

26 March 2026

Statement of Financial Position

Islamic Bank of Thailand and Subsidiary

As at 31 December 2025

		Consolidated		Separate	
		31 December 2025	31 December 2024	31 December 2025	31 December 2024
	Notes	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Assets					
Cash		834,501	1,300,569	834,315	1,300,383
Interbank and money market items, net	9	4,512,559	5,283,924	3,909,383	4,928,351
Derivatives assets	10	516	296	516	296
Investments, net	11	9,722,948	5,558,769	9,722,948	5,558,769
Investments in subsidiary, net	12	-	-	560,347	560,347
Financing to customers and financial accrued income, net	13				
Financing to customers		81,601,367	75,932,967	78,251,711	71,766,718
Financial accrued income		313,973	372,050	167,761	241,389
Total financing to customers and financial accrued income		81,915,340	76,305,017	78,419,472	72,008,107
<u>Less</u> Deferred revenue		2,142,724	2,532,285	3,693	3,693
<u>Less</u> Allowance for doubtful accounts	14	11,444,227	9,629,192	11,041,173	9,340,290
<u>Less</u> Allowance for troubled debt restructuring	15	68,969	1,460,692	68,969	1,460,692
Total financing to customers and financial accrued income, net		68,259,420	62,682,848	67,305,637	61,203,432
Financing to customers from public service accounts (PSA) and accrued financial income, net					
Financing to customers from PSA					
Uncompensated part from the government		253,882	266,089	253,882	266,089
Accrued financial income from PSA					
Uncompensated part from the government		545	572	545	572
Total financing to customers from PSA and accrued financial income		254,427	266,661	254,427	266,661
<u>Less</u> Deferred revenue from PSA		4	4	4	4
<u>Less</u> Allowance for doubtful accounts from PSA	40.3	75,691	75,441	75,691	75,441
<u>Less</u> Allowance for troubled debt restructuring		994	880	994	880
Total financing to customers from PSA and accrued financial income, net	40.1	177,738	190,336	177,738	190,336
Receivables eligible for the government reimbursement from PSA		25,925	2,691	25,925	2,691
Properties for sale, net	17	3,260,347	3,207,742	3,228,498	3,164,441
Premises and equipment, net	18	236,959	260,743	216,981	237,507
Right-of-use assets, net	19	184,879	181,820	140,936	131,757
Goodwill and other intangible assets, net	20	170,374	137,990	160,530	126,808
Deferred tax assets	21	96,054	70,265	-	-
Receivables from transferring non-performing assets	22	6,427,509	6,597,027	6,427,509	6,597,027
Other receivables of Islamic Bank Asset Management		84,133	84,146	84,133	84,146
Other assets, net	23	305,607	279,460	240,054	219,780
Total assets		94,299,469	85,838,626	93,035,450	84,306,071

The condensed notes are an integral part of this financial statements.

Statement of Financial Position (Cont'd)

Islamic Bank of Thailand and Subsidiary

As at 31 December 2025

	Notes	Consolidated		Separate	
		31 December 2025	31 December 2024	31 December 2025	31 December 2024
		Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Liabilities and equity					
Liabilities					
Deposits	24	85,771,331	80,343,613	85,788,585	80,356,171
Interbank and money market items, net	25	5,381,829	4,676,878	5,376,829	4,521,047
Liabilities payable on demand		68,487	31,587	68,487	31,587
Derivatives liabilities	10	476	13	476	13
Lease liabilities, net	19	187,591	181,247	141,716	130,201
Provisions	26	659,783	672,656	616,305	634,058
Accrued expenses		208,995	193,071	192,098	183,591
Accrued compensation on deposits		757,950	616,234	757,950	616,234
Trade account payables		105,395	101,426	105,179	101,138
Income received in advance from government grant		92,726	92,943	92,726	92,943
Other liabilities	27	245,754	247,056	233,865	230,553
Total liabilities		93,480,317	87,156,724	93,374,216	86,897,536
Equity					
Share capital					
Authorised share capital					
1,820,276,825,862 ordinary shares, Baht 0.01 par value		18,202,768	18,202,768	18,202,768	18,202,768
Issued and paid-up share capital					
1,820,276,825,862 ordinary shares, Baht 0.01 par value		18,202,768	18,202,768	18,202,768	18,202,768
Equity from share-based payment		4	4	-	-
Other components of equity		1,755,023	4,570	1,755,023	4,570
Retained earnings (deficits)					
Appropriated					
Legal reserve	28	245,257	196,179	245,257	196,179
Unappropriated		(20,377,251)	(20,774,692)	(20,541,814)	(20,994,982)
Total equity of the Bank		(174,199)	(2,371,171)	(338,766)	(2,591,465)
Non-controlling interest		993,351	1,053,073	-	-
Total equity		819,152	(1,318,098)	(338,766)	(2,591,465)
Total liabilities and equity		94,299,469	85,838,626	93,035,450	84,306,071



(Mr. Thaweelap Rittapirom)
President of Islamic Bank of Thailand



(Mrs. Wimolrat Piyasathapornpong)
Executive Vice President Finance Group

The condensed notes are an integral part of this financial statements.

Statement of Profit or Loss and Other Comprehensive Income

Islamic Bank of Thailand and Subsidiary

As at 31 December 2025

	Notes	Consolidated		Separate	
		2025	2024	2025	2024
		Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Financial income	34	4,177,817	4,123,623	3,565,414	3,387,351
Financial expenses	35	1,508,883	1,537,289	1,505,241	1,521,427
Financial income, net		2,668,934	2,586,334	2,060,173	1,865,924
Fees and service income		167,905	168,439	151,537	150,866
Fees and service expenses		33,071	33,117	33,071	33,118
Fees and services income, net	36	134,834	135,322	118,466	117,748
Gains on tradings and foreign exchange transactions, net		4,129	2,594	4,129	2,594
Losses on investment, net		(540)	(965)	(540)	(965)
Income from promissory notes (AMC)		247,827	243,015	247,827	243,015
Bad debt recoveries		76,319	54,761	16,465	18,944
Other operating income	37	86,543	57,787	46,990	28,448
Income from PSA	40.4	16,716	23,976	16,716	23,976
Total operating income		3,234,762	3,102,824	2,510,226	2,299,684
Other operating expenses					
Employees' expenses		1,134,824	1,140,816	982,161	968,709
Directors' remuneration		21,691	22,719	14,273	14,533
Premises and equipment expenses		330,454	317,562	296,516	281,204
Depreciation of right-of-use assets		80,474	83,857	67,460	71,240
Taxes and duties		147,980	134,586	129,888	117,301
Reversal of loss from other provision		(43,012)	(93,083)	(43,012)	(93,083)
Other expenses	38	310,688	326,153	210,805	202,332
Total other operating expenses		1,983,099	1,932,610	1,658,091	1,562,236
Expenses from PSA	40.5	10,998	13,671	10,998	13,671
Bad debt and doubtful accounts	39	886,200	716,590	350,354	241,786
Profit from operating before income tax expenses		354,465	439,953	490,783	481,991
Income tax income	41	(24,060)	(16,527)	-	-
Net profit		378,525	456,480	490,783	481,991

The condensed notes are an integral part of this financial statements.

Statement of Profit or Loss and Other Comprehensive Income (Cont'd)

Islamic Bank of Thailand and Subsidiary

31 December 2025

		Consolidated		Separate	
		2025	2024	2025	2024
		Thousand	Thousand	Thousand	Thousand
	Note	Baht	Baht	Baht	Baht
Other comprehensive income					
Items that will be reclassified subsequently to profit or loss					
Gain on remeasurement of available-for-sale investments		1,750,453	5,339	1,750,453	5,339
Total items that will be reclassified subsequently to profit or loss		1,750,453	5,339	1,750,453	5,339
Items that will not be reclassified subsequently to profit or loss					
Actuarial gains (losses) on defined benefit plans		7,474	(1,838)	11,463	-
Income tax relating to components of other comprehensive income		798	368	-	-
Total items that will not be reclassified subsequently to profit or loss		8,272	(1,470)	11,463	-
Total other comprehensive income		1,758,725	3,869	1,761,916	5,339
Total comprehensive income		2,137,250	460,349	2,252,699	487,330
Net profit (loss) attributable to					
Equity holders of the Bank		436,596	464,972	490,783	481,991
Non-controlling interests		(58,071)	(8,492)	-	-
Total comprehensive income (loss) attributable to					
Equity holders of the Bank		2,196,971	469,602	2,252,699	487,330
Non-controlling interests		(59,721)	(9,253)	-	-
Earnings per share					
Basic earnings per share (Baht)	29	0.00024	0.00026	0.00027	0.00026



(Mr. Thaweelap Rittapirom)
President of Islamic Bank of Thailand



(Mrs. Wimolrat Piyasathapornpong)
Executive Vice President Finance Group

The condensed notes are an integral part of this financial statements.

Statement of Changes in Equity

Islamic Bank of Thailand and Subsidiary

31 December 2025

		Consolidated						
		Equity attributable to owners of the parent			Retained earnings (deficits)			
		Other components of equity		Gains (losses) on		Appropriated -		Total equity attributable to owners of the parent Thousand Baht
		Issued and paid-up share Thousand Baht	Equity from share-based payment Thousand Baht	remeasurement of available-for-sale investments Thousand Baht	Legal reserve Thousand Baht	Unappropriated Thousand Baht	Non- controlling interests Thousand Baht	
Note	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Total Thousand Baht
Outstanding balance as at 1 January 2024								
28	18,202,768	4	(769)	147,980	(21,114,184)	994,266	(1,769,935)	
Legal reserve	-	-	-	48,199	(48,199)	-	-	
Stock dividends paid	-	-	-	-	(76,572)	76,572	-	
Dividends paid	-	-	-	-	-	(8,512)	(8,512)	
Actuarial losses	-	-	-	-	(709)	(761)	(1,470)	
Total comprehensive income (loss)	-	-	5,339	-	464,972	(8,492)	461,819	
Outstanding balance as at 31 December 2024								
	18,202,768	4	4,570	196,179	(20,774,692)	1,053,073	(1,318,098)	
Outstanding balance as at 1 January 2025								
28	18,202,768	4	4,570	196,179	(20,774,692)	1,053,073	(1,318,098)	
Legal reserve	-	-	-	49,078	(49,078)	-	-	
Actuarial gains (losses)	-	-	-	-	9,923	(1,651)	8,272	
Total comprehensive income (loss)	-	-	1,750,453	-	436,596	(58,071)	2,128,978	
Outstanding balance as at 31 December 2025								
	18,202,768	4	1,755,023	245,257	(20,377,251)	993,351	819,152	

(Mr. Thaweelap Rittapirom)
President of Islamic Bank of Thailand

(Mrs. Wimolrat Piyasathapornpong)
Executive Vice President Finance Group

The condensed notes are an integral part of this financial statements.

Statement of Changes in Equity (Cont'd)

Islamic Bank of Thailand and Subsidiary

31 December 2025

Separate						
Other components of equity			Retained earnings (deficits)			
Note	Issued and paid-up share capital Thousand Baht	Gains (losses) on remeasurement of available-for-sale investments Thousand Baht		Appropriated - Legal reserve Thousand Baht		Total Thousand Baht
Outstanding balance as at 1 January 2024						
28	18,202,768	(769)		147,980	(21,428,774)	(3,078,795)
	-	-		48,199	(48,199)	-
	-	5,339		-	481,991	487,330
Outstanding balance as at 31 December 2024		4,570		196,179	(20,994,982)	(2,591,465)
Outstanding balance as at 1 January 2025						
28	18,202,768	4,570		196,179	(20,994,982)	(2,591,465)
	-	-		49,078	(49,078)	-
	-	-		-	11,463	11,463
	-	1,750,453		-	490,783	2,241,236
Outstanding balance as at 31 December 2025		1,755,023		245,257	(20,541,814)	(338,766)

(Mr. Thaweelap Rittapirom)
President of Islamic Bank of Thailand

(Mrs. Wimolrat Piyasathapornpong)
Executive Vice President Finance Group

The condensed notes are an integral part of this financial statements.

Statement of Cash Flows

Islamic Bank of Thailand and Subsidiary

31 December 2025

	Consolidated		Separate	
	2025	2024	2025	2024
	Thousand	Thousand	Thousand	Thousand
	Baht	Baht	Baht	Baht
Cash flows from operating activities				
Profit from operating before income tax expenses	354,465	439,953	490,783	481,991
Adjustments to reconcile profit or loss from operating before income tax expenses to cash received (paid) from operating activities				
Depreciation and amortisation	173,908	166,655	155,992	148,229
Bad debt and doubtful accounts	886,200	716,590	350,354	241,786
Losses on provisions (reversal)	13,771	(36,183)	9,105	(40,537)
(Gains) losses on disposal of premises and equipment	(1,168)	265	(1,168)	(113)
Losses on impairment of properties for sale (reversal)	(1,407)	(40,981)	1,307	922
Compensations on lease liabilities	5,208	3,567	2,958	1,819
Losses from investments, net	540	965	540	965
Losses on impairment of other assets (reversal)	5,006	(117,203)	5,006	(117,203)
Losses on discontinued assets	19	633	5	633
Gains on discontinued right-of-use assets	(1,001)	(9)	(1,001)	(9)
(Gains) losses on tradings and foreign currency transactions	(2,746)	6	(2,746)	6
Income received in advance from government grant	(217)	(330)	(217)	(330)
Income from promissory notes (AMC)	(247,827)	(243,015)	(247,827)	(243,015)
Financial income, net	(2,674,620)	(2,592,190)	(2,065,859)	(1,871,780)
Dividend income	(59)	-	(59)	(7,938)
Cash received from financial income	4,164,002	3,983,980	3,541,017	3,249,033
Cash paid for financial expenses	(1,365,409)	(1,230,791)	(1,361,139)	(1,213,628)
Cash received from income from promissory notes from transferring non-performing assets	247,827	258,768	247,827	258,768
Income tax paid	(932)	(49,149)	-	-
Profit from operating before changes in operating assets and liabilities	1,555,560	1,261,531	1,124,878	889,599
(Increase) decrease in operating assets				
Interbank and money market items, net	735,220	(2,529,568)	984,562	(2,276,218)
Financing to customers	(6,657,963)	(3,021,725)	(6,563,244)	(2,736,755)
Receivables eligible for the government reimbursement from PSA	(23,234)	1,806	(23,234)	1,806
Properties for sale, net	105,142	422,971	21,658	20,590
Other assets, net	(24,793)	166,157	(25,267)	185,328
Increase (decrease) in operating liabilities				
Deposits	5,427,718	2,496,351	5,432,414	2,500,080
Interbank and money market items, net	704,951	662,670	855,782	823,142
Liabilities payable on demand	36,900	(28,639)	36,900	(28,639)
Accrued expenses	12,651	12,756	5,234	23,354
Provisions	(19,009)	(14,645)	(15,234)	(12,586)
Trade account payables	6,408	32,220	6,481	32,385
Other liabilities	(675)	34,047	3,312	41,313
Net cash from operating activities	1,858,876	(504,068)	1,844,242	(536,601)

The condensed notes are an integral part of this financial statements.

Statement of Cash Flows (Cont'd)

Islamic Bank of Thailand and Subsidiary

31 December 2025

	Consolidated		Separate	
	2025	2024	2025	2024
	Thousand	Thousand	Thousand	Thousand
	Baht	Baht	Baht	Baht
Cash flows from investing activities				
Cash paid for purchase of investments	(28,111,641)	(9,284,825)	(28,111,641)	(9,284,825)
Cash received from maturity of investments	25,802,000	9,141,000	25,802,000	9,141,000
Cash dividends received	59	-	59	-
Cash dividends received from subsidiary	-	-	-	7,938
Cash paid for purchases of premises and equipment	(9,628)	(12,348)	(9,353)	(10,981)
Cash received from disposal of premises and equipment	1,178	1,987	1,178	113
Cash paid for purchases of intangible assets	(93,845)	(41,164)	(93,800)	(38,289)
Cash received from promissory note (AMC)	169,518	784,043	169,518	784,043
Net cash from investing activities	(2,242,359)	588,693	(2,242,039)	598,999
Cash flows from financing activities				
Cash paid for lease liabilities	(82,585)	(85,509)	(68,271)	(71,794)
Cash paid for dividends	-	(8,512)	-	-
Net cash from financing activities	(82,585)	(94,021)	(68,271)	(71,794)
Net decrease in cash and cash equivalents	(466,068)	(9,396)	(466,068)	(9,396)
Cash and cash equivalents as at 1 January	1,300,569	1,309,965	1,300,383	1,309,779
Cash and cash equivalents as at 31 December	834,501	1,300,569	834,315	1,300,383

Supplementary information for cash flows:

Significant non-cash transactions for the year ended 31 December 2025 and 2024 are as follows:

Account payable from purchasing properties	776	1,000	776	1,000
Account payable from purchasing intangible properties	17,538	19,753	17,538	19,753
Change from revaluation of available-for-sale securities	1,750,453	5,339	1,750,453	5,339
Receive transferred properties for sale from repayment	157,824	139,859	87,022	66,712
Transfer lease receivables and loan receivable for purchasing goods to other non-current assets	46,671	207,216	-	-
Actuarial gains (losses) on defined benefit plans	7,474	(1,838)	11,463	-
Right-of-use assets	95,346	181,126	88,452	133,734
Transfer other assets to lease liabilities	-	600	-	600
Stock dividends paid	-	76,572	-	-
Debt-to-equity conversion	-	1,011,285	-	1,011,285



(Mr. Thaweelap Rittapirom)
President of Islamic Bank of Thailand



(Mrs. Wimolrat Piyasathapornpong)
Executive Vice President Finance Group

The condensed notes are an integral part of this financial statements.

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

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Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

1 General information

Islamic Bank of Thailand (the “Bank”) is incorporated in Thailand under the Islamic Bank of Thailand Act B.E. 2545. The principal businesses of the Bank are financial services based on Shariah principles.

The Bank has registered office at 66, M, 11th, 17th - 18th and 20th - 22th Floor, Nuam Building, Sukhumvit 21 Road, North Klongtoey, Wattana, Bangkok and has branches all over Thailand.

This consolidated and separate financial statements have been approved for issue by the Bank’s Board of Directors on 26 March 2026.

2 Basis for presentation of the financial statements

2.1 Basis for Preparation of the Financial Statements

The financial statements has been prepared in accordance with the Notification of Bank of Thailand (“BOT”) No. Sor Gor Sor. 27/2562 dated 2 September 2019, “Preparation and Announcement of Financial Statements of Specialized Financial Institutions (“SFIs”)” to enable all SFIs to apply on the same and comparable basis, which shall be beneficial to the supervision and the users of financial statements, and with the Notification of BOT Sor Kor Sor 2. 7/2564 dated 9 April 2021, “Accounting and Financial Reporting for Specialized Financial Institutions”, to set the requirement for SFIs to account and prepare financial reporting for transactions or items related to financial instruments during the extended adoption of Thai Financial Reporting Standards related to the financial instruments issued by the Federation of Accounting Professions, which become effective for the periods beginning or after 1 January 2020.

The Bank has prepared financial information in conformity with the Bank of Thailand’s requirements on Accounting and Financial Reporting for Specialized Financial Institutions since 1 January 2020 which are summarised as follows:

- (1) Transactions or items not related to financial instruments shall comply with the conceptual framework for financial reporting as well as accounting standards and related 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 transactions or other lists that accounting standards and related financial reporting standards prescribed by the Federation of Accounting Professions with reference to TFRS9 shall comply with the accounting regulations prescribed by the Bank of Thailand, including the relevant and other additional criteria.

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Details of the Bank of Thailand's requirements on Accounting and Financial Reporting for Specialized Financial Institutions ("Regulations") for (BOT) transactions or items related to financial instruments are as follows:

1. Regulations on doubtful debts and bad debts 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 for eliminating financial assets and financial liabilities prescribed by the BOT
5. Regulations on accounting for stock dividend prescribed by the BOT
6. Regulations on assets transferred by the debtor for repayment of debt prescribed by the BOT
7. Regulations on disclosure of the Bank and financial institution's financial statements prescribed by the BOT
8. Regulations on presentation and disclosure of financial instrument information prescribed by the BOT
9. Regulations on treasury shares prescribed by the BOT

The aforementioned regulations will be replaced Thai Financial Reporting Standards related to financial instruments during the Bank is in the process of preparing to apply Thai Financial Reporting Standards related to financial instruments.

Thai Financial Reporting Standards related to financial instruments which the Bank extended the adoption are as follows:

- | | |
|-------------|---|
| 1. TAS 32 | Financial Instruments: Presentation |
| 2. TFRS 7 | Financial Instruments: Disclosures |
| 3. TFRS 9 | Financial Instruments |
| 4. TFRIC 16 | Hedges of a Net Investment in a Foreign Operation |
| 5. TFRIC 19 | Extinguishing Financial Liabilities with Equity Instruments |

For the above mentioned financial reporting standards, the Bank has no transactions related to items no. 4. - 5.

An English version of the financial statements has been prepared from the statutory financial statements that are in the Thai language. In the event of a conflict or a difference in interpretation between the two languages, the Thai language statutory financial statements shall prevail.

The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies. The financial statements are presented in thousand Baht but notes to financial statements are presented in million Baht, unless otherwise stated.

The financial statements included the accounts of the head office and all branches of the Bank which all material intercompany transactions and balances have been eliminated.

In the Bank's financial statements, investments in subsidiary are accounted for the cost method.

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The Bank has also separated Public Service Account (PSA) as according to the Notification of BOT No. Sor Gor Sor. 28/2562 regarding Regulatory for Public Service Account dated on 2 September 2019 and used allocation method to other operating expenses and fees and service income for recording government policy transactions as approved by the Fiscal Policy Office in accordance with the official letter No. Gor Kor 1006/Wor 2990 dated on 2 August 2016.

2.2 Basis of Preparation of the Consolidated Financial Statements

The consolidated financial statements included the accounts of head office, all branches and subsidiary (“the Group”) where the Bank has the controls both directly and indirectly in determine the financial and operating policies in order to obtain the benefits from subsidiaries’ activities. The financial statements of subsidiary are included in the consolidated financial statements from the date that control commences until the date that control ceases. The consolidated financial statements information included the accounts of the Bank and subsidiary which the significant business transactions and outstanding balances between the Bank and subsidiary are eliminated on consolidation.

The consolidated financial statements for the year ended 31 December 2025 also including Amanah Leasing Public Company Limited, which is 48.27% owned subsidiary of the Bank where the Bank has the controls that give it the ability to direct relevant activities (See Note 12).

In this regards, the Bank’s subsidiary has complied with Thai Financial Reporting Standards for transactions or items that are related to financial instruments in according to the Notification of BOT No. Sor Gor Sor 2. 7/2564 dated on 9 April 2021 except for the recognition of financial income to prepare the consolidated financial statement.

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3 New and amended financial reporting standards

- 3.1 New and amended financial reporting standard that is effective for the accounting period beginning on or after 1 January 2025 which are relevant but has not significant impacts on the Group.
- 3.2 Amended financial reporting standard that is effective for the accounting period beginning on or after 1 January 2026 which are relevant and has not significant impacts on the Group.

The following amended TFRS was not mandatory for the current reporting period and the Group has not early adopted them.

- a) **Amendments to TAS 21 The Effects of Changes in Foreign Exchange Rates** added requirements to help entities to determine whether a currency is exchangeable into another currency, and the spot exchange rate to use when it is not. Prior to these amendments, IAS 21 set out the exchange rate to use when exchangeability is temporarily lacking, but not what to do when lack of exchangeability is not temporary.

For the transactions related to financial instruments were approved by the Minister of Finance to enable the Specialized Financial Institutions (“SFIs”) to extend the application of Thai Financial Reporting Standards related to financial instruments. The Bank engaged the consulting firm to assess the potential impacts on the financial statements for the initial period of adopting the relevant Thai Accounting Standards and Thai Financial Reporting Standards related to financial instruments. The Bank has developed its systems to support the adoption of these Thai Accounting Standards and Thai Financial Reporting Standards, and has engaged the consulting firm to supervise the system development. The development process has now been completed, including the successful testing of the model’s effectiveness.

4 Material accounting policies

4.1 Operating segment

The Bank has operated under the Shariah principles in which the Bank provides services within a domestic geographical area then the Bank subject to only one operating and geographic area.

4.2 Change in accounting policies

During the third quarter of 2025, the Bank has changed accounting policies related to the determination of the discount rate used in calculating the loss from debt restructuring contracts in which the contractual profit rate is not fixed over the term of the contract. Under the revised policy, the Bank applies the average contractual profit rate over the entire term of the restructured contract as the discount rate. The resulting present value loss component is presented under the Allowance for troubled debt restructuring.

The Bank evaluated the impacts of changing accounting policies on the consolidated and separate financial statements and found that which there is no significant impact on the consolidated and separate financial statements for the year ended 31 December 2024. Consequently, the Bank did not revise prior year financial statements.

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4.3 Recognition of income

Income from financing to customer

Income from financing to customer is recognised in form of profits on an accrual basis for income from financing which was accrued over three months from due date, the Bank reverses all accrued income from the statement of profit or loss and other comprehensive income and recognises income on a cash basis. After the income in arrears is fully received, the Bank normally recognises the income on an accrual basis. Except income from financing under debt restructuring, the Bank would recognise on cash basis as the term of contract. The recognition of income from such financing to customer in accordance with the notifications of Bank of Thailand.

Income from government grant and other operations

Income from government grant and other operations are recognised on an accrual basis.

4.4 Recognition of expenses

Financial expenses

Compensations paid to depositor is recognised on an accrual basis. Returns on Wadiah account are based on the resolution of Deposits compensation Sub-Committee.

For term deposit with a step-up profit rate structure, the Bank recognises financial expense using the effective profit rate (EPR).

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4.5 Public Service Account : PSA

Public Service Account : PSA, the Bank separated Public Service Account (PSA) regarding the allocation expenses guideline according to the approval of Fiscal Policy Office in accordance with the official letter of Ministry of Finance No. Gor Kor. 1006/Wor. 2990 dated 2 August 2016 towards “The Agreed Regarding the Method of Allocation Public Service Account Expenses of the Islamic Bank of Thailand’s Policies”.

Expenses

Financial cost is calculated from the weighted average cost throughout the period multiplied by the weighted average financing from PSA of the period.

Other operating expenses and other expenses including fees and service expenses, except loss from provisions, are calculated from other operating expenses and other expenses multiplied by (the weighted average number of accounts PSA financing of the period divided by the weighted average number of accounts total financing of the period).

Income

Fees and service income are calculated by applying the method consistent with the method used in other operating expenses.

Government grants

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Bank will comply with attached conditions.

Government grants relating to the compensation of costs are deferred and recognised in profit or loss to match the costs they are intended to compensate.

4.6 Cash and cash equivalents

Cash and cash equivalents are cash in hand and cash on collection.

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4.7 Investments

Investments are classified as follows:

4.7.1 Trading investments

Trading investments consist of marketable equity securities and debt securities that are acquired with the intent to hold for trading, carried at fair value determined by bid price. Profit or loss on changes in fair value recognised through profit or loss in the statements of profit or loss and other comprehensive income.

4.7.2 Available-for-sale investments

Available-for-sale investments consist of marketable debt securities and equity securities other than trading investments are classified as available-for-sale investments and carried at fair value. Profit or loss on changes in fair value recognised through other comprehensive income in the statement of profit or loss and other comprehensive income and transferred to other components of equity in the statement of changes in equity. On disposal of the investments, the difference between book value and selling price is recognised through profit or loss from operating in the statements of profit or loss and other comprehensive income. The impairment losses on investments are recognised through profit or loss from operating in the statements of profit or loss and other comprehensive income.

4.7.3 General investments

General investments include non-marketable equity securities and carried at cost, net of impairment loss. Investments in unit trusts are stated at net asset value.

Fair value of investments

At the end of month, the Bank presents fair value by following methods:

1. For equity securities which are listed securities, fair value is determined by the last bid price or the last ask-bid price when the economy has not been significantly changed during the measurement date and the date of the last ask-bid price at the end of month.
2. Marketable unit trusts are stated at fair value by the last bid price or the closing price at the end of month, non-marketable unit trusts are stated at fair value by net assets value at the end of month.
3. Marketable debt securities are stated at fair value by the last average yield or bid price or clean price at the end of month.

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Disposal of investments

On disposal of the investments, the difference between net proceeds from disposal and the carrying amount included unrealised gains or losses on remeasuring investment which were recorded as a component of equity will be recognised thorough profit or loss on investments as gains (losses) from operating in the statements of profit or loss and other comprehensive income.

4.8 Financing

Financing consists of financing, hire-purchase receivables, finance lease receivables and other financing are presented at cost net of deferred revenue, allowance for doubtful accounts and revaluation allowance for debt restructuring.

4.9 Allowance for doubtful accounts

The Bank applies guideline regarding the allowance for doubtful accounts according to the Ministry of Finance's Notification regarding the Classification and Provision Criteria of Islamic Bank of Thailand, which become effective from 9 July 2020, accordance to the Notification of BOT No. Sor Gor Sor. 23/2562 dated on 2 September 2019, regarding the Classification and Provision Criteria of Specialized Financial Institutions. The Bank has classified its loan portfolios with 2 criteria as follows:

- 4.9.1 Quantitative criterion; the Bank considered based on the past due period and/or profit from due date.
- 4.9.2 Qualitative criterion; the Bank considered the factor that affects to payment ability of debtors i.e. financial difficulty or significant loss that they are unable to repay their debts, declining in debtor's industry and business to the extent that it is expected that the debtor will not be able to repay the debt.

The Bank has classified its financing portfolios into six categories. For the financing classified as normal and special-mention, the allowances for doubtful accounts are calculated based on the minimum percentage is in accordance with the BOT's guidelines in which the collateral value was taken into consideration, where the collateral type being applied is qualifying factor. For financing classified as sub-standard, doubtful and doubtful of loss, the allowance on these accounts is calculated at 100% of the difference between the book value of the outstanding financing and the present value of the expected cash flows from the disposal of collateral in accordance with the BOT's guidelines.

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Additional allowance for doubtful accounts set aside of the Group is recognised as bad debt and doubtful accounts in the statements of profit or loss and other comprehensive income. For write off case, the Group record as expenses and the bad debt recovered is show as income in the statement of profit and loss and other comprehensive income.

Apart from stated above, the Bank has surplus reserve and general reserve to sustain loss which may be occurred in addition to the allowance as the abovementioned basis for all cases including the process to decrease the risk or to improve financial statements or to align with notification/announcement from regulator. The Bank will consider the changes of surplus reserve and general reserve to specific reserve on appropriateness and consistency with the situation by time.

4.10 Troubled debt restructurings

In case where the debt restructuring involves modification of payment schedule, the Bank calculates the fair value of debt after debt restructurings based on the present value of the expected future cash flows discounted by financial cost at the date of debt restructuring. If financial cost rate lower than profit rate according to debt restructuring criteria, then discounted by the profit rates at the date of debt restructuring. In case when fair value of debts lower than carrying amount of debts at restructuring date, the Bank recorded difference between the fair value of debts, and the carrying amount of debts at restructuring date as expenses through profit or loss from operating in the statements of profit or loss and other comprehensive income. Losses arising from restructuring by waiver of part of principal or recorded accrued profit receivable, less recorded allowance, are recognised as expenses through profit or loss from operating in the statements of profit or loss and other comprehensive income when incurred.

Apart from stated above, the Bank has quarterly reviewed and recognised loss and will recognise loss occurred from reviewing as expense through profit or loss from operating in the statements of profit or loss and other comprehensive income.

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4.11 Properties for sale

Properties for sale consist of immovable and movable properties acquired an auction the collateral assets from legal execution department debt repayment or troubled debt restructuring which are awaiting for sale, including immovable and movable properties from debt repayment according to the BOT's measure (Asset warehousing)

According to the BOT's announcement Sor Nor Sor 5/2022, commercial banks are required to record foreclosed assets on the date of transfer of ownership. However, this regulation does not extend to SFIs. Consequently, the Bank records such assets on the date of purchase in accordance with the internal guidelines.

Properties for sale are recorded at the carrying amount, net allowance for impairment and estimated selling expenses. Assets for hire-purchase and financial lease repossessed from the default debtors, the Bank records at cost of the lower of carrying amount of the receivable or market value.

Losses arising from impairment are recognised to other expenses in profit or loss of the statements of profit or loss and other comprehensive income. Gains or losses arising from disposal of properties for sale are recognised to other income or other expenses in the statements of profit or loss and other comprehensive income.

Properties for sale according to the BOT's measure (Asset warehousing), the Bank has given the customers the rights to buy back the collaterals within 3 - 5 years from the date that the Bank accepts the transfer of the collateral assets. During that period, the customer has the right to lease the property from the bank to operate the business. The Bank will deduct that rental amount from the price of the collateral assets. If the customers do not wish to buy it back, the Bank will sell the collateral assets to other parties. The rental amount will be recognised as other income in the statements of the profit or loss and other comprehensive income when the Bank sells the collateral assets.

4.12 Premises and equipment

All other property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses.

Land is not depreciated. Depreciation on other assets is calculated using the straight line method to allocate their cost to their residual values over their estimated useful lives, as follows:

Type of assets	Useful Lives
Building	20 years
Building improvements	10 years
Land improvements on lease land	10 years
Leasehold improvements	3 - 10 years
Furniture, fixture and equipment	5 - 6 years
Vehicle	5 years

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4.13 Leases

Leases - where the Group is the lessee

The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of real estate for which the group is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

The lease payments are discounted using the profit rate implicit in the lease. If that rate cannot be determined, the lessee's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets which the value per transaction is not exceeding Baht 150,000.

4.14 Goodwill and other intangible assets

Goodwill

Goodwill is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired. It is carried at cost less accumulated impairment losses.

Amortization of intangible assets

Amortization of intangible assets is recognised as expenses in profit or loss from operating in the statements of profit or loss and other comprehensive income and calculated amortization of intangible assets based on a straight-line basis regarding to each of its estimated useful lives of economic benefits. The estimated useful lives are as follows:

Type of assets	Useful Lives
Rights to use computer software	5 - 10 years
Computer system	5 - 6 years

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4.15 Provisions

The Bank sets provisions for off-statements of financial position obligation in the extent of high credit risk transaction as BOT's guidelines for maintenance an adequate level of capital using credit conversion factor equal to 1.0 such as guarantees of financing, avals to bills or irrevocable obligation by the Bank. Provisions are recognised when the transactions relating to off-statements of financial position of debtors that are classified as sub-standard, doubtful and doubtful of loss. The provision has been specifically determined by using the same rate as the allowance for doubtful accounts on each of those debtors in conformity to Thai Accounting Standard No.37 (Revised 2021) regarding Provisions, Contingent Liabilities and Contingent Assets. The Bank is required to set provisions for off-the statements of financial position obligation when satisfied all of the following criteria:

- 4.15.1 A present obligation resulting from past events that may be a legal or a constructive obligation.
- 4.15.2 It is probable that there will be a future outflow of resources embodying economic benefit to settle such obligation.
- 4.15.3 A reliable estimation of the value of the obligation.

Apart from stated above, the Bank has considered to establish the estimation of provision by estimated from unavoidable uncertainty and inconsistency that connected to the atmosphere around such incidents and situations by using conservatism assumption to consider possible results that will arise from such information such as news from media, prosecution between debtor and beneficiary, and the duration of litigation in the case that the Bank got accused to disclose provision of commitment and reliable of such debtor possible damage that may arise in the future which the Bank will consider and review from provision of commitment regularly every year.

4.16 Deferred income

Deferred income is a government grant in which the grants are intended to compensate and assist specifically relating to the operating activities and is presented as liabilities under deferred income and periodically recognised in revenue over the period.

4.17 Employee benefits

4.17.1 Short-term employee benefits

Liabilities for short-term employee benefits such as wages, salaries, paid annual leave and paid sick leave, bonuses, and medical care that are expected to be settled wholly within 12 months after the end of the period are recognised in respect of employees' service up to the end of the reporting period. They are measured at the amount expected to be paid.

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4.17.2 Defined contribution plan

The Bank and staff or employees agreed to establish a Provident Fund which registered under the Provident Fund Act B.E. 2530. The provident fund is managed by an external fund manager. All staff and employees are entitled to apply for membership according to the registered Islamic Bank of Thailand Provident Fund's regulations. Employee's benefits are recognised by the Bank's supplemental contribution as employee expenses in the statement of profit or loss and other comprehensive income. Salary deduction rates and contributions payment are as follows:

Working years	The Bank's contribution rates
Pass probation - 2 years	3%
Over 2 years - 5 years	5%
Over 5 years - 9 years	7%
Over 9 years - 15 years	8%
Over 15 years - 20 years	9%
Over 20 years	10%

4.17.3 Defined benefit plans

Amount of retirement benefits is defined by the agreed benefits the employees will receive after the completion of employment. It usually depends on factors such as age, years of service and an employee's latest compensation at retirement.

The defined benefit obligation is calculated every 3 years by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using market yield of government bonds that matches the terms and currency of the expected cash outflows.

Remeasurement gains and losses are recognised directly to other comprehensive income in the period in which they arise. They are included in retained earnings in the statements of changes in equity

Past-service costs are recognised immediately in profit or loss.

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4.18 Current income tax and Deferred income tax

The Bank is exempted from income tax since it is not the juristic person as specified in the Section 39 of the Revenue Code. Therefore, income tax and deferred income tax in the financial statements derived from the Bank's subsidiary.

Income tax comprises current and deferred tax.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the end of the reporting period.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and where the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Deferred tax is recognised based on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and their value for tax purposes. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

5 Risk Management

The Bank prioritize the risk management by adopting a standardized guideline for operations such as the BOT and the Ministry of Finance's guidelines in order to cover the major risks of the Bank.

- 5.1 Shariah Risk** is the risk that result from the operations and the Bank's products and services offering process which may not comply with Shariah principles which is the specific risk of the Bank that the Bank highly prioritizes. The Bank establishes the operations, Bank's product and services which are complied with the Islamic Bank of Thailand Act B.E. 2545 and monitored by Islamic Bank of Thailand's Advisory council (Religion).

To ensure that the Bank's operations and operational processes are complied with Shariah principles, the Bank sets the Shariah risk management policy which are approved by the Bank's Board of Directors. The Bank control Shariah risk by analyzing, monitoring and reporting the information related to Shariah risk to support Shariah risk management strategy determination regularly.

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- 5.2 Credit Risk** is the risk that counterparties, or borrowers fail to fulfil their obligations under contractual agreements or the deterioration of assets' quality resulting in non-repayment debts as set out in the contract in which an adverse effect over the Bank's income and capital adequacy.

The Bank considers credit risk therefore the bank focuses on the credit monitoring process in accordance with the regulatory guidelines to ensure that the Bank has complied with comprehensive credit underwriting processes and/or troubled financing restructurings processes. In addition, the Bank focuses on developing the process of credit risk management systemically with effective practical standard, updating the process of credit management, and developing credit managerial tools to support growth of credit and investment with quality. Furthermore, the Bank also monitors and controls credit risk to remain on the acceptable level, which is stated as follows:

1. Reviewing the Bank internal policy such as reviewing credit policy framework in each type of business, Credit risk rating tools and guides, Credit policy, Bank regulations related to credit granting including guidelines for considering credit.
2. Monitoring and controlling credit risk such as,
 - Determining the single financing limit ratio for risk management to prevent giving company or a group of companies over credit limit or over investment.
 - Determining and reviewing industry limit for diversification, which prevent investment in only one bunch, one industry.
 - Reviewing loan appropriately in accordance with the guideline of regulator.
3. Developing the efficiency of business credit and retail credit in order to appropriately manage each type of target group by reviewing between team (Check & Balance) in accordance with the credit risk management guidelines and business operation plan.
4. Developing Credit Bureau Score Model to increase efficiency for considering credit. The Bank also regularly consider the efficiency of Credit Bureau Score model and Credit Risk Rating Model or the corporate credit risk tool in order to ensure the model.
5. Monitoring, controlling, and reporting the quality business and retail credit portfolio including sector concentration and Single Financing Limit regularly.
6. Performing credit stress testing to evaluate the effect and prepare possible situation from the changes of internal and external macroeconomics factors affected on credit portfolio, reserves and capital adequacy according to the scenario determined by the Bank of Thailand.
7. Reporting risks to the Risk Management Sub-Committees and the related Sub-Committees regularly.
8. Preparing the adoption of Thai Financial Reporting Standards (Financial instruments) by gradually recognising reserves in order to support and prepare the impairment calculation which developed impairment model and validate model testing.

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- 5.3 Market Risk** is the financial risk that arises from the fluctuation of rates of return, foreign exchange rates, and security prices in money markets and capital markets which may have an adverse effect on the Bank's income and capital adequacy.

The Bank has regulated policy in managing market risk according to the regulation of the Bank of Thailand under the consensual of the Risk Management Sub-Committees and approval of the Board of Directors in order to use as a boundary of market risk management.

The Bank considers on market risk management to be in line with risk appetite and monitors and reports market risk to Asset and Liability Management Sub-Committee ("ALCO"), the Risk Management Sub-Committee and Board of Directors regularly, which the summary is as follows:

1) Rate of Return Risk

Rate of return risk arises the risk that income or capital is adversely affected by changes in the rate of return due to the maturity of the structure and nature of transactions in assets and liabilities to adjust different rate sensitive items that are inconsistent. It will affect net profit income and the market value of the trading account, as well as other income and expenses related to the rate of return. The Bank manages the rate of return risk by assessing risks through the Repricing Gap tool to ensure that the impacts occur within the acceptable risk level.

As at 31 December 2025 and 2024, the financing to customers information classified by fixed and floating return rates is summarised as follows;

	Consolidated	
	2025	2024
	Million Baht	Million Baht
Financing to customers with fixed return rate	26,029	23,802
Financing to customers with floating return rate	53,684	49,865
Total Financing to customers	79,713	73,667
	Separate	
	2025	2024
	Million Baht	Million Baht
Financing to customers with fixed return rate	24,818	22,164
Financing to customers with floating return rate	53,684	49,865
Total Financing to customers	78,502	72,029

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The Group has summarised financial assets and liabilities classified by rate of return re-pricing years or contractual maturity as at 31 December 2025 and 2024 as follows;

	Consolidated						Total Million Baht
	31 December 2025						
	Non-					Total Million Baht	
	Over	Over	Over	performing	Non-return		
	0 - 3 months Million Baht	3 - 12 months Million Baht	1 - 5 years Million Baht	5 years Million Baht	financing Million Baht		
Financial assets							
Interbank and money market items, net	4,241	71	-	-	-	201	4,513
Investments in debt instruments	2,757	4,186	-	-	-	-	6,943
Financing to customers	51,778	3,569	5,122	6,803	12,441	-	79,713
Promissory note from transferring non-performing assets	6,428	-	-	-	-	-	6,428
Financial liabilities							
Deposits	43,904	36,904	4,431	-	-	532	85,771
Interbank and money market items, net	702	1,099	3,565	-	-	16	5,382
Liabilities payable on demands	-	-	-	-	-	68	68
Lease liabilities	18	51	89	35	-	-	193

	Consolidated						Total
	31 December 2024						
	Non-						
	Over	Over	Over	performing	Non-return		
	0 - 3 months	3 - 12 months	1 - 5 years	5 years	financing		
Million	Million	Million	Million	Million	Million	Million	
Baht	Baht	Baht	Baht	Baht	Baht	Baht	
Financial assets							
Interbank and money market items, net	95	-	-	-	-	5,189	5,284
Investments in debt instruments	2,754	1,774	-	-	-	-	4,528
Financing to customers	47,605	2,531	4,865	8,328	10,338	-	73,667
Promissory note from transferring non-performing assets	6,597	-	-	-	-	-	6,597
Financial liabilities							
Deposits	35,961	30,115	13,220	-	-	1,048	80,344
Interbank and money market items, net	613	706	3,346	-	-	12	4,677
Liabilities payable on demands	-	-	-	-	-	32	32
Lease liabilities	16	45	122	3	-	-	186

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For the year ended 31 December 2025

Separate						
31 December 2025						
	Over	Over	Over	Non-	Non-return	
0 - 3 months	3 - 12 months	1 - 5 years	5 years	performing	bearing	Total
Million	Million	Million	Million	financing	Million	Million
Baht	Baht	Baht	Baht	Baht	Baht	Baht
Financial assets						
Interbank and money market items, net	3,739	-	-	-	170	3,909
Investments in debt instruments	2,757	4,186	-	-	-	6,943
Financing to customers	54,009	3,503	3,160	5,389	12,441	78,502
Promissory note from transferring non-performing assets	6,428	-	-	-	-	6,428
Financial liabilities						
Deposits	43,919	36,904	4,431	-	535	85,789
Interbank and money market items, net	697	1,099	3,565	-	16	5,377
Liabilities payable on demands	-	-	-	-	68	68
Lease liabilities	18	49	77	3	-	147

Separate						
31 December 2024						
	Over	Over	Over	Non-	Non-return	
0 - 3 months	3 - 12 months	1 - 5 years	5 years	performing	bearing	Total
Million	Million	Million	Million	financing	Million	Million
Baht	Baht	Baht	Baht	Baht	Baht	Baht
Financial assets						
Interbank and money market items, net	-	-	-	-	4,928	4,928
Investments in debt instruments	2,754	1,774	-	-	-	4,528
Financing to customers	49,855	2,435	3,176	6,225	10,338	72,029
Promissory note from transferring non-performing assets	6,597	-	-	-	-	6,597
Financial liabilities						
Deposits	35,968	30,115	13,220	-	1,053	80,356
Interbank and money market items, net	613	550	3,346	-	12	4,521
Liabilities payable on demands	-	-	-	-	32	32
Lease liabilities	16	44	72	3	-	135

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The average balances of significant performing financial assets and financial liabilities, including the average return are summarised as follows;

Consolidated			
31 December 2025			
	Average outstanding balances Million Baht	Return Million Baht	Average return rate %
Significant performing financial assets			
Interbank and money market items, net	8,085	126	1.56
Investments in debt instruments	6,327	104	1.64
Financing to customers	76,891	3,948	5.13
Financing to customers from PSA	261	7	2.68
	91,564	4,185	4.57
Significant financial liabilities			
Deposits	84,562	1,366	1.62
Interbank and money market items, net	4,915	31	0.63
	89,477	1,397	1.56
Consolidated			
31 December 2024			
	Average outstanding balances Million Baht	Return Million Baht	Average return rate %
Significant performing financial assets			
Interbank and money market items, net	5,831	101	1.73
Investments in debt instruments	5,098	109	2.14
Financing to customers	72,111	3,914	5.43
Financing to customers from PSA	273	9	3.30
	83,313	4,113	4.96
Significant financial liabilities			
Deposits	81,056	1,405	1.73
Interbank and money market items, net	3,938	27	0.69
	84,994	1,432	1.68

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	Separate		
	31 December 2025		
	Average outstanding balances Million Baht	Return Million Baht	Average rate %
Significant performing financial assets			
Interbank and money market items, net	7,697	122	1.59
Investments in debt instruments	6,327	104	1.64
Financing to customers	75,476	3,339	4.42
Financing to customers from PSA	261	7	2.68
	89,761	3,572	3.98
Significant financial liabilities			
Deposits	84,589	1,366	1.61
Interbank and money market items, net	4,898	30	0.61
	89,487	1,396	1.56
	Separate		
	31 December 2024		
	Average outstanding balances Million Baht	Return Million Baht	Average rate %
Significant performing financial assets			
Interbank and money market items, net	5,666	101	1.78
Investments in debt instruments	5,098	109	2.14
Financing to customers	70,286	3,177	4.52
Financing to customers from PSA	273	9	3.30
	81,323	3,396	4.18
Significant financial liabilities			
Deposits	81,065	1,405	1.73
Interbank and money market items, net	3,727	12	0.32
	84,792	1,417	1.67

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The table below shows the return sensitivity for the financial assets and financial liabilities held as at reporting date.

	Consolidated			
	31 December 2025		31 December 2024	
	+ 1 basis point	- 1 basis point	+ 1 basis point	- 1 basis point
	Million Baht	Million Baht	Million Baht	Million Baht
Impact on profit after taxation	35	(35)	105	(105)
Impact on equity	(219)	219	(213)	213

	Separate			
	31 December 2025		31 December 2024	
	+ 1 basis point	- 1 basis point	+ 1 basis point	- 1 basis point
	Million Baht	Million Baht	Million Baht	Million Baht
Impact on profit after taxation	35	(35)	107	(107)
Impact on equity	(219)	219	(211)	211

2) Foreign Exchange Risk

Refers to the loss affecting net financial income and capital adequacy arising from foreign exchange rate fluctuations as a result of the Bank deals in foreign currency transactions or structure and position of the Bank's assets and liabilities. The Bank may incur declination of carrying value or gains on foreign exchange rates and incur losses on foreign exchange rates as a result of foreign currency translation from foreign currency positions into Thai Baht. All this, the Bank's transaction specially supports business operation of customers. The Bank hedges against the foreign exchange rate risk by using forward contracts. The Bank enters into foreign currency transaction without speculation policy in respect to services provided to the Bank's customers basis.

3) Price Risk

Refers to loss affecting net financial income and capital adequacy from movement in securities price. The Bank may incur declination of value on trading and available-for-sale investment portfolios. Thus, the Bank monitors and controls its price risk by comparative approach on established risk level under the specified Risk limits such as the Value-at-Risk Limit.

In addition, the Bank regularly review tools and policies of market risk management including risk limit to make efficient management and consistent with any situations.

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- 5.4 Liquidity Risk** means risk resulting from the Bank's failure to pay debts and obligations when they fall due because of its inability to convert assets into cash, or its failure to procure sufficient funds, or, use of funds with the excess of the limit of acceptable cost of capital that may adversely affect present and future net financial income and capital adequacy of the Bank. Besides, liquidity risk may arise from failure to unwind or offset the risk from its assets resulting to liquidation of assets below their acquisition costs since the assets has low liquidity or no active market at that time.

The Bank has liquidity risk management by applying regulation of maintaining current assets or any other related regulations. The Bank has assigned to ALCO to establish the liquidity risk management strategy and has monitored and managed overall liquidity position to ensure that the Bank has adequate liquidity for its business operations, is able to support its growth in business-as-usual situations and has readiness of funds or assets which can be liquidated or realised as needed under crisis situations. The Bank has established the liquidity management policy under the consensual of the Risk Management Sub-Committees and approval of the Board of Directors and monitored key risk indicators for evaluation of prospected risk position and risk level that in line with the risk trigger, risk limit and risk appetite.

Moreover, the Bank reviews tools, policies, and liquidity risk management including risk limit of the Bank regularly.

Sources and uses of funds as at 31 December 2025 and 2024 as follows:

	Consolidated			
	31 December 2025		31 December 2024	
	Book Value Million Baht	Proportion %	Book Value Million Baht	Proportion %
Sources of funds				
Deposits	85,771	93.26	80,344	97.21
Interbank and money market items, net (liabilities)	5,382	5.85	4,677	5.66
Equity	819	0.89	(2,371)	(2.87)
Total	91,972	100.00	82,650	100.00
Uses of funds				
Financing to customers	79,713	79.41	73,667	80.86
Interbank and money market items, net (asset)	4,513	4.50	5,284	5.80
Investments, net	9,723	9.69	5,559	6.10
Promissory note from transferring non-performing assets	6,428	6.40	6,597	7.24
Total	100,377	100.00	91,107	100.00

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	Separate			
	31 December 2025		31 December 2024	
	Book Value	Proportion	Book Value	Proportion
	Million Baht	%	Million Baht	%
Sources of funds				
Deposits	85,789	94.45	80,356	97.66
Interbank and money market items, net (liabilities)	5,377	5.92	4,521	5.49
Equity	(339)	(0.37)	(2,591)	(3.15)
Total	90,827	100.00	82,286	100.00
Uses of funds				
Financing to customers	78,502	79.65	72,029	80.83
Interbank and money market items, net (asset)	3,909	3.97	4,928	5.53
Investments, net	9,723	9.86	5,559	6.24
Promissory note from transferring non-performing assets	6,428	6.52	6,597	7.40
Total	98,562	100.00	89,113	100.00

Financial assets and liabilities as at 31 December 2025 and 2024 analysed by maturity periods as follows:

	Consolidated						
	31 December 2025						
	At call	0-3 months	Over 3-12 months	Over 1 years	No maturity	Stop accrued	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Financial assets							
Interbank and money market items, net	740	3,702	71	-	-	-	4,513
Investment, net	-	2,757	4,186	-	2,780	-	9,723
Financing to customers	-	5,940	3,965	57,367	-	12,441	79,713
Receivables from transferring non-performing assets	6,428	-	-	-	-	-	6,428
Total Financial assets	7,168	12,399	8,222	57,367	2,780	12,441	100,377
Financial liabilities							
Deposit	26,365	18,071	36,904	4,431	-	-	85,771
Interbank and money market items, net	556	345	2,097	2,384	-	-	5,382
Lease liabilities	-	18	51	124	-	-	193
Total Financial liabilities	26,921	18,434	39,052	6,969	-	-	91,346

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	Consolidated						
	31 December 2024						
			Over	Over	Stop		Total
	At call	0-3 months	3-12 months	1 years	No maturity	accrued	
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Financial assets							
Interbank and money market items, net	5,284	-	-	-	-	-	5,284
Investment, net	-	2,754	1,774	-	1,031	-	5,559
Financing to customers	-	7,374	1,474	54,481	-	10,338	73,667
Receivables from transferring non-performing assets	-	3,597	3,000	-	-	-	6,597
Total Financial assets	5,284	13,725	6,248	54,481	1,031	10,338	91,107
Financial liabilities							
Deposit	21,102	15,907	30,115	13,220	-	-	80,344
Interbank and money market items, net	521	104	706	3,346	-	-	4,677
Lease liabilities	-	16	45	125	-	-	186
Total Financial liabilities	21,623	16,027	30,866	16,691	-	-	85,207
	Separate						
	31 December 2025						
			Over	Over	Stop		Total
	At call	0-3 months	3-12 months	1 years	No maturity	accrued	
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Financial assets							
Interbank and money market items, net	207	3,702	-	-	-	-	3,909
Investment, net	-	2,757	4,186	-	2,780	-	9,723
Financing to customers	-	8,171	3,899	53,991	-	12,441	78,502
Receivables from transferring non-performing assets	6,428	-	-	-	-	-	6,428
Total Financial assets	6,635	14,630	8,085	53,991	2,780	12,441	98,562
Financial liabilities							
Deposit	26,383	18,071	36,904	4,431	-	-	85,789
Interbank and money market items, net	556	340	2,097	2,384	-	-	5,377
Lease liabilities	-	18	49	80	-	-	147
Total Financial liabilities	26,939	18,429	39,050	6,895	-	-	91,313

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	Separate						
	31 December 2024						
	At call	0-3 months	Over 3-12 months	Over 1 years	No maturity	Stop accrued	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Financial assets							
Interbank and money market items, net	4,928	-	-	-	-	-	4,928
Investment, net	-	2,754	1,774	-	1,031	-	5,559
Financing to customers	-	7,374	2,946	51,371	-	10,338	72,029
Receivables from transferring non-performing assets	-	3,597	3,000	-	-	-	6,597
Total Financial assets	4,928	13,725	7,720	51,371	1,031	10,338	89,113
Financial liabilities							
Deposit	21,114	15,907	30,115	13,220	-	-	80,356
Interbank and money market items, net	521	104	550	3,346	-	-	4,521
Lease liabilities	-	16	44	75	-	-	135
Total Financial liabilities	21,635	16,027	30,709	16,641	-	-	85,012

5.5 Fair value of financial instruments is the amounts which the buyer and seller agree for an asset can be exchanged, or liability settled, between knowledgeable and willing parties in an arm's length transaction. In terms of determining the fair value of financial assets and financial liabilities, the Bank determines current conditions on the cost of exchange, or liability settled under the financial instruments.

The Group has relatively high cost in data collection and calculation of fair value for financial assets and financial liabilities, which is not justified compared to the benefits of reporting that information. The Group decided to disclose the fair value amount as the same amount with the book value.

The fair value of financial instruments is defined into the three different levels by valuation method as follows:

(a) Financial instruments in level 1

The fair value of financial instruments traded in active markets is based on quoted market prices at the statement of financial position date. The quoted market prices used for financial assets held by the Group are the last bid prices from the Stock Exchange of Thailand, the closing price from the Stock Exchange in overseas and settlement prices from Futures Exchange. These instruments are included in level 1.

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(b) Financial instruments in level 2

The fair value of financial instruments that is not traded in an active market (over-the-counter) is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

(c) Financial instruments in level 3

If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

The following table presents the financial assets that are measured at fair value at 31 December 2025 and 2024.

Consolidated					
31 December 2025					
	Carrying amount Million Baht	Fair Value			Total Million Baht
		Level 1	Level 2	Level 3	
		Million	Million	Million	
		Baht	Baht	Baht	
Assets					
Derivative	1	-	1	-	1
Investment, net	9,704	2,761	6,943	-	9,704
Total assets	9,705	2,761	6,944	-	9,705

Consolidated					
31 December 2024					
	Carrying amount Million Baht	Fair Value			Total Million Baht
		Level 1	Level 2	Level 3	
		Million	Million	Million	
		Baht	Baht	Baht	
Assets					
Investment, net	4,528	-	4,528	-	4,528
Total assets	4,528	-	4,528	-	4,528

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	Separate				
	31 December 2025				
	Carrying	Fair Value			
	amount	Level 1	Level 2	Level 3	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Assets					
Derivative	1	-	1	-	1
Investment, net	9,704	2,761	6,943	-	9,704
Total assets	9,705	2,761	6,944	-	9,705

	Separate				
	31 December 2024				
	Carrying	Fair Value			
	amount	Level 1	Level 2	Level 3	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Assets					
Investment, net	4,528	-	4,528	-	4,528
Total assets	4,528	-	4,528	-	4,528

There was no transfer between Levels 1 and 2 during the year.

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The following table presents the financial assets and liabilities that are not measured at fair value at 31 December 2025 and 2024.

	Consolidated				
	31 December 2025				
	Carrying amount Million Baht	Fair Value			Total Million Baht
		Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	
Assets					
Cash	835	835	-	-	835
Interbank and money market items, net	4,513	4,513	-	-	4,513
Investments, net	19	-	19	-	19
Financing to customers, net	68,437	-	68,437	-	68,437
Promissory note from transferring non-performing assets	6,428	-	6,428	-	6,428
Total assets	80,232	5,348	74,884	-	80,232
Liabilities					
Deposits	85,771	-	85,771	-	85,771
Interbank and money market items, net	5,382	5,377	5	-	5,382
Liabilities payable on demands	68	-	68	-	68
Compensation payable on deposit	758	-	758	-	758
Total liabilities	91,979	5,377	86,602	-	91,979

	Consolidated				
	31 December 2024				
	Carrying amount Million Baht	Fair Value			Total Million Baht
		Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	
Assets					
Cash	1,301	1,301	-	-	1,301
Interbank and money market items, net	5,284	5,284	-	-	5,284
Investments, net	1,031	-	1,031	-	1,031
Financing to customers, net	62,873	-	62,873	-	62,873
Promissory note from transferring non-performing assets	6,597	-	6,597	-	6,597
Total assets	77,086	6,585	70,501	-	77,086
Liabilities					
Deposits	80,344	-	80,344	-	80,344
Interbank and money market items, net	4,677	4,521	156	-	4,677
Liabilities payable on demands	32	-	32	-	32
Compensation payable on deposit	616	-	616	-	616
Total liabilities	85,669	4,521	81,148	-	85,669

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	Separate				
	31 December 2025				
	Carrying amount Million Baht	Fair Value			Total Million Baht
		Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	
Assets					
Cash	834	834	-	-	834
Interbank and money market items, net	3,909	3,909	-	-	3,909
Investments, net	19	-	19	-	19
Financing to customers, net	67,483	-	67,483	-	67,483
Promissory note from transferring non-performing assets	6,428	-	6,428	-	6,428
Total assets	78,673	4,743	73,930	-	78,673
Liabilities					
Deposits	85,789	-	85,789	-	85,789
Interbank and money market items, net	5,377	5,377	-	-	5,377
Liabilities payable on demands	68	-	68	-	68
Compensation payable on deposit	758	-	758	-	758
Total liabilities	91,992	5,377	86,615	-	91,992

	Separate				
	31 December 2024				
	Carrying amount Million Baht	Fair Value			Total Million Baht
		Level 1 Million Baht	Level 2 Million Baht	Level 3 Million Baht	
Assets					
Cash	1,300	1,300	-	-	1,300
Interbank and money market items, net	4,928	4,928	-	-	4,928
Investments, net	1,031	-	1,031	-	1,031
Financing to customers, net	61,394	-	61,394	-	61,394
Promissory note from transferring non-performing assets	6,597	-	6,597	-	6,597
Total assets	75,250	6,228	69,022	-	75,250
Liabilities					
Deposits	80,356	-	80,356	-	80,356
Interbank and money market items, net	4,521	4,521	-	-	4,521
Liabilities payable on demands	32	-	32	-	32
Compensation payable on deposit	616	-	616	-	616
Total liabilities	85,525	4,521	81,004	-	85,525

There was no transfer between Levels 1 and 2 during the year.

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6 Capital Fund

The Bank calculated its capital fund in accordance with the ministerial regulations, Ministry of Finance, regarding the Capital Maintenance and Maintenance of Cash Reserve and Liquid Assets for Islamic Bank of Thailand B.E. 2563 which is effective since 26 November 2020 onwards. The Bank maintains its capital fund in accordance with BOT's requirement which is consistent with the notification of BOT No. Sor Gor Sor. 15/2562 regarding Composition of Capital Funds for Specialized Financial Institutions (SFIs) which requires to maintain total capital to risk assets and contingencies ratio of not less than 8.5% under the condition that Common Equity Tier 1 must not be less than 4.25% of such assets and contingencies.

However, the Bank has been granted an exemption according to the announcement by the BOT No. Sor Gor Sor. 25/2562 regarding the regulatory framework for SFIs conducting financial businesses according to Islamic principles. Section 6.3, the transitional provisions related to capital adequacy supervision, states in clause 6.3.1 that if the Islamic Bank of Thailand is engaged in a government-approved business rehabilitation process before this notification takes effect, and it adheres to the requirements of section 5.5 resulting in a capital ratio below the mandated minimum, such a shortfall will not be considered a breach of this notification's provisions. This provision applies until the completion of the rehabilitation plan as specified by the authorities.

As at 31 December 2025 and 2024, the Bank maintained capital fund and assets and contingencies ratio as follows:

	Separate	
	31 December 2025	31 December 2024
	Million Baht	Million Baht
Tier 1 capital		
Paid-up share capital	18,203	18,203
Legal reserve	196	196
Unappropriated retained losses	(20,717)	(20,995)
Total tier 1 capital	(2,318)	(2,596)
Total capital fund before deficit	(2,318)	(2,596)
Less Deficit on revaluation of available-for-sale equity securities	-	-
Total capital fund	(2,318)	(2,596)
Total risk-weighted assets	73,138	70,713
	Separate	
	31 December 2025	31 December 2024
	%	%
Total capital fund	(3.17)	(3.67)
Tier 1 Capital	(3.17)	(3.67)

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However, the Bank maintained its liquidity assets as at 31 December 2025 of 8.99 which is higher than the requirement of the ministerial regulations, Ministry of Finance, regarding the Capital Maintenance and Maintenance of Cash Reserve and Liquid Assets for Islamic Bank of Thailand B.E. 2563 which is effective since 26 November 2020 onwards. The Bank maintains its capital fund in accordance with BOT's requirement which is consistent with the notification of BOT No. Sor Gor Sor. 21/2562 regarding Regulations for maintaining liquid assets for Specialized Financial Institutions which requires to maintain current assets as at the last day of the month not less than 6% of all types of deposits at the end of the day.

7 Estimates and judgements

The preparation of financial statements in conformity with Thai Financial Reporting Standards also requires management to make estimates and judgements that affect the application of policies and reported amounts of assets, liabilities, income, and expenses. The estimates and associated judgements are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying amounts of assets and liabilities that are not readily apparent from other sources. Accordingly, actual results may differ from these estimates.

The estimates and judgements are reviewed on a regular basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and foreseeable impact in the future.

7.1 Allowance for doubtful accounts - Financing to customers

The Bank classifies its financing to customers portfolios into categories and sets allowance for doubtful accounts for Financing to customers in accordance with the BOT's Notification and with the management's estimation over the allowance for doubtful accounts from the outstanding balance of Financing to customers at the period end date. The period of time that a financing to customers is past due and the ability to repay the debt are the principal criteria utilised in classifying a financing to customers. The collateral value used in calculating the required allowance for doubtful accounts is based on the type of collateral. Revaluation is performed every 3 years and every 5 years of normal and special mentioned collateral in accordance to the BOT's guideline. The Bank provided the allowance for doubtful accounts on substandard, doubtful and doubtful loss at the rate of 100% of the difference between the carrying amount and net present value of estimated future cash flows to be received from debtors or from sales of collateral. Discount rate and holding periods used is in compliance with the Bank of Thailand's guideline. For the normal and special mentioned debts, the Bank provided the allowance for doubtful accounts at the rates of 1% and 2%, respectively.

7.2 Valuation of properties foreclosed

Fair value of properties foreclosed-immovable assets is calculated from the appraisal value, appraised by an external independent valuer or internal valuer of the Bank every year, less estimated selling expenses, and the appraisal value is discounted according to the holding period.

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7.3 Defined retirement benefit obligations

The present value of the retirement benefit obligations depends on a number of assumptions. Key assumptions used and impacts from possible changes in key assumptions are disclosed in note 26.

7.4 Lease Contracts

a) Determination of lease terms

Critical judgement in determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

For leases of properties, the most relevant factors are historical lease durations, the costs and conditions of leased assets.

Most extension options on offices and vehicles leases have not been included in the lease liability, because the Group considers i) the underlying asset condition and/or ii) insignificant cost to replace the leased assets.

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstance affecting this assessment occur, and that it is within the control of the Bank.

b) Determination of discount rate applied to leases

The Bank determines the incremental borrowing rate as follows:

- Where possible, use recent third-party financing received by the individual lessee as a starting point, adjusting to reflect changes in its financing conditions.
- Make adjustments specific to the lease, e.g. term etc.

7.5 Premises and equipment and depreciation

In determining depreciation of premises and equipment, the management is required to make estimates of the useful lives and residual values of premises and equipment and to review estimate useful lives and residual values when circumstance changes.

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Islamic Bank of Thailand and Subsidiary

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8 Going Concern

As at 31 December 2025, the Bank had accumulated deficit exceeding capital of Baht 339 million (31 December 2024: Baht 2,591 million). The situation indicates that the bank is beginning to have the capability to operate continuously. The Bank has achieved continuous operating profits as a result of effective debt provisioning management. The Bank has conducted a review of its strategic and business plans for the years 2026 – 2030, with a vision to become a sustainable financial institution that provides services based on Islamic principles. As a state enterprise and a specialized financial institution under the Ministry of Finance, the Bank operates in accordance with the policy directions of the Fiscal Policy Office. Its mandate is to promote Islamic financial transactions, support the dissemination of Islamic financial knowledge to the public, and serves as a stable bank that responsibly with all stakeholders to provide widespread and sustainable benefits. Therefore, the Bank continues to adhere to the criteria of going concern in preparing financial statements.

9 Interbank and money market items, net (assets)

	Consolidated					
	31 December 2025			31 December 2024		
	At call	Time	Total	At call	Time	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Domestic items						
Bank of Thailand	86	-	86	4,836	-	4,836
Commercial banks and money markets	638	71	709	410	-	410
Specialized financial institutions	3	-	3	18	-	18
Other financial institutions	-	3,739	3,739	-	-	-
Total	727	3,810	4,537	5,264	-	5,264
<u>Less</u> Allowance for doubtful accounts	-	(37)	(37)	-	-	-
Total domestic items	727	3,773	4,500	5,264	-	5,264
Foreign items						
USD	13	-	13	15	-	15
EUR	-	-	-	3	-	3
Others	-	-	-	2	-	2
Total foreign items	13	-	13	20	-	20
Total domestic and foreign items	740	3,773	4,513	5,284	-	5,284

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	Separate					
	31 December 2025			31 December 2024		
	At call	Time	Total	At call	Time	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Domestic items						
Bank of Thailand	86	-	86	4,836	-	4,836
Commercial banks and money markets	106	-	106	61	-	61
Specialized financial institutions	2	-	2	11	-	11
Other financial institutions	-	3,739	3,739	-	-	-
Total	194	3,739	3,933	4,908	-	4,908
<u>Less</u> Allowance for doubtful accounts	-	(37)	(37)	-	-	-
Total domestic items	194	3,702	3,896	4,908	-	4,908
Foreign items						
USD	13	-	13	15	-	15
EUR	-	-	-	3	-	3
Others	-	-	-	2	-	2
Total foreign items	13	-	13	20	-	20
Total domestic and foreign items	207	3,702	3,909	4,928	-	4,928

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10 Derivatives

The fair values and the notional amounts classified by type of risks were as follows:

Type of risk	Consolidated and Separate					
	31 December 2025			31 December 2024		
	Fair Value		Notional amount	Fair Value		Notional amount
	Assets	Liabilities		Assets	Liabilities	
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Foreign exchange rate						
Derivative held for trading	1	-	94	-	-	104
Derivative held for hedging	-	-	-	-	-	13
Total	1	-	94	-	-	117

	Consolidated and Separate	
	31 December	31 December
	2025	2024
	%	%
Financial institution	49.98	55.58
External party	50.02	44.42
Total	100.00	100.00

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11 Investments, net

11.1 Available-for-sale securities

	Consolidated and Separate	
	31 December 2025	31 December 2024
	Fair value Million Baht	Fair value Million Baht
Government and state enterprise securities	6,943	4,528
Domestic marketable equity securities	2,761	-
Total	9,704	4,528

As at 23 December 2025, the Bank pledged the rights under the government and state enterprise securities amounting to Baht 400 million, as the collateral for the credit agreement with Krung Thai Bank Public Company Limited, amounting to Baht 2,000 million. The credit agreement was dated on 23 December 2025 (Memorandum for 22nd amendment of financing agreement).

11.2 General investments

	Consolidated and Separate	
	31 December 2025	31 December 2024
	Cost Million Baht	Cost Million Baht
Domestic non-marketable unit trusts	26	1,037
<u>Less</u> Allowance for impairment	(7)	(6)
Total	19	1,031
Total investment, net	9,723	5,559

On 4 August 2025, the Bank reclassified an investment from general investments to available-for-sale securities. This reclassification was prompted by the resumption of the securities' trading on The Stock Exchange of Thailand (SET). Accordingly, the Bank measured the investment at fair value (Mark-to-Market). However, the securities remain subject to a specified lock-up period, with 25% of the securities scheduled for release for sale on 3 February 2026, and the remainder on 3 August 2026.

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12 Investments in subsidiary, net

		Separate				
		31 December 2025				
Subsidiary	Business Type	Securities investment type	Paid-up capital Million Baht	Proportion Share holding Percentage	Investment Cost method Million Baht	Dividend recieved Million Baht
Amanah Leasing Public Company Limited	Hire-purchase and loan secured against vehicle registration	Common share	1,184	48.27	560	-
Investments in subsidiary, net					560	-

		Separate				
		31 December 2024				
Subsidiary	Business Type	Securities investment type	Paid-up capital Million Baht	Proportion Share holding Percentage	Investment Cost method Million Baht	Dividend recieved Million Baht
Amanah Leasing Public Company Limited	Hire-purchase and loan secured against vehicle registration	Common share	1,184	48.27	560	8
Investments in subsidiary, net					560	8

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13 Financing to customers and financial accrued income, net

13.1 Classified by type of financing

	Consolidated		Separate	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
	Million Baht	Million Baht	Million Baht	Million Baht
Contracts receivables				
- Cash withdrawal	1,018	847	1,018	847
- General	57,746	55,685	55,055	52,784
Receivables from factoring contracts	1,351	1,478	1,351	1,478
Hire-purchase receivables	677	1,283	18	18
Debt restructuring receivables	20,441	16,413	20,441	16,413
Others	369	227	369	227
<u>Less</u> Deferred revenue	(2,143)	(2,532)	(4)	(4)
Total financing net of deferred revenue	79,459	73,401	78,248	71,763
<u>Add</u> Financial accrued income	313	372	168	241
Total financing net of deferred revenue plus financial accrued income	79,772	73,773	78,416	72,004
<u>Less</u> Allowance for doubtful accounts				
1. Minimum provision according to the BOT's requirement	(7,119)	(5,513)	(6,714)	(5,280)
2. Surplus reserve from minimum requirement	(536)	(617)	(536)	(617)
3. General provision	(3,789)	(3,499)	(3,791)	(3,443)
<u>Less</u> Revaluation allowance for debt restructuring	(69)	(1,461)	(69)	(1,461)
Total financing to customers and financial accrued income, net	68,259	62,683	67,306	61,203

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13.2 Classified by business type and classification

	Consolidated					
	31 December 2025					
	Normal Million Baht	Special mention Million Baht	Substandard Million Baht	Doubtful Million Baht	Doubtful loss Million Baht	Total Million Baht
Agriculture and mining	1,444	1,587	1	-	35	3,067
Manufacturing and commerce	6,122	2,733	40	160	1,339	10,394
Property development and construction	9,581	388	3	1,614	2,493	14,079
Public utilities and services	11,084	1,654	61	99	4,819	17,717
Housing financing	10,345	364	75	37	731	11,552
Others	19,986	1,233	318	371	742	22,650
Total	58,562	7,959	498	2,281	10,159	79,459

	Consolidated					
	31 December 2024					
	Normal Million Baht	Special mention Million Baht	Substandard Million Baht	Doubtful Million Baht	Doubtful loss Million Baht	Total Million Baht
Agriculture and mining	821	1,685	-	1	36	2,543
Manufacturing and commerce	4,147	3,077	101	42	1,072	8,439
Property development and construction	7,947	2,215	12	541	1,945	12,660
Public utilities and services	10,827	1,609	1,433	73	3,344	17,286
Housing financing	9,823	690	84	179	613	11,389
Others	18,455	1,456	286	307	580	21,084
Total	52,020	10,732	1,916	1,143	7,590	73,401

	Separate					
	31 December 2025					
	Normal Million Baht	Special mention Million Baht	Substandard Million Baht	Doubtful Million Baht	Doubtful loss Million Baht	Total Million Baht
Agriculture and mining	1,444	1,587	1	-	35	3,067
Manufacturing and commerce	6,122	2,733	40	160	1,339	10,394
Property development and construction	9,581	388	3	1,614	2,493	14,079
Public utilities and services	11,084	1,654	61	99	4,819	17,717
Housing financing	10,345	364	75	37	731	11,552
Others	20,272	339	69	67	692	21,439
Total	58,848	7,065	249	1,977	10,109	78,248

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	Separate					
	31 December 2024					
	Normal	Special mention	Substandard	Doubtful	Doubtful loss	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Agriculture and mining	821	1,685	-	1	36	2,543
Manufacturing and commerce	4,147	3,077	101	42	1,072	8,439
Property development and construction	7,947	2,215	12	541	1,945	12,660
Public utilities and services	10,827	1,609	1,433	73	3,344	17,286
Housing financing	9,823	690	84	179	613	11,389
Others	18,217	448	85	135	561	19,446
Total	51,782	9,724	1,715	971	7,571	71,763

13.3 Classified by type of classification

	Consolidated			
	31 December 2025			
	Financing and accrued financial income**	Net balance used for allowance*	Rate used for allowance	Allowances for doubtful accounts
	Million Baht	Million Baht	%	Million Baht
1. Minimum allowance per BOT's regulations				
Normal	58,758	7,578	1	76
Special mention	8,028	2,876	2	57
Substandard	522	161	100	161
Doubtful	2,304	1,601	100	1,601
Doubtful loss	10,160	5,224	100	5,224
2. Surplus Reserve				
- Surplus Reserve from minimum requirement	-	-		536
- General reserve	-	-		3,789
Total	79,772	17,440		11,444

* Subsidiary uses outstanding balance before deduction of collateral in calculation of allowance of account for hire-purchase receivable classified as doubtful and doubtful loss.

** Total financing to customers and accrued financial income net of deferred revenue in Note 13.1.

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Consolidated				
31 December 2024				
Financing and accrued financial Income** Million Baht	Net balance used for allowance* Million Baht	Rate used for allowance %	Allowances for doubtful accounts Million Baht	
1. Minimum allowance per BOT's regulations				
Normal	52,274	8,286	1	83
Special mention	10,822	2,674	2	53
Substandard	1,932	812	100	812
Doubtful	1,154	702	100	702
Doubtful loss	7,591	3,863	100	3,863
2. Surplus Reserve				
- Surplus Reserve from minimum requirement	-	-		617
- General reserve	-	-		3,499
Total	73,773	16,337		9,629

* Subsidiary uses outstanding balance before deduction of collateral in calculation of allowance of account for hire-purchase receivable classified as doubtful and doubtful loss.

** Total financing to customers and accrued financial income net of deferred revenue in Note 13.1.

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Separate				
31 December 2025				
Financing and accrued financial Income** Million Baht	Net balance used for allowance* Million Baht	Rate used for allowance %	Allowances for doubtful accounts Million Baht	
1. Minimum allowance per BOT's regulations				
Normal	59,003	9,370	1	93
Special mention	7,078	2,641	2	53
Substandard	249	91	100	91
Doubtful	1,977	1,299	100	1,299
Doubtful loss	10,109	5,178	100	5,178
2. Surplus Reserve				
- Surplus Reserve from minimum requirement	-	-		536
- General reserve	-	-		3,791
Total	78,416	18,579		11,041

* Subsidiary uses outstanding balance before deduction of collateral in calculation of allowance of account for hire-purchase receivable classified as doubtful and doubtful loss.

** Total financing to customers and accrued financial income net of deferred revenue in Note 13.1.

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	Separate			
	31 December 2024			
	Financing and accrued financial Income** Million Baht	Net balance used for allowance* Million Baht	Rate used for allowance %	Allowances for doubtful accounts Million Baht
1. Minimum allowance per BOT's regulations				
Normal	51,988	9,977	1	100
Special mention	9,758	2,424	2	48
Substandard	1,716	758	100	758
Doubtful	971	530	100	530
Doubtful loss	7,571	3,844	100	3,844
2. Surplus Reserve				
- Surplus Reserve from minimum requirement	-	-		617
- General reserve	-	-		3,443
Total	72,004	17,533		9,340

* Subsidiary uses outstanding balance before deduction of collateral in calculation of allowance of account for hire-purchase receivable classified as doubtful and doubtful loss.

** Total financing to customers and accrued financial income net of deferred revenue in Note 13.1.

As at 31 December 2025 and 2024, the Bank had Non-Performing Financing (NPF) in the amount of Baht 12,335 million and Baht 10,258 million, respectively, accounting for 15.73% and 14.25% of the financing to customers and financial accrued income respectively.

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13.4 Hire-purchase receivables and finance lease receivables, net

	Consolidated			
	31 December 2025			
	Amount due under lease agreements			
	Less than 1 year	1 – 5 years	Over 5 years	Total
	Million Baht	Million Baht	Million Baht	Million Baht
Gross investment in the hire-purchase and finance lease agreements	363	314	-	677
<u>Less</u> Unearned finance income	(96)	(57)	-	(153)
Present value of minimum lease payment per hire-purchase and finance lease agreements	267	257	-	524
<u>Less</u> Allowance for doubtful accounts	(48)	(21)	-	(69)
Hire-purchase and finance lease receivables, net	219	236	-	455

	Consolidated			
	31 December 2024			
	Amount due under lease agreements			
	Less than 1 year	1 – 5 years	Over 5 years	Total
	Million Baht	Million Baht	Million Baht	Million Baht
Gross investment in the hire-purchase and finance lease agreements	566	716	1	1,283
<u>Less</u> Unearned finance income	(182)	(161)	-	(343)
Present value of minimum lease payment per hire-purchase and finance lease agreements	384	555	1	940
<u>Less</u> Allowance for doubtful accounts	(45)	(35)	-	(80)
Hire-purchase and finance lease receivables, net	339	520	1	860

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	Separate			
	31 December 2025			
	Amount due under lease agreements			
	Less than 1 year	1 - 5 years	Over 5 years	Total
	Million Baht	Million Baht	Million Baht	Million Baht
Gross investment in the hire-purchase and finance lease agreements	18	-	-	18
<u>Less</u> Unearned finance income	-	-	-	-
Present value of minimum lease payment per hire-purchase and finance lease agreements	18	-	-	18
<u>Less</u> Allowance for doubtful accounts	(18)	-	-	(18)
Hire-purchase and finance lease receivables, net	-	-	-	-

	Separate			
	31 December 2024			
	Amount due under lease agreements			
	Less than 1 year	1 - 5 years	Over 5 years	Total
	Million Baht	Million Baht	Million Baht	Million Baht
Gross investment in the hire-purchase and finance lease agreements	18	-	-	18
<u>Less</u> Unearned finance income	-	-	-	-
Present value of minimum lease payment per hire-purchase and finance lease agreements	18	-	-	18
<u>Less</u> Allowance for doubtful accounts	(18)	-	-	(18)
Hire-purchase and finance lease receivables, net	-	-	-	-

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14 Allowance for doubtful accounts

The movements in the allowance for doubtful accounts during the year were as follows:

	Consolidated					
	31 December 2025					
	Normal	Special mention	Sub-standard	Doubtful	Doubtful loss	Surplus reserve from minimum requirement/ General reserve
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Beginning balance	83	53	812	702	3,863	4,116
Doubtful account	(7)	4	(651)	899	1,361	-
Surplus reserve from minimum requirement	-	-	-	-	-	(81)
General reserve	-	-	-	-	-	290
Ending balance	76	57	161	1,601	5,224	4,325
						11,444

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	Consolidated													
	31 December 2024													
	Normal		Special mention		Sub-standard		Doubtful		Doubtful loss		Surplus reserve from minimum requirement/General reserve		Total	
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Beginning balance	119		50	118		198	6,284	3,835		10,604				
Doubtful account	(36)		3	694		504	(2,421)	-		(1,256)				
Surplus reserve from minimum requirement	-		-	-		-	-	247		247				
General reserve	-		-	-		-	-	34		34				
Ending balance	83		53	812		702	3,863	4,116		9,629				

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Separate																
31 December 2025																
	Normal		Special mention		Sub-standard		Doubtful		Doubtful loss		Surplus reserve from minimum requirement/		General reserve		Total	
	Million Baht		Million Baht		Million Baht		Million Baht		Million Baht		Million Baht		Million Baht		Million Baht	
Beginning balance	100		48		758		530		3,844		4,060		9,340			
Doubtful account	(7)		5		(667)		769		1,334		-		1,434			
Surplus reserve from minimum requirement	-		-		-		-		-		(81)		(81)			
General reserve	-		-		-		-		-		348		348			
Ending balance	93		53		91		1,299		5,178		4,327		11,041			

Separate															
31 December 2024															
Surplus reserve from minimum requirement/															
		Normal		Special mention		Sub-standard		Doubtful		Doubtful loss		General reserve		Total	
		Million Baht		Million Baht		Million Baht		Million Baht		Million Baht		Million Baht		Million Baht	
Beginning balance		126		42		62		115		6,283		3,774		10,402	
Doubtful account		(26)		6		696		415		(2,439)		-		(1,348)	
Surplus reserve from minimum requirement		-		-		-		-		-		247		247	
General reserve		-		-		-		-		-		39		39	
Ending balance		100		48		758		530		3,844		4,060		9,340	

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15 Allowance for troubled debt restructuring

The movements in the revaluation of allowance for debt restructuring during the year were as follows:

	Consolidated and Separate	
	31 December 2025 Million Baht	31 December 2024 Million Baht
Beginning balance	1,461	304
Addition	14	1,230
Decrease	(1,406)	(73)
Ending balance	69	1,461

16 Troubled debt restructuring

The Group engaged in debt restructuring contracts that incurred losses during the years ended 31 December 2025 and 2024 as follows:

Restructuring methods	Consolidated and Separate						Transferred assets	
	Outstanding Debt							
			Before debt restructuring		After debt restructuring			
	Number of account						Fair Value	
	2025	2024	2025	2024	2025	2024	2025	2024
	Account	Account	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Changes in repayment terms	337	453	1,966	2,723	1,966	2,723	-	-
Debt restructuring in various forms	1	2	2,500	4,114	1,489	1,910	Common share	2,761 1,011
Total debtor under TDR	338	455	4,466	6,837	3,455	4,633		2,761 1,011

The Group measured the expected recoverable amount of the restructured financing to customers. In the case of change in repayment term, the present value of the expected future cash flows is discounted by the cost of fund rate. In case that the cost of fund rate is lower than the contractual rate under the debt restructuring conditions, the contractual rate under the restructuring conditions will be use as a discount rate.

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The terms of debt restructuring agreements which were restructured by changing the repayment conditions and restructuring in various other forms and which resulted in losses on debt restructuring during the year ended 31 December 2025 and 2024 as follows:

Consolidated and Separate								
Outstanding Debt								
		Before debt		After debt				
Number of account		restructuring		restructuring		As at 31 December		
2025	2024	2025	2024	2025	2024	2025	2024	
		Million	Million	Million	Million	Million	Million	
Account	Account	Baht	Baht	Baht	Baht	Baht	Baht	
Less than 5 years	76	73	450	253	450	253	185	243
5 - 10 years	95	99	1,095	1,687	1,095	1,687	549	1,698
Over 10 years	167	283	2,921	4,897	1,910	2,693	2,052	4,080
Total	338	455	4,466	6,837	3,455	4,633	2,786	6,021

As at 31 December 2025 and 2024, the Group had troubled debt restructuring which resulted in losses on debt restructuring as follows:

	Consolidated and Separate	
	2025	2024
	Million Baht	Million Baht
Debt restructuring contrats which were not classified as NPF	2,783	6,005
Debt restructuring contrats which were classified as NPF	3	16
Total troubled debt restructuring	2,786	6,021

As at 31 December 2025 and 2024, the Group recognised losses from debt restructuring and income from debt restructuring as follows:

	Consolidated and Separate	
	2025	2024
	Million Baht	Million Baht
Losses from debt restructuring	69	1,461
Income from debt restructuring	53	267

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17 Properties for sale, net

Consolidated				
31 December 2025				
	Beginning balance Million Baht	Additions Million Baht	Disposals/ Decrease Million Baht	Ending balance Million Baht
Assets from debts repayment				
Immovable assets				
- External appraiser	3,256	87	(22)	3,321
Total immovable assets	3,256	87	(22)	3,321
Movable assets	20	72	(86)	6
Total movable assets	20	72	(86)	6
Total properties for sale	3,276	159	(108)	3,327
<u>Less</u> Allowance for impairment	(68)	(5)	6	(67)
Total properties for sale, net	3,208	154	(102)	3,260

Consolidated				
31 December 2024				
	Beginning balance Million Baht	Additions Million Baht	Disposals/ Decrease Million Baht	Ending balance Million Baht
Assets from debts repayment				
Immovable assets				
- External appraiser	3,210	67	(21)	3,256
Total immovable assets	3,210	67	(21)	3,256
Movable assets	349	207	(536)	20
Total movable assets	349	207	(536)	20
Total properties for sale	3,559	274	(557)	3,276
<u>Less</u> Allowance for impairment	(109)	(58)	99	(68)
Total properties for sale, net	3,450	216	(458)	3,208

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

	Separate			
	31 December 2025			
	Beginning balance Million Baht	Additions Million Baht	Disposals/ Decrease Million Baht	Ending balance Million Baht
Assets from debts repayment				
Immovable assets				
- External appraiser	3,229	87	(22)	3,294
Total immovable assets	3,229	87	(22)	3,294
Movable assets	-	-	-	-
Total movable assets	-	-	-	-
Total properties for sale	3,229	87	(22)	3,294
<u>Less</u> Allowance for impairment*	(65)	(1)	-	(66)
Total properties for sale, net	3,164	86	(22)	3,228

	Separate			
	31 December 2024			
	Beginning balance Million Baht	Additions Million Baht	Disposals/ Decrease Million Baht	Ending balance Million Baht
Assets from debts repayment				
Immovable assets				
- External appraiser	3,183	67	(21)	3,229
Total immovable assets	3,183	67	(21)	3,229
Movable assets	-	-	-	-
Total movable assets	-	-	-	-
Total properties for sale	3,183	67	(21)	3,229
<u>Less</u> Allowance for impairment*	(64)	(1)	-	(65)
Total properties for sale, net	3,119	66	(21)	3,164

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

As at 31 December 2025 and 2024, The Bank had net properties for sale of Baht 3,228 million and Baht 3,164 million, comprising properties for sale that the Bank purchased at auction, amounting to Baht 1,009 million and Baht 943 million, properties for sale according to the Bank of Thailand's measures (asset warehousing) amounting to Baht 2,153 million and Baht 2,153 million, and properties for sale from assets transfer amounting to Baht 132 million and Baht 132 million, respectively. However, the customers participating in the mentioned program have entered into a contract of renting assets from the Bank to operate their business and the Bank gives the customer the right to buy back the collateral assets within 3 - 5 years from the date that the Bank accepts the transfer of the collateral assets at the purchase price plus the cost of maintaining the property and other expenses related to the maintenance of the property less the rental of the property.

* As at 31 December 2025 and 2024, the Bank had allowance for impairment of properties for sale amounting to Baht 66 million and Baht 65 million, respectively.

18 Premises and equipment, net

Consolidated									
31 December 2025									
Cost				Accumulated depreciation				Allowance	
Beginning balance	Additions	Disposals	Ending balance	Beginning balance	Depreciation	Disposals	Ending balance	for impairment	Net Balance
Million	Million	Million	Million	Million	Million	Million	Million	Million	Million
Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Land									
- Cost	154	-	-	154	-	-	-	-	154
Land improvement									
on leased land									
- Cost	4	-	-	4	4	-	4	-	-
Building									
- Cost	98	-	-	98	89	2	91	-	7
Building and leasehold improvement									
- Cost	521	4	-	525	482	5	487	-	38
Furniture, fixture and equipment									
- Cost	899	4	(56)	847	848	25	817	-	30
Vehicles									
- Cost	41	-	(12)	29	33	1	22	-	7
Construction in progress									
	-	3	(2)	1	-	-	-	-	1
Total	1,717	11	(70)	1,658	1,456	33	1,421	-	237

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

	Consolidated									
	31 December 2024									
	Cost			Accumulated depreciation				Allowance		
	Beginning	Additions	Disposals	Ending	Beginning	Depreciation	Disposals	Ending	for	Net Balance
	balance			balance	balance			balance	impairment	
	Million			Million	Million			Million	Million	Million
	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Land										
- Cost	154	-	-	154	-	-	-	-	-	154
Land improvement										
on leased land										
- Cost	4	-	-	4	4	-	-	4	-	-
Building										
- Cost	98	-	-	98	88	1	-	89	-	9
Building and leasehold										
improvement										
- Cost	583	8	(70)	521	542	9	(69)	482	-	39
Furniture, fixture										
and equipment										
- Cost	926	6	(33)	899	851	30	(33)	848	-	51
Vehicles										
- Cost	45	-	(4)	41	33	2	(2)	33	-	8
Construction in progress	-	6	(6)	-	-	-	-	-	-	-
Total	1,810	20	(113)	1,717	1,518	42	(104)	1,456	-	261

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

	Separate									
	31 December 2025									
	Cost			Accumulated depreciation				Allowance		
	Beginning	Additions	Disposals	Ending	Beginning	Depreciation	Disposals	Ending	for impairment	Net Balance
	balance			balance	balance			balance		
	Million	Million	Million	Million	Million	Million	Million	Million	Million	Million
	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Land										
- Cost	154	-	-	154	-	-	-	-	-	154
Building										
- Cost	98	-	-	98	89	2	-	91	-	7
Building and leasehold improvement										
- Cost	492	4	-	496	463	5	-	468	-	28
Furniture, fixture and equipment										
- Cost	861	4	(56)	809	815	23	(56)	782	-	27
Vehicles										
- Cost	12	-	(12)	-	12	-	(12)	-	-	-
Construction in progress										
progress	-	3	(2)	1	-	-	-	-	-	1
Total	1,617	11	(70)	1,558	1,379	30	(68)	1,341	-	217

	Separate									
	31 December 2024									
	Cost			Accumulated depreciation				Allowance		
	Beginning	Additions	Disposals	Ending	Beginning	Depreciation	Disposals	Ending	for impairment	Net Balance
	balance			balance	balance			balance		
	Million	Million	Million	Million	Million	Million	Million	Million	Million	Million
	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Land										
- Cost	154	-	-	154	-	-	-	-	-	154
Building										
- Cost	98	-	-	98	88	1	-	89	-	9
Building and leasehold improvement										
- Cost	554	8	(70)	492	524	8	(69)	463	-	29
Furniture, fixture and equipment										
- Cost	889	4	(32)	861	820	27	(32)	815	-	46
Vehicles										
- Cost	12	-	-	12	12	-	-	12	-	-
Construction in progress										
progress	-	6	(6)	-	-	-	-	-	-	-
Total	1,707	18	(108)	1,617	1,444	36	(101)	1,379	-	238

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

19 Right-of-use assets, net and Lease liabilities, net

The statement of financial position included following transactions relating to leases.

	Consolidated	
	31 December	31 December
	2025	2024
	Million Baht	Million Baht
Right-of-use assets, net		
Building and building improvements, net	149	174
Vehicles	8	8
Equipments	28	-
Total right-of-use assets, net	185	182
Lease liabilities, net		
Current portion of lease liabilities	75	70
Non-current portion of lease liabilities	113	111
Total lease liabilities, net	188	181
	Separate	
	31 December	31 December
	2025	2024
	Million Baht	Million Baht
Right-of-use assets, net		
Building and building improvements, net	105	124
Vehicles	8	8
Equipments	28	-
Total right-of-use assets, net	141	132
Lease liabilities, net		
Current portion of lease liabilities	64	59
Non-current portion of lease liabilities	78	71
Total lease liabilities, net	142	130

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

For the year ended 31 December 2025 and 2024, amounts charged to profit or loss and cash flows relating to leases are as follows:

	Consolidated	
	31 December 2025 Million Baht	31 December 2024 Million Baht
Depreciation charge of right-of-use assets		
Building and building improvements	87	101
Vehicles	4	8
Equipments	1	-
Total right-of-use assets, net	92	109
Addition to the right-of-use assets during the year	95	181
Total cash outflow for leases	80	86
Finance cost relating to leases	5	4
Expenses relating to leases of low value assets that are not shown above as short-term leases (included in premises and equipment expenses)	2	2

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

	Separate	
	31 December 2025	31 December 2024
	Million Baht	Million Baht
Depreciation charge of right-of-use assets		
Building and building improvements	74	89
Vehicles	4	7
Equipments	1	-
Total right-of-use assets, net	79	96
Addition to the right-of-use assets during the year	88	134
Total cash outflow for leases	66	72
Finance cost relating to leases	3	2

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

20 Goodwill and other intangible assets, net

Consolidated										
31 December 2025										
Cost				Accumulated amortisation				Allowance		
Beginning			Ending	Beginning			Ending	For		
balance	Additions	Disposals	balance	balance	Amortazation	Disposals	balance	impairment	Net balance	
Million	Million	Million	Million	Million	Million	Million	Million	Million	Million	Million
Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Right to use										
computer software										
- Cost	166	2	-	168	148	4	-	152	(2)	14
Computer systems										
- Cost	678	89	(8)	759	566	55	(8)	613	-	146
Goodwill										
- Cost	90	-	-	90	20	-	-	20	(70)	-
Computer systems										
in progress	10	56	(56)	10	-	-	-	-	-	10
Total	944	147	(64)	1,027	734	59	(8)	785	(72)	170

Consolidated										
31 December 2024										
Cost				Accumulated amortisation				Allowance		
Beginning			Ending	Beginning			Ending	For		
balance	Additions	Disposals	balance	balance	Amortazation	Disposals	balance	impairment	Net balance	
Million	Million	Million	Million	Million	Million	Million	Million	Million	Million	Million
Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Right to use										
computer software										
- Cost	366	3	(203)	166	347	4	(203)	148	(2)	16
Computer systems										
- Cost	866	51	(239)	678	767	38	(239)	566	-	112
Goodwill										
- Cost	90	-	-	90	20	-	-	20	(70)	-
Computer systems										
in progress	19	35	(44)	10	-	-	-	-	-	10
Total	1,341	89	(486)	944	1,134	42	(442)	734	(72)	138

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

Separate										
31 December 2025										
Cost				Accumulated amortisation				Allowance		
Beginning			Ending	Beginning			Ending	for		
balance	Additions	Disposals	balance	balance	Amortazation	Disposals	balance	impairment	Net balance	
Million	Million	Million	Million	Million	Million	Million	Million	Million	Million	Million
Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Right to use										
computer software										
- Cost	121	2	-	123	114	3	-	117	-	6
Computer systems										
- Cost	678	89	(8)	759	566	55	(8)	613	-	146
Goodwill										
- Cost	90	-	-	90	20	-	-	20	(70)	-
Computer systems										
in progress	8	56	(56)	8	-	-	-	-	-	8
Total	897	147	(64)	980	700	58	(8)	750	(70)	160

Separate										
31 December 2024										
Cost				Accumulated amortisation				Allowance		
Beginning			Ending	Beginning			Ending	for		
balance	Additions	Disposals	balance	balance	Amortazation	Disposals	balance	impairment	Net balance	
Million	Million	Million	Million	Million	Million	Million	Million	Million	Million	Million
Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Right to use										
computer software										
- Cost	324	-	(203)	121	315	2	(203)	114	-	7
Computer systems										
- Cost	866	51	(239)	678	767	38	(239)	566	-	112
Goodwill										
- Cost	90	-	-	90	20	-	-	20	(70)	-
Computer systems										
in progress	17	35	(44)	8	-	-	-	-	-	8
Total	1,297	86	(486)	897	1,102	40	(442)	700	(70)	127

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

21 Deferred tax assets and liabilities

The detail of recognition of deferred tax assets and liabilities as income/expenses in the statements of profit or loss and other comprehensive income for the year ended 31 December 2025 and 2024 are as follows:

	Consolidated		
	1 January		Other
	2025	Gains (losses)	comprehensive income (losses)
	Million Baht	Million Baht	Million Baht
			31 December 2025
			Million Baht
Deferred tax assets			
Allowance for expected credit loss	61	20	-
Lease liabilities	10	(1)	-
Defined benefit obligation	7	-	1
Properties for sale	1	(1)	-
Tax losses	11	2	-
Others	4	1	-
Total deferred tax assets	94	21	1
Deferred tax liabilities			
Right-of-use assets	(10)	1	-
Difference in revenue recognition for accounting and tax purposes	(4)	-	-
Difference in allowance recognition for accounting and tax purposes	(10)	3	-
Total deferred tax liabilities	(24)	4	-
Total deferred tax assets and liabilities	70	25	1

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

	Consolidated			
	1 January		Other comprehensive income (losses)	31 December
	2024	Gains (losses)		2024
	Million Baht	Million Baht	Million Baht	Million Baht
Deferred tax assets				
Allowance for expected credit loss	51	10	-	61
Lease liabilities	3	7	-	10
Defined benefit obligation	7	-	-	7
Properties for sale	9	(8)	-	1
Tax losses	-	11	-	11
Others	4	-	-	4
Total deferred tax assets	74	20	-	94
Deferred tax liabilities				
Right-of-use assets	(3)	(7)	-	(10)
Difference in revenue recognition for accounting and tax purposes	(5)	1	-	(4)
Difference in allowance recognition for accounting and tax purposes	-	(10)	-	(10)
Total deferred tax liabilities	(8)	(16)	-	(24)
Total deferred tax assets and liabilities	66	4	-	70

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

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22 Receivables from transferring non-performing assets

The details of outstanding balance of the promissory notes which Islamic Bank Asset Management Company Limited (IAM) issued due to transferring assets from the Bank as at 31 December 2025 and 2024 are as follows

No	Date of Issuance	Due date	Consolidated and Separate	
			31 December 2025 Million Baht	31 December 2024 Million Baht
1/2561	30 June 2017	30 June 2024*	3,428	3,597
4/2566	30 June 2023	30 December 2025*	3,000	3,000
Total			6,428	6,597

*The promissory notes have reached maturity. The Bank is in the process of negotiating the terms and conditions for extending the maturity of the promissory notes with IAM. This is because there is an ongoing dispute currently under consideration by the Committee for the Resolution of Disputes between State Agencies and the Litigation Committee. The Bank has assessed the credit risk and provisions in accordance with the Bank of Thailand's Notification No. SorGorSor 17/2562 regarding the criteria for calculating credit risk assets of specialized financial institutions. This assessment approach also applies with Other receivables of IAM amounting to Baht 84.13 million.

As at 31 January 2025, the Bank received repayment of income from promissory note No. 1/2561 for January 2025 amounting to Baht 12 million.

As at 19 December 2025, the Bank received repayment of principal for promissory note No. 1/2561 amounting to Baht 169 million, and received repayment of income from promissory note No. 4/2566 for the period of January to December 2025 amounting to Baht 113 million baht and promissory note No. 1/2561 for the period of February to December 2025 amounting to Baht 123 million .

As at 23 December 2025, the Bank pledged promissory note No. 4/2566 of IAM, valued at Baht 3,000 million, as the collateral for the credit agreement with Krung Thai Bank Public Company Limited, amounting to Baht 2,000 million. The credit agreement was dated on 23 December 2025 (Memorandum for 22nd amendment of financing agreement).

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

23 Other assets, net

	Consolidated		Separate	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
Revenue Department receivable	36	36	1	1
Refundable deposits	35	34	28	28
Non-accrual receivable and judgement debtors	82	82	-	-
<u>Less</u> Allowance for doubtful accounts	(81)	(80)	-	-
Other accrued income	19	15	19	15
Account receivables under investigation	13	12	13	12
<u>Less</u> Allowance for doubtful accounts	(13)	(12)	(13)	(12)
Advance payment to receivables	115	110	115	110
<u>Less</u> Allowance for impairment - advance payment to receivables	(73)	(69)	(73)	(69)
Debtors of the Legal Execution Department	64	71	64	71
<u>Less</u> Account receivables debtors of the Legal Execution Department	(3)	(4)	(3)	(4)
Advance received from electronic payment	73	56	73	56
Prepaid Expense	10	7	8	5
Others	30	22	9	8
<u>Less</u> Allowance for impairment - other assets	(1)	(1)	(1)	(1)
Total	306	279	240	220

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

24 Deposits

24.1 Classified by product type

	Consolidated		Separate	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
At call	532	1,048	535	1,053
Savings	25,834	20,054	25,848	20,061
Term deposits				
Less than 6 months	5,186	2,804	5,186	2,804
6 months - 1 year	7,353	9,143	7,353	9,143
More than 1 year	46,866	47,295	46,867	47,295
Total	85,771	80,344	85,789	80,356

24.2 Classified by remaining maturity of deposits

	Consolidated		Separate	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
Less than 1 year	81,340	67,124	81,358	67,136
More than 1 year	4,431	13,220	4,431	13,220
Total	85,771	80,344	85,789	80,356

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

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24.3 Classified by currency and residence of depositors

	Consolidated					
	2025			2024		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Baht	85,769	2	85,771	80,342	2	80,344
Total	85,769	2	85,771	80,342	2	80,344

	Separate					
	2025			2024		
	Domestic Million Baht	Foreign Million Baht	Total Million Baht	Domestic Million Baht	Foreign Million Baht	Total Million Baht
Baht	85,787	2	85,789	80,354	2	80,356
Total	85,787	2	85,789	80,354	2	80,356

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

25 Interbank and money market items, net (liabilities)

	Consolidated					
	31 December 2025			31 December 2024		
	At Call	Term	Total	At Call	Term	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Domestic items						
Bank of Thailand	-	2,400	2,400	-	2,408	2,408
Specialized financial institutions	-	1,268	1,268	-	735	735
Other financial institutions	556	1,158	1,714	521	1,013	1,534
Total	556	4,826	5,382	521	4,156	4,677
	Separate					
	31 December 2025			31 December 2024		
	At Call	Term	Total	At Call	Term	Total
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Domestic items						
Bank of Thailand	-	2,400	2,400	-	2,408	2,408
Specialized financial institutions	-	1,263	1,263	-	579	579
Other financial institutions	556	1,158	1,714	521	1,013	1,534
Total	556	4,821	5,377	521	4,000	4,521

As of 31 December 2025, the subsidiary maintained a debt-to-equity ratio and a ratio of performing loan receivables to profit-bearing liabilities that did not comply with the terms of loan agreements with financial institutions. However, the subsidiary has submitted a letter requesting a waiver for non-compliance with the financial covenants of the loan agreements to the financial institutions, and the financial institutions have acknowledged and agreed to grant the waiver accordingly.

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

26 Provisions

	Consolidated		Separate	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
Provision for post-employment benefit obligation	461	431	417	393
Provision for short-term employee benefit obligation	23	22	23	22
Provision for restoration and dismantling cost	58	59	58	59
Provision for lawsuit files	3	3	3	3
Provision caused by non-performing assets	15	105	15	105
Other provisions	100	53	100	52
Total	660	673	616	634

The Bank has established post-employment benefit plans in accordance with the State Enterprise Labor Relations Act, B.E. 2543 while subsidiary has post-employment benefit plans in accordance with the Labor Protection Act B.E. 2541 in which being presented as a part of provisions under the statements of financial position.

As at 31 December 2025 and 2024, the Bank had provision caused by a lawsuit filed and provision caused by non-performing assets amounting to Baht 18 million and Baht 108 million, respectively. This included contingent liabilities caused by provision from bank guarantee totalling Baht 15 million and Baht 74 million, respectively as stated in Note 30.1. In this period, the Bank has made an estimation of the contingent liabilities from the risks and uncertainties. Conservatism assumptions has been used in order to determine the possibilities, from news appears by the media, from litigation between debtors and beneficiary and litigation period. The bank will recognise other provisions reversal when the Bank pays its litigation.

As at 31 December 2025 and 2024, the Bank has a contingent liability in respect of transfer of non-performing assets to Islamic Bank Asset Management. The Bank expects to pay its obligations under the transferred assets for more than 2 years from the date of transfer of assets amounting to Baht 15 million and Baht 105 million, respectively.

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Islamic Bank of Thailand and Subsidiary

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Change in present value of post-employment benefit obligations for the year ended 31 December 2025 and 2024 were as follows:

	Consolidated		Separate	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
Beginning balance of post-employment benefit obligation	431	386	393	351
Current service cost	50	44	46	41
Financial cost	6	12	5	11
Recognised in other comprehensive income :				
- Caused by change in demographic assumptions	(54)	4	(54)	-
- Caused by change in financial assumptions	93	-	88	-
- Caused by improvement from experience	(46)	(2)	(46)	-
Benefit paid	(19)	(13)	(15)	(10)
Ending balance of post-employment benefit obligation	461	431	417	393

Amounts recognised in the statements of profit or loss and other comprehensive income in respect of the post-employment benefit plans for the year ended 31 December 2025 and 2024 were as follows:

	Consolidated		Separate	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
Current service costs	50	44	46	41
Finance costs	6	12	5	11

Principal actuarial assumptions used to calculate the defined benefit obligations as at 31 December 2025 and 2024 were as follows:

	Consolidated and Separate	
	2025	2024
	%	%
Discount rate	1.40 - 1.67	2.10 - 3.18
Salary increase rate	4.00 - 5.00	4.36 - 4.50
Turnover average rate	0.00 - 22.00	0.00 - 19.00
Retirement	55 and 60 years	55 and 60 years

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Islamic Bank of Thailand and Subsidiary

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Sensitivity analysis of principal actuarial assumptions as at 31 December 2025 and 2024 were as follows:

	Consolidated		Separate	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
<u>Change in post - employment benefits</u>				
Increase in discount rate by 0.50 - 1.00	(38)	(34)	(37)	(33)
Decrease in discount rate by 0.50 - 1.00	44	39	42	38
Increase in salary average rate by 0.50 - 1.00	44	48	42	46
Decrease in salary discount rate by 0.50 - 1.00	(39)	(42)	(37)	(41)
Increase in turnover average rate by 0.50 - 1.00	(40)	(36)	(39)	(35)
Decrease in turnover average rate by 0.50 - 1.00	46	24	44	23

Maturity analysis of Defined Benefit Plan

The following table provides information on the weighted average duration of the defined benefit plan and the maturity analysis of benefit payments calculated based on the defined benefit plan expected to be paid in the future in the undiscounted form.

	Consolidated		Separate	
	2025	2024	2025	2024
	Year	Year	Year	Year
Weighted average duration of the defined benefit plan	9 - 10	5 - 17	10	10

	Consolidated		Separate	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
<u>Maturity analysis of benefit expected to be paid</u>				
Amount expected to be paid within 12 months	35	21	28	16
Amount expected to be paid between 1 to 5 years	168	178	144	153
Amount expected to be paid between 5 to 10 years	288	287	272	274
Amount expected to be paid between 10 to 15 years	310	283	288	263
Amount expected to be paid between 15 to 25 years	685	693	665	666
Amount expected to be paid over 25 years	129	81	126	75

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Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

27 Other liabilities

	Consolidated		Separate	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
The revenue department payable	13	14	9	9
Suspense account creditors	40	9	40	9
Suspense cheque clearing	1	32	1	32
Payable under asset warehousing	141	82	141	82
Others	51	110	43	99
Total	246	247	234	231

28 Legal reserve

	Consolidated and Separate	
	2025	2024
	Million Baht	Million Baht
Beginning balance	196	148
Profit appropriation of the year	49	48
Ending balance	245	196

Under the Islamic Bank of Thailand Act, B.E. 2545, Section 38, the Bank is required to allocate net income for the year to reserve fund at least 10 percent of its net income until the reserve fund is equal to or greater than the paid-up share capital, then the Bank may cease or reduce such appropriation.

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

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29 Basic earnings per share

Basic earnings per share is calculated by dividing the net profit for the year attributable to the Bank's ordinary shareholders (excluding other comprehensive income) with the weighted average number of ordinary shares issued during the period.

	Consolidated		Separate	
	2025	2024	2025	2024
Profit attributable to equity holders of the Bank (Million Baht)	437	465	491	482
Ordinary shares weighted average (Million share)	1,820,277	1,820,277	1,820,277	1,820,277
Basis earnings per share (Baht per share)	0.00024	0.00026	0.00027	0.00026

30 Contingent liabilities and other obligations

30.1 Contingent liabilities

	Consolidated and Separate					
	31 December 2025			31 December 2024		
	Foreign			Foreign		
	Baht	Currency	Total	Baht	Currency	Total
	Million	Million	Million	Million	Million	Million
	Baht	Baht	Baht	Baht	Baht	Baht
Aval to bills of exchange	15	-	15	15	-	15
Liability under bill of exchange letters of credit	-	47	47	-	48	48
Other contingencies						
Other guarantees	1,866	-	1,866	1,881	-	1,881
Unused credit facilities	2,987	-	2,987	2,591	-	2,591
Unused overdrafts credit limit	951	-	951	1,014	-	1,014
Others	1	94	95	1	117	118
Total other contingencies	5,805	94	5,899	5,487	117	5,604
Total	5,820	141	5,961	5,502	165	5,667

As at 31 December 2025 and 2024, the Bank has contingent liabilities from other guarantees amounting to Baht 1,866 million and Baht 1,881 million, respectively. These amounts included commitments from transferring non-performing assets, which the Bank has set up provisions amounting to Baht 15 million and Baht 74 million, respectively, as stated in Note 26.

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

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30.2 Service commitment

As at 31 December 2025 and 2024, the Bank has other commitments in the form of various agreements relating to computer system and software development. The Bank is obligated of Baht 115 million and Baht 193 million, respectively.

30.3 Other contingent liabilities

As at 31 December 2025 and 2024, the Bank has contingent liabilities from numbers of lawsuit filed in the amount in dispute of Baht 7 million and Baht 13 million, respectively. The cases are under the court's judicial proceeding.

30.4 Long-term leases

	Consolidated and Separate							
	31 December 2025				31 December 2024			
	Not over	Over	Over	Total	Not over	Over	Over	Total
	1 year	1-5 years	5 years		1 year	1-5 years	5 years	
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Building	21	18	-	39	20	38	-	58
Equipment	19	51	-	70	20	66	-	86
Vehicle	3	3	-	6	3	-	-	3
Total	43	72	-	115	43	104	-	147

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

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31 Disclosure of related party transactions

Significant transactions between the Bank and related parties were transacted under normal business practices on the arm's length basis under price and condition similar to normal customers including policy regarding to allowances for doubtful accounts the Bank complies with the BOT's guidelines to related parties similar to financing to normal debtors.

Outstanding balance between the Bank or related parties as at 31 December 2025 and 2024 were as follows:

		Separate	
		2025	2024
		Million Baht	Million Baht
Statements of Financial Position			
Financing and accrued income, net			
Amanah Leasing Public Company Limited	Subsidiary	2,228	2,228
Deposits			
Amanah Leasing Public Company Limited	Subsidiary	18	13
		Separate	
		2025	2024
		Million Baht	Million Baht
Statement of Profit or Loss and Other Comprehensive Income			
Financial income			
Amanah Leasing Public Company Limited	Subsidiary	118	111
Other income (Dividend)			
Amanah Leasing Public Company Limited	Subsidiary	-	8

As at 31 December 2025 and 2024, outstanding balances with key management personnel from Vice President level or the above were as follows:

		Separate	
		2025	2024
		Million Baht	Million Baht
Executive from the Vice President level and above			
Financing		19	20
Deposits		25	23
Family members inclose contact with persons specified			
Financing		-	3
Deposits		6	9

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Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

32 Other benefits paid to directors and persons with managing authority

As at 31 December 2025 and 2024, the Group and the Bank paid compensations or benefits for executive level from Director level or above as follows;

	Consolidated		Separate	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
Short-term benefits	27	29	2	2
Compensations	22	23	14	14
Total	49	52	16	16

As at 31 December 2025 and 2024, the Group and the Bank had provision for post-employment benefit obligation as follows;

	Consolidated		Separate	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
Post-employment benefit obligation	39	33	37	29
Total	39	33	37	29

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Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

33 Financial information by segments

31 December 2025				
	Separate	Subsidiary	Elimination of inter- segment	Consolidated
	Bank	Hire purchase		
	Million Baht	Million Baht	Million Baht	Million Baht
<u>Assets</u>				
Interbank and money market items	3,909	622	(18)	4,513
Financing to customers and financial accrued income, net	67,483	3,182	(2,228)	68,437
Other assets, net	21,643	267	(561)	21,349
Total	93,035	4,071	(2,807)	94,299
<u>Liabilities</u>				
Deposits	85,789	-	(18)	85,771
Interbank and money market items	5,377	2,255	(2,250)	5,382
Other liabilities	2,208	119	-	2,327
Total	93,374	2,374	(2,268)	93,480
31 December 2024				
	Separate	Subsidiary	Elimination of inter- segment	Consolidated
	Bank	Hire purchase		
	Million Baht	Million Baht	Million Baht	Million Baht
<u>Assets</u>				
Interbank and money market items	4,928	368	(12)	5,284
Financing to customers and financial accrued income, net	61,394	3,707	(2,228)	62,873
Other assets, net	17,984	259	(561)	17,682
Total	84,306	4,334	(2,801)	85,839
<u>Liabilities</u>				
Deposits	80,356	-	(12)	80,344
Interbank and money market items	4,521	2,406	(2,250)	4,677
Other liabilities	2,020	116	-	2,136
Total	86,897	2,522	(2,262)	87,157

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Islamic Bank of Thailand and Subsidiary

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31 December 2025				
	Separate	Subsidiary	Elimination of inter- segment	Consolidated
	Bank	Hire purchase		
	Million Baht	Million Baht	Million Baht	Million Baht
Financial income	3,565	731	(118)	4,178
Financial expenses	1,505	122	(118)	1,509
Financial income, net	2,060	609	-	2,669
Fees and service income	152	16	-	168
Fees and service expenses	33	-	-	33
Fees and service income, net	119	16	-	135
Other operating income	331	100	-	431
Total operating income	2,510	725	-	3,235
Other operating expenses	1,669	325	-	1,994
Bad debt and doubtful accounts	350	536	-	886
Profit (loss) from operating before income tax expenses	491	(136)	-	355
Income tax expenses	-	(24)	-	(24)
Net profit (loss)	491	(112)	-	379
31 December 2024				
	Separate	Subsidiary	Elimination of inter- segment	Consolidated
	Bank	Hire purchase		
	Million Baht	Million Baht	Million Baht	Million Baht
Financial income	3,387	848	(111)	4,124
Financial expenses	1,521	127	(111)	1,537
Financial income, net	1,866	721	-	2,587
Fees and service income	151	17	-	168
Fees and service expenses	33	-	-	33
Fees and service income, net	118	17	-	135
Other operating income	316	73	(8)	381
Total operating income	2,300	811	(8)	3,103
Other operating expenses	1,576	370	-	1,946
Bad debt and doubtful accounts	242	474	1	717
Profit (loss) from operating before income tax expenses	482	(33)	(9)	440
Income tax expenses	-	(16)	-	(16)
Net profit (loss)	482	(17)	(9)	456

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Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

34 Financial income

	Consolidated		Separate	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
Financing to customers	3,814	3,651	3,339	3,177
Interbank and money market items*	126	101	122	101
Hire-purchases and finance leases	134	263	-	-
Investment*	104	109	104	109
Total financial income	4,178	4,124	3,565	3,387

*The recognition of revenue according to Shariah principle is detailed in Note 36.2 to the financial statements.

35 Financial expenses

	Consolidated		Separate	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
Compensation on deposit	1,366	1,405	1,366	1,405
Interbank and money market items	31	27	30	12
Remittance to SFIs Development Fund	106	102	106	102
Compensations on lease liabilities	6	3	3	2
Total financial expenses	1,509	1,537	1,505	1,521

As at 31 December 2025, The Bank estimated the contributions to Specialized Financial Institutions Fund (SFIF) according to the Specialized Financial Institutions Act B.E. 2558 for the period 1 July to 31 December 2025 amounting to Baht 54 million.

Notes to the Consolidated and the Separate Financial Statements

Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

36 Fees and service income, net

36.1 Fees and service income

	Consolidated		Separate	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
Fees and service income				
Penalty charges*	7	7	7	7
Acceptance, avals and guarantees	20	12	20	12
Bancassurance fees	85	63	85	63
Others	56	86	39	69
Total fees and service income	168	168	151	151
Fees and service expenses	(33)	(33)	(33)	(33)
Fees and service income, net	135	135	118	118

* Income from penalty charges, the Bank recognised as an income in accordance with the accounting standard that the Federation of Accounting Professions prescribed and the response letter of the Federation of Accounting Professions No. Sor Vor Bor Chor. 2625/2556 dated 18 December 2013 regarding the accounting treatment of compensation for damage or penalty charges from default or contract breach that the Federation of Accounting Professions had an opinion that “The Bank should recognise the total amount of receipt of cash as an income and recognise as an expense when the Bank donate the cash.” which in line with the determination from the Revenue Department. However, according to Shariah principle, the Bank cannot recognise this transaction as an income. Therefore, the Bank brought with the opportunity cost and losses from financing. The remaining of proceedings should be donated for the public. This approach is concurred by according to the Shariah Advisory Council.

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Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

36.2 Consideration of income contrary to Shariah Principle

Shariah Advisory Council consider the income which are contrary to Shariah principle that cannot recognise as income of the Bank after deduct the opportunity cost and losses from financing of the Bank for the year 2025 and 2024, regarding the resolution of the meeting No. 2/2569 dated Wednesday 18 February 2026 and No. 1/2568 dated Wednesday 22 January 2025 respectively.

	Separate	
	2025	2024
	Million Baht	Million Baht
1. Income from penalty charges		
Penalty charges from financing transactions (Note 36.1)	7	7
<u>Less</u> Expenses related net debt collection	(57)	(49)
Total income from penalty charges are lower than opportunity cost and damage	(50)	(42)
2. Income from treasury transactions (Note 34)	226	210
<u>Less</u> Expenses related to treasury transactions	(7)	(7)
Income from treasury transactions are higher than damage	219	203
Shariah-noncompliant income is higher than opportunity cost and damage	219	203

On 26 March 2019, the Shariah Advisory Council No. 3/2562 passed a resolution approving the carry forward of bad debt written off. On 17 December 2025, the Shariah Advisory Council No. 12/ 2568 considered a resolution approving the deduction of losses from the transfer of non-performing assets as items deducted from income which are contrary to Shariah principle that cannot recognise as income of the Bank, before donating them to public charities. The proposal should specify amounts that are deemed necessary by the bank on a case-by-case basis. Such bad debt balance as at 31 December 2025 and 2024 were as follows:

	Separate	
	2025	2024
	Million Baht	Million Baht
Net bad debt brought forward	160	432
<u>Add</u> Bad debt during the year	4	149
<u>Less</u> Bad debt recoveries during the year	(26)	(33)
<u>Less</u> Shariah-noncompliant income (Income from treasury Transactions carried forward from 2021 – 2023)	-	(185)
<u>Less</u> Opportunity cost and damage are higher (lower) than Shariah-noncompliant income	(219)	(203)
Net bad debt carried forward/ Shariah-noncompliant income	(81)	160

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On 18 February 2026, the Shariah Advisory Council No. 2/2569 passed a resolution approving the deduction of losses from the transfer of non-performing amounting to 81 million Baht as items deducted from income which are contrary to Shariah principle that cannot recognise as income of the Bank, under the principle of necessity (Darurah). This strategic action aims to expedite the alignment of the Bank's capital fund with regulatory requirements and to reduce the accumulated losses of the Bank.

37 Other operating income

	Consolidated		Separated	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
Other income - from hire-purchase financing	39	34	1	2
Dividend income	-	-	-	8
Gains on disposal of properties for sale	5	2	5	2
Gains on disposal of assets	1	-	1	-
Income from student loan fund	8	10	8	10
Income according to accounting policy	-	2	-	2
Income from reimbursement for PSA	23	-	23	-
Other income	11	10	9	4
Total	87	58	47	28

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38 Other expenses

	Consolidated		Separated	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
Sales promotion expenses	21	20	20	18
Professional service fees	39	74	36	70
Losses on impairment of other assets (reversal)	4	(11)	4	(11)
Losses on allowance for employee investigation	1	-	1	-
Losses on discontinued, disposal of assets and other losses on properties for sale	1	50	1	1
Security guard service fees	7	7	7	7
Transportation expenses	20	20	20	20
Office supplies	19	18	17	16
Rights amortization	59	41	58	40
Labor costs	17	13	17	13
Entertainment expenses and public charities	5	5	5	5
Training and membership fees	2	6	2	6
Cash shipping fees	7	8	7	8
Others	110	76	17	10
<u>Less</u> Cost allocation from Public Service Account	(1)	(1)	(1)	(1)
Total	311	326	211	202

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Islamic Bank of Thailand and Subsidiary

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39 Bad debt and doubtful accounts

	Consolidated		Separate	
	2025	2024	2025	2024
	Million Baht	Million Baht	Million Baht	Million Baht
Financing to customers (reversal)	1,606	(1,256)	1,434	(1,348)
Interbank and money market items	37	-	37	-
Reversal financing to				
Public Service Account	-	(5)	-	(5)
General reserve	290	34	348	39
Surplus reserve from				
minimum requirement (reversal)	(81)	247	(81)	247
Bad debt	378	398	4	150
Bad debt from Public Service Account	-	1	-	1
Losses from troubled debt restructuring				
(reversal)	(1,392)	1,157	(1,392)	1,157
Losses from troubled debt restructuring from				
Public Service Account	-	1	-	1
Others	48	140	-	-
Total	886	717	350	242

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Islamic Bank of Thailand and Subsidiary

For the year ended 31 December 2025

40 Public Service Account (PSA)

40.1 Summary of Public Service Account

	Consolidated and Separate	
	2025	2024
	Million Baht	Million Baht
Assets		
Financing to customers from PSA and accrued financial income, net	178	190
Total assets	178	190
	Consolidated and Separate	
	2025	2024
	Million Baht	Million Baht
Income and expenses		
Income from PSA	17	24
<u>Less</u> Expenses from PSA	11	14
<u>Less</u> Reversal on bad debt, doubtful accounts and losses on impairment of PSA	-	(3)
Net Profit	6	13

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40.2 Financing to Public Service Account

Project	Project summary	Duration	Consolidated and Separate	
			31 December	31 December
			2025	2024
			Million Baht	Million Baht
Financing for promoting entrepreneurs providing public transportation in 5 southern provinces project (Cabinet's resolution on 29 June 2010)	Financing for promoting entrepreneurs providing public transportation in 5 southern provinces project which the government pass a Cabinet resolution to compensate the margin variance.	2010 - 2022	66	66
Enhancing people's well-being plan within 2012-2016 in 5 southern provinces projects	Enhancing people's well-being plan within 2012-2016 in 5 southern provinces projects which contain 12 projects.	2010 – 2020	154	157
Financing for the self-employed individual who have been affected by the flood or wind damage in 2010 project (Cabinet Solution on 14 December 2010 and 3 May 2011)	Financing for the self-employed individual who have been affected by the flood or storm in 2010	2011 – 2015	1	1
Financing for housing in southern provinces (Cabinet Solution on 28 November 2017)	Enhancing people's residence, regarding providing or maintenance and enlarge, in southern provinces with under BOT's criteria and condition	2018 – 2024	31	40
Debt relief project for SMEs affected by COVID-19 (Cabinet Solution on 19 December 2023)	Debt relief project for SMEs affected by COVID-19 and be an NPF debtor by reducing the debt repayment burden to be in line with the potential and ability to repay the debt under the specified conditions.	2024 – 2025	2	2
Total			254	266

As at 31 December 2025 and 2024, the amounts of financing to Public Service Account were Baht 254 million and Baht 266 million, respectively.

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40.3 Asset classification and provision for Public Service Account

Consolidated and Separate				
31 December 2025				
	Number of accounts	Outstanding financing Million Baht	Collateral Million Baht	Rate used for allowance % Allowances for doubtful accounts Million Baht
Normal	54	30	30	1
Special mention	19	117	117	2
Substandard	4	23	23	100
Doubtful	5	-	-	100
Doubtful loss	208	84	9	100
Total*	290	254	179	75

Consolidated and Separate				
31 December 2024				
	Number of accounts	Outstanding financing Million Baht	Collateral Million Baht	Rate used for allowance % Allowances for doubtful accounts Million Baht
Normal	72	35	34	1
Special mention	24	151	151	2
Substandard	7	-	-	100
Doubtful	6	2	2	100
Doubtful loss	209	78	3	100
Total*	318	266	190	75

*Total financing net of deferred revenue

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40.4 Income from Public Service Account (PSA)

	Consolidated and Separate	
	2025	2024
	Million Baht	Million Baht
Items		
Income from financing to customers from PSA		
Financial income from PSA	7	9
Fees and service income from PSA	1	1
Other income from PSA	9	14
Total	17	24

40.5 Expenses from Public Service Account (PSA)

	Consolidated and Separate	
	2025	2024
	Million Baht	Million Baht
Items		
Financial expenses from PSA	4	5
Operating expenses from PSA	6	8
Other expenses from PSA	1	1
Total	11	14

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For the year ended 31 December 2025

41 Income Tax

Income tax expenses for the years ended 31 December 2025 and 2024 are as follows;

	Consolidated	
	2025	2024
	Million Baht	Million Baht
Current income tax :		
Current income tax on profit for the year	-	(12)
Income tax adjustment	1	-
Total current tax	1	(12)
Deferred income tax :		
Increase in deferred tax assets	(21)	(10)
Increase (decrease) in deferred tax liabilities	(4)	6
Total deferred income tax	(25)	(4)
Total income tax income	(24)	(16)

For the years ended 31 December 2025 and 2024, the tax on the Company's profit before tax differs from the theoretical amount that would arise using the Thai basic tax rate of the Company as follows:

	Consolidated	
	2025	2024
	Million Baht	Million Baht
Loss before income tax expenses	(136)	(33)
Income tax at the domestic tax rate of 20%	(27)	(7)
Effects from :		
Income not subjected to tax	(1)	-
Additional eligible expenses	-	(12)
Expenses not deductible for tax purpose	3	3
Income tax adjustment	1	-
Total income tax income	(24)	(16)

The weighted average income tax rate for the year ended 31 December 2025 was 17.65% (31 December 2024: 50.17%).



**ISLAMIC BANK
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