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柬埔寨郵政銀行 CAMBODIA POST BANK PLC.

2021 年年度报告

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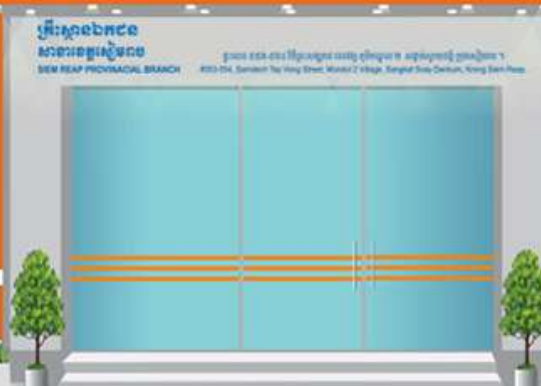
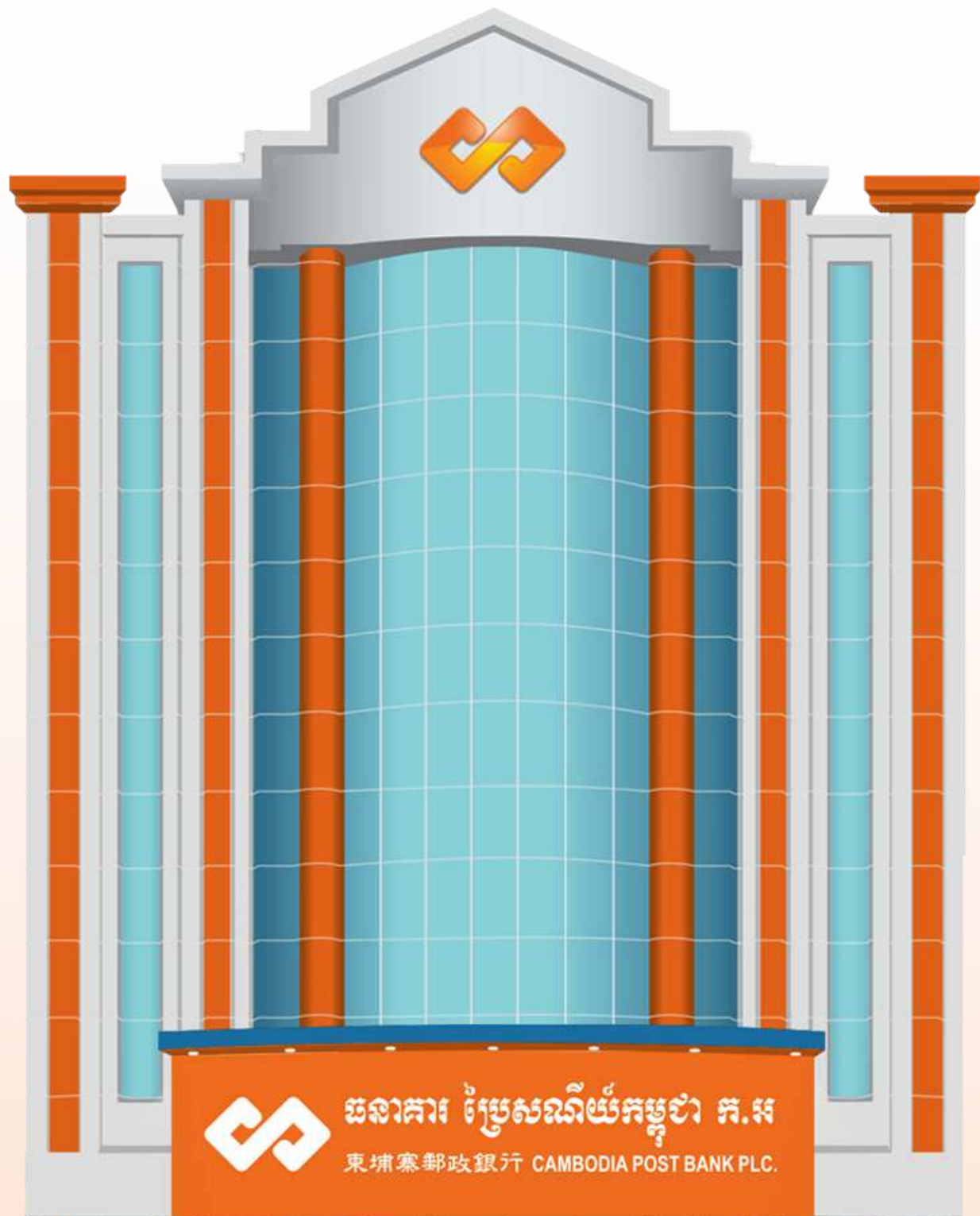
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关于柬埔寨邮政银行

柬埔寨邮政银行是柬埔寨成长快速及在各方面都领先的商业银行之一，成立于2013年9月。是由柬埔寨邮电部、加华投资控股及富登金融控股之间的战略合作之下成立的商业银行。从2013年至今，CPBank已发展和转型为最佳大众市场银行，拥有国际水准及被选择成为技术最佳的商业银行之一。CPBank的成功标准不仅在于底线数字，而且在于成为最具竞争力的柬埔寨银行，以满足柬埔寨人民对生活品质提升的愿望。

在过去的8年里，柬埔寨邮政银行迅速转型为一家拥用数据服务及功能的银行。并且为我们的客户提供快速、安全的手机银行服务。现在，任何需要申请贷款或开设银行帐户，都无需亲临我们的分行，可使用即时在线开户或贷款申请。此外，柬埔寨邮政银行还推出了二维码扫描、账单支付、税收服务，通过巴孔系统进行本地资金转账、零售支付、FAST、电话充值等，使金融交易变得简便且安全。柬埔寨邮政银行还提供了三个地点的“365天银行服务”分行即金边总行、森速分行及奥林匹克分行。这给我们客户带来了许多便利，尤其是有于周末或假日对银行服务有需求的客户。

柬埔寨邮政银行于年成立时注册资本为3800万美元，增至目前的7600万美元。于2021年，柬埔寨邮政银行总资产超过11.8亿美元，在全国拥有60个支行，89台自动提款机/自动存款机。166,743个账户，74,590张提款卡用户，7,049家合作商店。我们银行还与Wing, True Money及其它支付公司签署合作备忘录。这些都是为我们客户提供存款及支付贷款带来更多的便利。

此外，我们银行与AMK及AMRET金融机构合作，有效利用国家银行所提供的CSS（柬埔寨共享交换机）为我们的客户提供更多处的自动提款点。柬埔寨邮政银行还积极参加了各种政府举措的重建经济项目包括与柬埔寨中小型企业银行及CGCC（柬埔寨信用担保）。这些积极行动都是柬埔寨邮政银行对支持柬埔寨政府国家发展及加强中小企业作为2021-2023经济复苏战略的一部分。

柬埔寨邮政银行也获得了许多在当地及国际上认可奖项。比如：2021年获得由国际金融公司（IFC）和中小企业金融论坛所颁发的“中小企业亚洲年度金融家”荣誉奖。柬埔寨邮政银行也被税务总局授予2021年柬埔寨纳税人金奖，排名前28位。

柬埔寨邮政银行将凭借其敬业的专业人员竭尽全力致力打造专业及良好的服务文化，以维持并提高我们的绩效并提供一流的客户体验。我们正在未来的五年间努力实现“一个家庭，一个账户”愿景。柬埔寨邮政银行于2017年全额收购了富南小额信贷机构也是为了服务更广泛的客户群，富南作为柬埔寨邮政银行的子公司也在全国拥有51个分支机构。我们银行将继续提供各种类型的产品服务来满足大众市场对银行服务的需求。

作为一家金融集团，柬埔寨邮政银行致力于设计和为我们的客户提供创新的金融产品和树立柬埔寨一流的服务标准。

愿景与使命

愿景

是为各级客户提供金融服务的领先提供商，以提高他们的生活水平，满足柬埔寨人民的需求，为股东、员工和社会创造可持续的价值。

使命

开发创新的金融产品和服务以及为客户提供的最佳服务。

核心价值“R.I.C.E”

信任

为客户提供信心和信任，尤其是产品和服务的质量。

创新

有效地应用于产品、流程、服务、技术和创新，为目标市场的需求提供量身定制的解决方案。

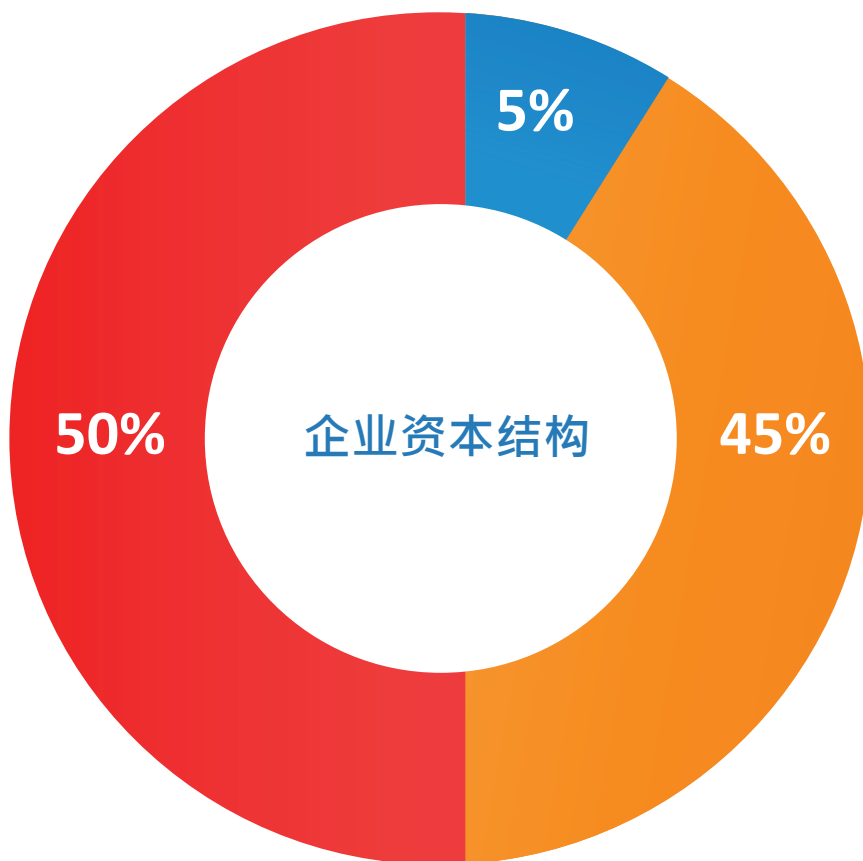
重视

密切关注为内部和外部客户提供最佳服务，以建立和维护长期关系。

创业

促进新思想的实施和员工的责任，继续创新，符合企业家的心态。

股东



加华投资控股 50%

加华投资控股是柬埔寨金融业最成功的大型企业之一，2021年总资产额为82亿美元。其投资范围包括小额信贷、保险业、证券交易所、大型企业、中小企业和柬埔寨其他企业的财务投资。在柬埔寨市场拥有良好的业绩记录，并以严谨有效的方式运作。

FULLERTON FINANCIAL CAPITAL PTE. LTD. 45%

Fullerton Financial Capital Pte. Ltd.是Fullerton Financial Holdings Pte. Ltd. (FFH)的子公司。FFH是一个独立运营于新兴市场和金融及相关领域的战略运营投资者。FFH是以兴建新颖的商业模式并专注于大众市场和支持中小企业发展的方式为股东创造价值。并以数字化的方式推动我们投资公司的创新经营。

柬埔寨邮电部 5%

BY MINISTRY OF POST AND TELECOMMUNICATIONS

柬埔寨邮电部是管理柬埔寨邮政和通信系统的政府部门。投资财务监管于柬埔寨财经部之下。柬埔寨邮政是在政府授予的特权权限下运作，以支持政府有政策性的目标、使命和愿景。

柬埔寨邮政银行的发展旅程

2016

- 设立电子银行体系的执行官职能
- 正式提供自动提款机服务
- 实施区域管理以改善功能MIS并分析
- 新开6家支行，共为37家支行
- 年净利润为800万美元
- 在总部成立电话收款部门
- 荣获在德国举办的ESQR 质量认证 “黄金” 级别奖项

2017

- 收购富南微型金融机构100%的股份及51个支行点。自收购之日起一年之内资产增长3倍。
- 正式提供手机银行服务
- 正式 成为FAST系统的成员
- 與Wing合作收取貸款
- 新开5家支行，扩展银行业务，总共增至42个支行。
- 成为DBS Bank 和ICBC 银行的合作银行
- 推出20個移動接觸點
- 集中資產運營

2018

- 新开3家分行，支行总数增加到45个点
- 成为柬埔寨共享自动提款机 (CSS) 的先驱成员
- 增加注册资本至7600万美元
- 正式与Vannaphum Life Assurance Plc.展开合作
- 通过DaraPay合作伙伴，进行贷款月付回收
- 制定资本管理框架
- 荣获于佛罗里达州迈阿密城市所颁发的 “The BIZZ AWARD” 卓越商业奖

2019

- 在金边3家分行推出全年“365天银行服务”包括金边总行，奥林匹克分行，森速分行（森速区永旺购物中心金融区）
- 推出VISA借贷卡
- 成为BAKONG系统第一组成员
- 通过手机银行升级提供免费转账及二维码扫描支付
- 通过手机银行为DARAPAY和WING电子钱包充值
- 新增6家分行，现有51个分行
- 24小时电话和网上咨询服务
- 与WSBI联合举办“妇女与金融”国际研讨会

2020

- 实现总资产10亿美元
- 在手机银行应用程序推出Visa信用卡、虚拟卡、水电费支付
- 通过手机银行应用程序和OTC实施快速支付、八孔电子钱包和零售支付，积极参与国家银行电子化项目
- 启用网上贷款申请和网上开户申请
- 推出私人银行服务
- 在经济财政部（“MEF”）的技术和财务指导下，参与国家银行许可的中小企业联合融资计划
- 推出贷款发放系统
- 新开7家分行，总分行网络58家，拥有72台自动提款机/自动存款机包括现金回收机。
- 荣获国际金融公司（IFC）和中小企业金融论坛颁发的“2020年最佳女企业家银行”称号
- 荣获税务总局“税务合规金奖”
- 被国际商业杂志评为“2020年柬埔寨最佳零售银行”
- 荣获来自全球银行和金融审查“柬埔寨银行业中2020度增长最快的零售银行”
- 荣获Visa 2020年非接触式转换领域的领导者奖

2021

- 为手机银行添加了新功能，包括跨行的手机银行转账，跨境支付、KHQR和账单支付，与及新商户付款合作伙伴等功能。
- 参加于财政经济部（“MEF”）指导下由中小企业银行执行的中小企业联合融资计划。
- 于全国增加至60个支行点。
- 拥有89台自动提款机/自动存款机。
- 成功如期完成来自劳工部对总行及支行对法务合法要求的注册。
- 实现2,133万美元净利润的目标
- 拥有超过150,000账户
- 拥有超过75000张银行卡的用户
- 连续荣获国际金融公司（IFC）和中小企业金融论坛颁发的“2021年中小型企业银行服务家”称号
- 被国际商业杂志评为“2021年柬埔寨成长最快的中小企业及零售银行”
- 荣获Visa于2021年颁发的“2020年度非接触式转换领域的领导者”奖项。
- 荣获税务总局2021年颁发的“税务合规金奖”，排名前28。

经营网点




总行

#265-269, St.Ang Duong, Sangkat Wat Phnom,
Khan Doun Penh, Phnom Penh City.

Tel: (+855) 23 260 888

E-mail: info@cambodiapostbank.com

金边支行

Main Branch  #265-269, Street Ang Doung, Sangkat Wat Phnom, Khan Doun Penh, Phnom Penh (+855) 70 600 098	Saensokh Branch  Bayab Village, Sangkat Phnom Penh Thmei, Khan Saensokh, Phnom Penh (+855) 69 700 099	Olympic Branch  #057-058-059, Preah Sihanouk Blvd., Sangkat Veal Vong, Khan Prampir Meakkakra, Phnom Penh (+855) 70 600 015
Cana City Branch #A1-A2, Street Veng Sreng, Phum Choam Chao, Sangkat Choam Chao, Khan Porsenchey, Phnom Penh (+855) 70 600 025	Teuk Thla Branch No. A127-129, Russian Blvd., Sangkat Teuk Thla, Khan Sen Sok, Phnom Penh (+855) 70 600 013	Sovanna Branch N° D33, Street Diamond, Sangkat Tomnob Tuek, Khan Chamkar Mon, Phnom Penh (+855) 70 600 089
Chrouy Changvar Branch #2H a & b, Group 1, NR6A, Daeum Kor Village, Sangkat Chrouy Changvar, Khan Chrouy Changvar, Phnom Penh. (+855) 70 700 064	Ou Baek K'am Branch #117A, St. 271, Phum1, Sangkat Boeng Salang, Khan Tuol Kouk Phnom Penh (+855) 70 600 051	Doun Penh Branch Building A, Street 13 corner of Street 102, Sangkat Voat Phnum, Khan Doun Penh, Phnom Penh (+855) 70 600 026
Chhbar Ampov Branch NR1, Deum Slaeng Village, Sangkat Chhbar Ampov Ti Pir, Khan Chhbar Ampov, Phnom Penh (+855) 70 600 014	Boeng Trabaek Branch Phum 5, Sangkat Phsar Daeum Thkov, Khan Chamkar Mon, Phnom Penh (+855) 69 600 092	Russey Keo Branch NR5, Sangkat Russey Keo, Khan Russey Keo, Phnom Penh (+855) 93 600 073
Russey Keo 2 Branch NR5, Phum Svay Pak, Sangkat Svay Pak, Khan Russey Keo, Phnom Penh (+855) 70 600 054	Vimean Ekareach Branch NO 130E0&E1, Preah Sihanouk Blvd, Sangkat Boeng Keng Kang Ti Muoy, Khan Boeng Keng Kang, Phnom Penh. (+855) 69 600 029	

省份支行

Kampot Provincial Branch Kampong Bay Khang Tboung Village, Sangkat Kampong Bay, Krong Kampot, Kampot Province (+855) 70 600 031	Banteay Meanchey Provincial Branch Phum Kourothan, Sangkat Ou Ambel, Krong Serei Saophoan, Banteay Meanchey Province (+855) 70 600 046	Kampong Speu Provincial Branch NR4, Samnang Village, Sangkat Rokar Thum, Krong Chhbar Mon, Kampong Speu Province (+855) 70 600 074
Pailin Provincial Branch Pahi Tboung Village, Sangkat Pailin, Krong Pailin, Pailin Province (+855) 70 600 073	Takeo Provincial Branch NR2, Phum Bei, Sangkat Roka Knong, Krong Doun Kaev, Takeo Province (+855) 70 600 034	Kratie Provincial Branch Sangkum Reastre Niyum Street, Voat Village, Sangkat Kracheh, Krong Kracheh, Kratie Province (+855) 70 700 058
Oddar Meanchey Provincial Branch Samraong Village, Sangkat Samraong, Krong Samraong, Oddar Meanchey Province (+855) 70 600 042	Pursat Provincial Branch Sthani Village, Sangkat Svay At, Krong Pursat, Pursat Province (+855) 70 600 078	Siem Reap Provincial Branch Mondol 2 Village, Sangkat Svay Dankum, Krong Siem Reap, Siem Reap Province (+855) 70 600 035
Svay Rieng Provincial Branch Kien Sang Village, Sangkat Svay Rieng, Krong Svay Rieng, Svay Rieng Province (+855) 70 600 076	Kampong Thom Provincial Branch NR6A, Ballangk Lech Village, Sangkat Damrei Chohan Khla, Krong Stueng Saen, Kampong Thom Province. (+855) 69 600 027	Kampong Cham Provincial Branch Phum Ti Prammuoy, Sangkat Veal Vong, Krong Kampong Cham, Kampong Cham Province. (+855) 70 600 052
Prey Veng Provincial Branch Lekh Buon Village, Sangkat Kampong Leav, Krong Prey Veng, Prey Veng Province (+855) 70 600 094	Kampong Chhnang Provincial Branch Kandal Village, Sangkat Kampong Chhnang, Krong Kampong Chhnang, Kampong Chhnang Province (+855) 69 600 045	Stung Treng Provincial Branch Pum Preaek Village, Stung Treng Commune, Stung Treng District, Stung Treng Province (+855) 10 600 013
Battambang Provincial Branch NR5, Phum Rumchek 5, Sangkat Rottanak, Krong Battambang, Battambang Province (+855) 70 600 097	Koh Kong Provincial Branch NR48, Phum Phum Ti Mouy, Sangkat Smach Mean Chey, Krong Khemara Phoumin, Koh Kong Province (+855) 16 600 094	Ratanak Kiri Provincial Branch NR78, Phnom Svay Village, Sangkat Boeng Kansaeng, Krong Ban Lung, Ratanakiri Province (+855) 93 600 012

Preah Sihanouk Provincial Branch

🏠 N° 099, Ekareach Street, Phum Phum Pir, Sangkat Buon, Krong Preah Sihanouk, Preah Sihanouk Province
☎️ (+855) 70 700 084

Preah Vihear Provincial Branch

🏠 NR62, Phum Peareakkech, Sangkat Pal Hal, Krong Preah Vihear, Preah Vihear Province
☎️ (+855) 69 700 272

市镇/地区支行

Bakan District Branch

🏠 NR5, Boeng Khnar Village, Boeng Khnar Commune, Bakan District, Pursat Province
☎️ (+855) 70 600 082

Kien Svay District Branch

🏠 NR1, Dei Edth Kaoh Phos Village, Dei Edth Commune, Kien Svay District, Kandal Province
☎️ (+855) 70 600 092

Ponhea Kraek District Branch

🏠 NR7, Kraek Tboung Village, Kraek Commune, Ponhea Kraek District, Tboung Khmum Province
☎️ (+855) 93 700 026

Rotonak Mondol District Branch

🏠 Sdau Village, Sdau commune, Rotonak Mondol District, Battambang Province
☎️ (+855) 70 700 050

Sampov Lun District Branch

🏠 NR57B, Trapeng Prolit Village, Santepheap commune, Sampov Lun District, Battambang Province
☎️ (+855) 70 600 084

Tram Kak District Branch

🏠 Prey Rumdeng Village, Angk Ta Saom Commune, Tram Kak District, Takeo Province
☎️ (+855) 70 600 084

Ponhea Lueu District

🏠 Tep Pranam Village, Vihear Luong Commune, Ponhea Lueu District, Kandal Province
☎️ (+855) 69 600 073

Angk Snuol District Branch

🏠 Thnal Totueng Village, Damnak Ampil Commune, Angk Snuol District, Kandal Province.
☎️ (+855) 15 600 043

Krong Bavet Branch

🏠 NR1, Bavet Kandal Village, Sangkat Bavet, Krong Bavet, Svay Rieng Province
☎️ (+855) 70 700 042

Thma Koul District Branch

🏠 No28, NR5, Kouk Trab Village, Ta Meun Commune, Thma Koul District, Battambang Province
☎️ (+855) 70 600 091

Puok District Branch

🏠 NR6, Chambak Haer Village, Puok Commune, Puok District, Siem Reap Province
☎️ (+855) 70 600 093

Cheung Prey District

🏠 Skon Village, Soutib Commune, Cheung Prey District, Kampong Cham Province
☎️ (+855) 70 700 096

Siem Reap-Phsar Leu Branch

🏠 NR6, Chongkaosou Village, Sangkat Sla Kram, Krong Siem Reap, Siem Reap Province
☎️ (+855) 70 700 034

Baray District Branch

🏠 NR6, Prey Ta Trav Village, Ballangk Commune, Baray District, Kampong Thom Province
☎️ (+855) 93 700 032

Stoung District

🏠 NR6, Leab Tong Village, Kampong Chen Tboung Commune, Stoung District, Kampong Thom Province
☎️ (+855) 70 600 043

Peam Ro District Branch

🏠 Preaek Reang Village, Banlich Prasat Commune, Peam Ro District, Prey Veng Province
☎️ (+855) 70 600 057

Kong Pisei District Branch

🏠 NR3, Krabei Tram Village, Chongruk Commune, Kong Pisei District, Kampong Speu Province
☎️ (+855) 69 600 071

Memot District Branch

🏠 NR7, Memot Phsar Village, Memot Commune, Memot District, Tboung Khmum Province
☎️ (+855) 93 700 019

Krong Paoy Paet Branch

🏠 Kilou Lekh Buon Village, Sangkat Phsar Kandal, Krong Paoy Paet, Banteay Meanchey Province
☎️ (+855) 70 600 045

Angk Snuol District Branch

🏠 #1& 2, NR4, Borei Kammeakkar Village, Baek Chan Commune, Angk Snuol District, Kandal province
☎️ (+855) 70 700 054

Krong Battambang Branch

🏠 Kammeakor Village, Sangkat Svay Por, Krong Battambang, Battambang Province
☎️ (+855) 70 700 062

S'ang District Branch

🏠 NR21, Preaek Run Village, Preaek Koy Commune, S'ang District, Kandal Province
☎️ (+855) 70 600 019

Mukh Kampul District Branch

🏠 NR6A, Kraom Village, Preaek Anhchanh Commune, Mukh Kampul District, Kandal Province
☎️ (+855) 70 600 047

Krong Ta Khmau Branch

🏠 NR2, Thmei Village, Sangkat Ta Khmau, Krong Ta Khmau, Kandal Province
☎️ (+855) 70 600 087

Bati District Branch

🏠 Smau Khnei Village, Trapeang Sab Commune, Bati District, Takeo Province.
☎️ (+855) 70 600 041

Chhuk District Branch

🏠 NR3, Chheu Teal Village, Chhuk Commune, Chhuk District, Kampot Province
☎️ (+855) 15 665 611

公司治理

公司治理有助于为可信赖的客户、投资者、供应商和社区建立声誉和吸引力。本行努力营造良好的工作文化，建立内部审计职能，确保效率。

公司治理结构的建立包含了一些关键要素，如（a）通过直接向董事会层面的内部审计委员会主席报告，确立内部审计职能的国家独立性；（b）审计公司由董事会提名，审计公司报告也向董事会报告；（c）在管理团队内设立执行委员会，以确保有效的日常绩效（d）推广职业道德规范和政策准则；（e）董事会委员会的任务是监督和决定年度预算计划、人力资源计划、审计计划、信用政策等重要活动。实施计划和这些政策是管理层的职责。

根据国家和地区的法律和监管框架，董事会的职责是按照国际标准授权。公司结构目前包括在董事会、董事会小组委员会，和执行委员会。

董事委员会

三组董事会委员会将协助董事会关注具体问题，即履行董事会授权的职责向董事会报告行动计划的决策和实施情况，跟进管理层的执行管理，及时向管理层提出意见。

1. 董事委员会

该委员会是根据公司治理原则成立的，并赋予这些委员会在履行其目标时的角色和职责所规定的必要特殊权力。审计委员会的权力、作用和职责是全面的，均符合“商业企业法”第131条规定的条件，以及柬埔寨国家银行关于银行和金融机构治理的第7-08-211号宣告的第8条。三委员会主席是非执行董事会成员和独立董事会成员，他将在年度股东大会上回答股东的所有问题

成员

该委员会由三名成员组成。委员会主席是本行非执行董事会成员和独立董事会成员。委员会的所有成员都独立于公司。

- | | |
|---------------------------|----|
| • Mr. Giang Sovann | 主席 |
| • Dr. Pung Carolyne | 成员 |
| • Mr. Teo Meng Poh Philip | 成员 |

会议

审计委员会根据要求尽可能经常举行会议，但每年不少于四次。

2. 风险管理委员会

该委员会由董事会提名的三名成员组成。委员会主席是一位经验丰富的银行和金融风险管理专家和专家。该委员会负责风险管理委员会的职责，并履行董事会指定的其他职责。该委员会负责监督董事会确定的风险管理政策的实施情况。该委员会在向银行提供有关国际标准风险的咨询方面也发挥着重要作用。

成员

董事会选举风险管理委员会主席，从提名之日起任期3年。风险管理委员会是非执行和独立董事会成员，与任何可能干扰其独立判断的业务或其他通信无关。

- | | |
|---------------------------|----|
| • Mr. Teo Meng Poh Philip | 主席 |
| • Mr. Giang Sovann | 成员 |
| • Mr. Neo Poh Kiat | 成员 |

会议

会议将在适当的时间举行，但每年至少举行四次。如有必要，风险管理委员会主席可召集额外会议。

3. 薪酬及员工考核委员会

该委员会由董事会根据治理要求成立，为本行提供最佳实践。委员会主席是独立董事会成员。该委员会接受定价政策以与银行的长期目标 and 公司价值保持一致。该委员会就招聘和补充现有董事会成员和未来独立董事会成员以成为委员会成员的程序提出一些建议。价值观和任命委员会也将批准任命一名高级管理人员。该委员会由三人董事会和一名委员会秘书任命。

董事会有权随时从该委员会中删除任何成员，并指定新成员在撤回后填补空缺。

成员

- | | |
|---------------------|----|
| • Mr. Neo Poh Kiat | 主席 |
| • Dr. Pung Carolyne | 成员 |
| • Mr. Yeo Hong Ping | 成员 |

会议

会议将在适当时举行，但每年至少举行两次。如有需要，该委员会主席可召集额外会议

管理委员会

柬埔寨邮政银行设有八个管理委员会，将协助首席执行官通过监督和监控银行的日常运营以及首席执行官所指派给总干事的其他事项来关注具体问题。执行决策并解决问题，检查工作结果银行和建议要处理企业的日常经营。

1. 执行委员会

该委员会由首席执行官组成。所有部门的总经理必须直接向首席执行官和其他部门的其他总经理汇报如有需要可以邀请。执行委员会应协助首席运营官监督并监控银行的整体运营绩效并向所有相关部门报告首席执行官的日常工作进展它还提供建议以支持或批准日常业务运营中出现的常见问题。

成员

执行委员会成员包括：

- | | |
|----------------|----|
| • 首席执行官 | 主席 |
| • 副首席执行官 | 会员 |
| • 首席商务兼分行运营执行官 | 会员 |
| • 首席人力资源执行官 | 会员 |
| • 首席财务官 | 会员 |

- | | |
|-----------|----|
| • 首席运营官 | 会员 |
| • 首席信息科技官 | 会员 |
| • 信贷总监 | 会员 |
| • 法务总监 | 秘书 |

会议

会议将在任何适当的时间举行，但总的来说，执行委员会会议是每周一次的会议，应银行业务需求，会议可能增长或取消。

2. 资产和负债委员会

资产负债委员会的目的是控制和管理整个银行的资产和负债。委员会定期监测可能影响银行的风险情况，例如流动资金比率、贷款比率和储蓄账户余额，这是因为从一个来源存入的储蓄金额或任何客户最高限额和最低补偿被动和债务资产以及利率变动。通过以公平和透明的方式妥善管理所有资产和负债资产，保证其利益。

成员

风险管理委员会董事会负责任命资产和负债资产委员会主席，自任命之日起任期三年。该委员会有以下成员：

- | | |
|----------------|----|
| • 首席执行官 | 主席 |
| • 首席执行官 | 会员 |
| • 副首席执行官 | 会员 |
| • 首席运营官 | 会员 |
| • 首席商务兼分行运营执行官 | 会员 |
| • 财政总监 | 会员 |
| • 风险管理总监 | 会员 |
| • 执行秘书 记录 | 秘书 |

会议

会议将在每月至少举行一次。如有需要，该信用委员会主席可召集额外会议。

3. 信贷委员会

成立信贷委员会以确保合规以及银行投资组合的管理。该委员会的目标：

- 批准治理框架下的信贷准则以及提供给客户的信用等级或一组受董事会授权的客户。
- 负责实施并监控信用风险管理系统与整个银行业务有关的政策。
- 确保遵守治理计划和监控系统。

成员

• 信贷总监	主席
• 首席执行官	会员
• 副首席执行官	会员
• 首席财务官	会员
• 首席运营官	会员
• 风险管理总监	秘书

会议

可以通过电子邮件进行批准有需要时。会议在适当的时间举行，但每月至少一次。如有必要，委员会主席可安排其他会议。

4. 信贷委员会

客户服务和投诉处理委员会由柬埔寨邮政银行委员会主席的法律与合规执行官的五名常任成员组成。创建服务委员会和处理客户投诉的目的是告知会员客户服务的重要性，促进教育培训，并为整个银行营造良好的客户服务文化。此外，委员会将监督，评估并提供客户想法和观念的各个方面的必要建议，并解决客户的不满包括内部客户和外部客户。

成员

委员会成员应由主席和至少三名其他成员组成公司管理

• 法规部总监	主席
• 首席执行官	会员
• 首席运营官	会员
• 人力资源首席执行官	会员
• 首席商务兼分行运营官	会员
• 市场经理	会员
• 法务部总监	秘书

会议

会议将在适当时举行，但每月至少举行一次。如有需要，该委员会主席可召集额外会议。

5. 人力资源委员会

成立人力资源委员会的目标：

- 确保贯彻执行人力资源政策具有长期目标和银行价值。
- 向任何人力资源相关管理部门查询并推荐银行政策中规定的程序。
- 就员工纪律处分程序中无法自己解决的问题向管理层提供建议。
- 对与首席执行官分配的人员配备相关的任何问题负责。

成员

委员会成员应谨慎行事，避免可能损害其判断的利益冲突。并且应该撤消任何可能存在利益冲突的决定，无论是否可能发生。人力资源委员会由以下常任理事国组成：

• 首席人力资源执行官	主席
• 首席执行官	会员
• 人力资源协调主管	秘书

如果上述成员无法出席会议，可以任命其他成员为代表。如果任命了委员会主席，则会议应由会议成员选出的另一名成员主持。

会议

会议将在适当的时间举行。如果需，该委员会主席可以安排其他会议。

6. 运营风险管理委员会

成立运营风险管理委员会以确保审计发现并管理所有银行风险事件。操作风险管理委员会的目标是：

- 实施和维护世行业务风险管理架构。
- 监控并改善可能严重影响银行的运营风险事件。避免或减少到可接受的低水平。
- 负责实施以及运营风险管理，包括政策适用于业务和风险管理策略。
- 确保运营风险管理按照管理方针并监督整个银行。

成员

业务风险管理委员会的组成应由风险管理首席执行官主持，并应具有以下成员：

- | | |
|-----------------|-----|
| • 首席执行官 | 主席 |
| • 首席执行官 | 副主席 |
| • 首席风险管理执行官 | 会员 |
| • 首席运营官 | 会员 |
| • 首席商务官兼分行运营执行官 | 会员 |
| • 首席科技官 | 会员 |
| • 风险管理执行经理 | 秘书 |

会议

每月至少将召开一次运营风险管理正式会议。必要时，运营风险管理委员会主席可以安排其他会议。

7. 采购委员会

采购委员会的目的了解每次采购中现金的价值。当可以信任任何供应商时，价格通过公开竞争决定。

他们提出的项目被认为是可以接受的，并不意味着总是自动选择低值即，考虑适合性目标，市场价值，投资收益，每个生命周期的总成本及时的供应，供应后的支持和环境的可持续性，社会责任感，实践经验的证据，以确保效率和合规性。

成员

采购委员会的组成包括：

- | | |
|--------------|-----|
| • 首席财务官 | 主席 |
| • 首席执行官 | 副主席 |
| • 副首席执行官 | 会员 |
| • 首席财务官 | 会员 |
| • 首席商务兼分行运营官 | 会员 |
| • 行政和采购经理 | 秘书 |

会议

会议在适当的时间举行，至少每月一次。必要时，采购委员会主席可召开其他会议。

8. 信息技术委员会

信息技术委员会的目的是负责管理并监督信息技术问题，基础架构，服务，发布实践管理并审查政策实践指导方针和技术项目为了要达到业务需求和增加资源以降低风险。

成员

- | | |
|--------------|-----|
| • 首席科技官 | 主席 |
| • 首席执行官 | 副主席 |
| • 副首席执行官 | 会员 |
| • 首席运营官 | 会员 |
| • 首席商务及分行运营官 | 会员 |
| • 首席财务官 | 会员 |
| • 电子银行总监 | 会员 |
| • 电子安全官员 | 秘书 |

若有相关项目需参谋，其他成员可应邀参加会议

会议

此次会议应信息技术委员会主席的要求组织和举行。

风险管理

柬埔寨邮政银行继续努力建设一个安全和健全的风险管理系统，它是独立的，并结合了最好的国际基础银行的战略实践目标。我们的风险管理受到直接监督由董事会风险监督委员会负责，职能涵盖本行全面风险管理活动。

柬埔寨邮政银行的风险管理框架始于为银行设定风险偏好，由董事会完成，我们的业务战略与偏好相关联。该框架还通过“高层基调”的表述来加强

我们的风险文化我们愿意为银行承担的风险。因此，重大风险包括信用、运营、流动性和市场风险定期监控并有效化解，确保本行始终保持经济

资本、监管资本充足性、流动性状况和其他监管合规性。

本行董事会全面负责本行风险管理框架的建立和监督。董事会董事已成立风险监督委员会(ROC)监督各个管理委员会例如信用委员会(CC)、操作风险管理委员会(ORMC)、资产和负债委员会(ALCO)，负责建议、实施和监督银行的风险管理政策和流程。

银行的风险管理委员会负责提供监督建立的风险管理政策，以识别并分析银行面临的风险，以设定适当的风险限制和控制，并监控风险和遵守此类限制。风险管理定期审查政策和系统，以反映市场状况和银行活动的变化。本行通过培训、管理标准和程序，旨在建立一个纪律严明、有效的风险控制环境，所有员工了解他们的角色和义务。

银行的审计委员会监督实施——内部控制和遵守监管要求。银行审计内部委员会协助委员会发挥监督作用审计职能以及合规部门。内部审计承担

定期和临时内部控制和程序的审查和合规部门确保所有监管要求得到充分遵守，结果向本行审计委员会报告。

本行通过以下方式管理主要风险和新兴风险的识别、评估和缓解使用风险的内部治理过程管理工具和流程。我们识别和影响评估的方法旨在确保

我们减轻这些风险对我们的影响财务结果、长期战略目标和名声。作为我们定期分析的一部分，敏感性的关键投资组合风险使用自下而上的风险

评估，辅以自上而下的宏观经济和政治情景分析。这种双管齐下的方法使我们能够捕捉对我们的风险库存有影响的驱动因素以及仅与特定

投资组合相关的驱动因素。

我们致力于继续加强风险管理能力和控制与风险程序、

风险政策、风险工具、风险分析和风险报告。同时我们的信用承保和信用控制程序和信贷政策也是定期审查和微调以平衡在速度、成本和风险控制之间以及监管变化。风险意识通过一系列内部培训不断提高。通过持续实施最佳实践，

提高投资组合质量，CPBank 能够在充满挑战的市场中管理贷款组合，尽管信贷增长速度比往年快由于COVID-19大流行造成的环境。

信用风险管理

信用风险是指贷款和垫款或金融工具的客户或交易对手未能履行其合同约定而导致银行遭受财务损失的风险。义务。出于风险管理报告的目的，

银行考虑合并信用风险敞口的所有要素——例如个人债务人违约风险和部门风险敞口。

柬埔寨邮政银行针对信贷产品和客户群建立了审慎的信贷政策和健全的管理信息系统，并应用了先进的风险计量技术。我们所有的贷款产品都由开发的产品计划管理基于客户生命周期的需求，并拥有由董事委员会批准，并定期审查这些产品计划，以采用和降低风险。根据不同的投资组合触发器定期监控投资组合，以确保银行在设定的范围内运营。所有信用政策已提交给董事会委员会审批。

我们有每日、每周、每月的投资组合报告进行监控，以便及时采取行动减轻任何信用风险。

柬埔寨邮政银行按产品、客户群、业务部门等定期监控其集中度风险。2021年，我们审查了所有金融机构交易对手风险敞口。我们推出了贷款发起系统，收款管理系统处于用户验收测试(UAT)阶段，这将有助于我们促进信贷生命周期不同阶段的风险管理。我们立志成为一家以科技为后盾，拥有无限可能的银行以体验和满意的方式提高为客户提供便利服务的能力。

2021年，柬埔寨整体经济受到持续大流行的影响。由于全面感受到COVID-19大流行对企业的影响，没有一个国家能幸免于这场危机，包括主要经济体和许多国家柬埔寨的贸易伙伴。在旷日持久的、不确定和前所未有的情况，各种企业被迫停止运营，许多工人被解雇。在这些情况下，整体购买力急剧恶化。给定的援助措施的实施国家银行下属金融机构柬埔寨的指导方针，因此银行密切监控借款人的状况，以便可以及时采取必要的补救措施方式，尤其是在客户无法偿还对银行的债务义务的情况下。我们一直小心翼翼地仅提供这些监管宽容对客户进行详细分析和严格的还款能力评估。尽管我们观

察到最初的违约率有所上升大流行期间，这一数字到年底有所减少。政府推出的援助措施和金融机构，以减轻金融借款人的负担可能有助于在一定程度上维持这种情况，并帮助那些受到影响的人度过这种前所未有的时期。

鉴于在 COVID-19 大流行之后“新常态”环境中消费者的行为发生了变化，银行和企业必须自我调整并采用能够适应不断变化的环境的新商业模式，尤其是在经济风险加剧的情况下。在这种情况下，本行在新的授信审批方面采取了更为谨慎的态度；我们专注于基于各种来源信息的分析，

以确保改进对整体风险的分析和监控。尽管随着逐步重新开放，我们看到了经济小幅反弹某些类型的商业机构，某些商业部门无法恢复正常，尤其是那些主要依赖外国人入境的旅游和酒店业。

我们已经实施了各种策略来应对不同的信用风险情况。资产质量评论通过根本原因分析的管理结构信贷业务障碍的历史分析必要的账户和拖欠模式这一年对特定领域进行了调查。推进我们风险缓解目标的其他一些举措包括广泛的信用风险分析、潜在机会的探索以及由于持续大流行带来的风险升高而调整银行的增长目标。我们在 PD 模型中的投资组合细分包含了大流行的近期影响。由于银行采取了积极的措施疫情发生以来，通过各项措施的落实。我们认为，尽管整体经济可能还需要一年左右的时间，但投资组合现已逐渐恢复正常。

我们已将这些风险的潜在影响评估整合到我们的压力测试中，以评估我们在发生这些事件时吸收这些事件的能力。我们还审查了所有政策和2021年关于产品计划的程序。随着实施IFRS的监管要求，我们已经实施了IFRS9减值模型遵守并考虑在未来几年进一步改善这一点的举措。我们将未来继续监测 COVID-19 的影响，并将采取一切必要措施减轻不可预见或可能会因此而出险。

整个 2021 年风险和资本管理的总体重点是保持我们的风险状况与我们的风险战略保持一致，增加我们的资本基础以支持我们的战略管理计划，重点是资产负债表优化。

运营风险管理

操作风险是由于内部流程、人员或人员不完善或失败而导致损失的风险系统或外部因素。这种风险得到管理通过既定的操作风险管理流程，通过控制和监督对业务活动进行适当的监控和报告由高级管

理层。这包括合法的、合规、会计和欺诈风险。

操作风险管理需要建立-明确的组织结构、角色和控制政策。已实施多项内部控制政策及措施。这些包括建立权力下放，定义系统参数控制、程序和文档，以确保符合法规和法律要求。持续审查这些以解决产生的操作风险从银行业务。银行管理各级操作风险，并通过操作风险管理委员会对其进行监控。每个功能单元执行定期测试的风险控制自我评估（RCSA）由操作风险团队确保适当的银行层面的操作风险管理。银行拥有损失数据收集系统，并拥有业务明智的关键风险指标（KRI）来监控风险敞口。向全行所有职能部门和分支机构提供持续的 RCSA 研讨会，以加强操作风险管理实践。

2021 年，我们进行了多次 BCP 练习，其中包括因大流行而激活的 BCP 如果我们的部分员工远程或在家工作并进行 BCP 测试，请调用树练习。这样做是为了确保连续性计划执行的有效性以及它准备好应对我们业务中可能发生的任何中断环境。

本行于 2021 年 3 月启动了第一个 BCP。我们已为所有银行场所配备了各种措施，例如：

- 确保适当的卫生和预防措施比如量体温，戴口罩，消毒剂等
- 在大流行期间与员工就 COVID-19、该做和该不该做的事情进行沟通。
- 分班制和团队到位，包括在 2021 年 3 月期间在家工作。
- 我们在 2021 年 3 月测试了调用树练习。
- 制定 COVID-19 特定的 BCP 计划和
- 测试计划以确保业务连续性。
- 限制员工旅行，并遵守卫生部关于旅行限制的指示。
- 员工自我隔离指南
- 根据卫生部(MOH)的指示，在认为必要时需要。

此外，该银行在大流行期间遵循了所有监管和柬埔寨王国政府 (RGC) 的指令，以确保合规并保护我们的员工和客户免受 COVID-19 的传播。

每个业务部门都有针对任何紧急情况的 (BCP) 文件。BCP 包括程序、平面图和信息，使业务部门能够响应中断、恢复和恢复功能。

流动性风险管理

“流动性风险”是本行将承担的风险在履行与通过交付结算的金融负债相关的义务时遇到困难现金或其他金融资产。流动性风险源于现金流量的时间和金额不匹配，这是本行经营和投资。

在 2021 年 COVID-19 大流行期间，柬埔寨国家银行 (NBC) 继续实施流动性促进措施，特别是在提供根据瑞尔汇率和流动性状况，通过流动性提供抵押操作 (LPCO) 交易获得瑞尔的流动性；将所有期限的最低利率降低 (LPCO) 的 0.5%；降低可转让利率以韩元和美元计价的存款证明 (NCD) 达到适当水平；降低存款和借款的日均准备金要求余额等于瑞尔的 7% (百分之七) 和外币并延长至 2021 年第一学期末；延迟银行和金融机构维持 50% 的资本守恒缓冲 (CCB) 并降低适当的水平必要时流动性覆盖率 (LCR)。

本行通过资产管理流动性和责任委员会负责建立制定流动性政策并监控流动性在现有基础上。已制定最低流动资产要求，以确保符合条件的负债的流动资产受制于任何时候的最低门槛。柬埔寨邮政银行全程监控其流动性头寸具有流动性覆盖率 (LCR) 等监控指标，并每天对其进行监控。此外，银行还对现金流进行监控，以确保银行经营中的现金最大化。这些做法支持本行在正常和压力情景下平稳有效地预测和反应，也有助于本行保持良好的流动性状况。柬埔寨邮政银行还为管理层进行期限差距分析市场风险，以确保资金达到规定的期限以尽量减少差距。柬埔寨邮政银行已定义管理行动触发作为风险偏好声明的一部分，在早期阶段采取安全和健全的流动性风险管理实践。2021 年，柬埔寨邮政银行流动性保持较好，完全符合监管要求。银行还建立了应急资金安排与离岸金融机构合作，以管理压力期间的流动性，使银行能够运营按照计划顺利进行。

市场风险管理

市场风险是市场价格变化的风险——例如利率、外汇汇率和股权价格——将影响银行的收入或其持有的金融工具的价值。市场风险管理的目标是在可接受的参数范围内管理和控制市场风险敞口，同时优化回报。

总体而言，随着宽松的货币政策，柬埔寨经济在上个季度获得了牵引力中央银行采用并放宽对学校、餐厅、娱乐等多项业务等等。但是，COVID-19 病例再次出现的风险仍然阻碍国际旅行和运输。这种情况对柬埔寨造成了严重打击由于该国严重依赖经济来自国外的收入，尤其是出口和旅游收入。

但是，在 Covid'19 大流行期间，柬埔寨国家银行通过根据需要干预外汇市场来继续稳定汇率并免除了对银行和金融机构在当地的净持仓量的限制货币。

为应对动荡的金融市场，本行正密切关注形势，并进行了影响评估，以确保及时采取有效措施应对不确定性。银行也重视风险在中华民国和资产负债委员会 (ALCO) 的监督下进行管理，以确保及时和有效的风险管理，从而将风险敞口保持在规定的、审慎的限度内。

信息技术风险管理

信息的出现和进步技术为柬埔寨邮政银行的业务和运营方式带来了快速变化。安全管理和快速威胁识别已成为当务之急的技术应用。柬埔寨邮政银行金融支持业务运营的系统 and 网络多年来，其范围和复杂性不断增加，并提供多样化的产品和服务，这些产品和服务的系统在多个地点运行并由不同的服务提供商提供支持。

我们充分了解风险并制定指导方针我们的信息技术风险原则管理框架如下：

- a. 建立健全稳健的技术风险管理框架；
- b. 加强系统的安全性、可靠性、弹性和可恢复性；和
- c. 部署强身份验证以保护客户数据、交易和系统。

我们不仅对技术风险进行控制和监控，而且还进行定期渗透测试以确保我们系统安全的稳健性，并主动采取适当措施来增强安全性以确保我们的系统安全。除了我们的 BCP 站点之外，我们还有用于保护信息的数据备份管理以及专用的灾难恢复站点。

我们有用户访问管理流程来确保银行内部的适当访问控制。我们还制定了变更请求管理流程确保在部署之前对所有更改进行充分评估。我们已经完成了安全信息和事件管理 (SIEM) 解决方案的部署与托管 24/7 安全运营中心(SOC) 这将加强我们的整体技术风险实时管理，保护银行免受网络安全问题的影响。我们也即将升级我们的核心银行业务系统不仅将为银行提供技术先进的强大核心银行解决方案，还将更可靠地支持多个系统接口，以提供更好的客户体验。

可以通过柬埔寨邮政银行巴孔
(CPBank KHQR)进行即时跨行支付

免费



合规运营

柬埔寨邮政银行致力于更好地实施基于市场的标准，在开展业务时采用问责制，透明度和道德规范来促进可持续性。善政和对社会负责的贡献是建立标准化市场的一部分。这些努力的核心是银行在其业务活动中的声誉的完整性和风险。为了解决这些问题，银行建立了独立的执行职能。银行制定执行原则，以阐明其作用和责任以及行政部门管理柬埔寨邮政银行操作风险的责任。

本政策已经由董事会更新和批准，并于2021年3月21日生效。本政策应至少每三年审查一次，或根据需要进行审核，以响应符合银行业务背景和法律法规制定的市场条件和最佳做法。

以下合规实践如下：

(a) 打击洗钱和反资助恐怖主义：

柬埔寨邮政银行致力于打击洗钱和反资助恐怖主义，本行依法制定反洗钱和恐怖融资原则和程序，公布反洗钱和恐怖融资措施。所有相关人员都接受培训，以全面实施这些原则和程序。

(b) 法律和法规遵从性：

柬埔寨邮政银行完全遵守适用的法律法规。柬埔寨邮政银行制定了一份监测清单，以评估该银行的业绩。银行的法律与合规部门是本行遵守所有适用法律法规的协调人和监督者。

(c) 秘密举报：

银行致力于维护和实现最高标准的公开表达，诚信和问责制。允许各级利益相关者或工作人员诚实、

公正、有效地参与。整个银行的做法得到了加强，鼓励银行工作人员毫无阻碍地报告关键问题，例如：

- 违反法律或其他相关法规
- 与内部控制、会计、审计和其他财务事项相关的
- 滥用、错误或欺诈。
- 个人健康和安全风险
- 违反银行的就业法
- 故意隐瞒上述任何一点
- 做出犯罪行为、违反民法和提供不正确的判断
- 利益冲突
- 对环境的破坏
- 可能影响银行地位的不当行为或不道德行为。

(d) 解决客户投诉：

本行致力于为客户提供最好的服务。根据柬埔寨国家银行的银行金融机构于年月日签发的关于客户投诉第号宣告，银行制定了投诉政策，以提供公平、优质、高效和质量的客户投诉解决。该政策在产品、服务、人员配备和投诉方面广泛应用于整个银行。

(e) 遵守美国个人账户的税务合规性：

柬埔寨邮政银行也实施了。目前，正成为当地法律，因为柬埔寨王国政府于2015年9月14日与美国政府签署了（IGA IB）政府间协议。

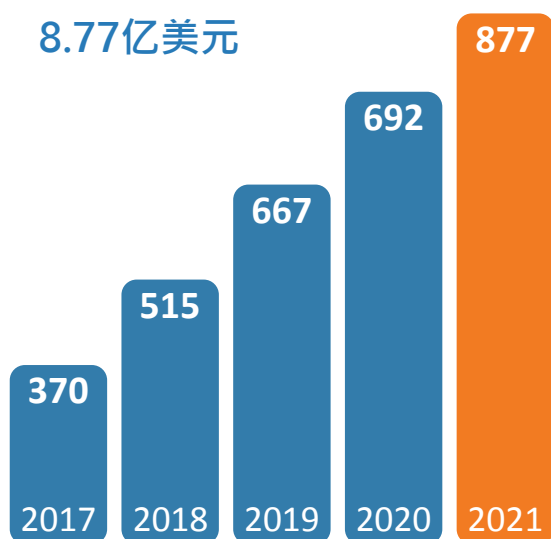
因此，根据IGA协议，政府和金融机构有义务遵守FATCA所有规定。向金融机构和银行的美国账户报告由柬埔寨管辖，柬埔寨需要向经济和财政部下属的税务总局提交报告。

银行业绩

与全资子公司阜南小额信贷有限公司合并

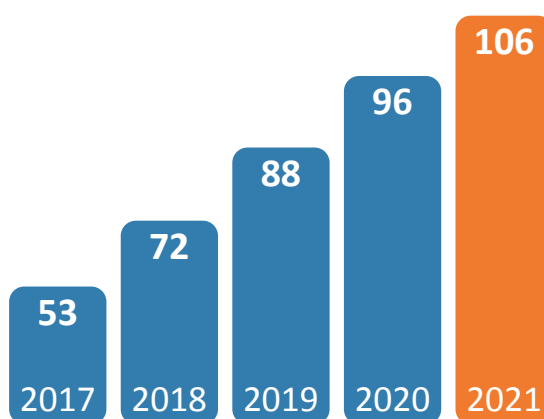
贷款总额

8.77亿美元



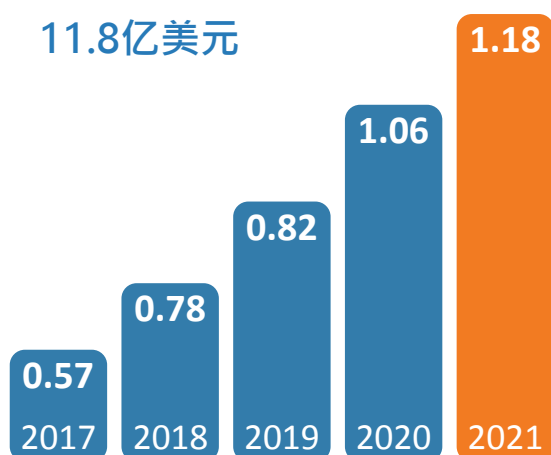
总收入

1.06亿美元



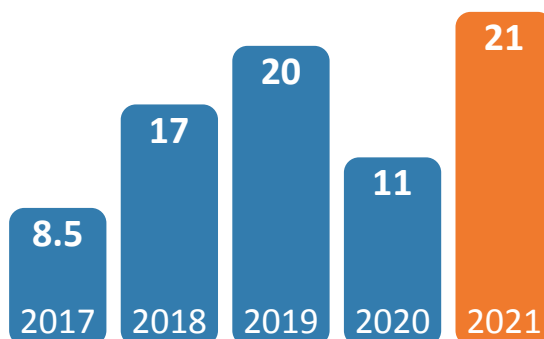
总资产

11.8亿美元

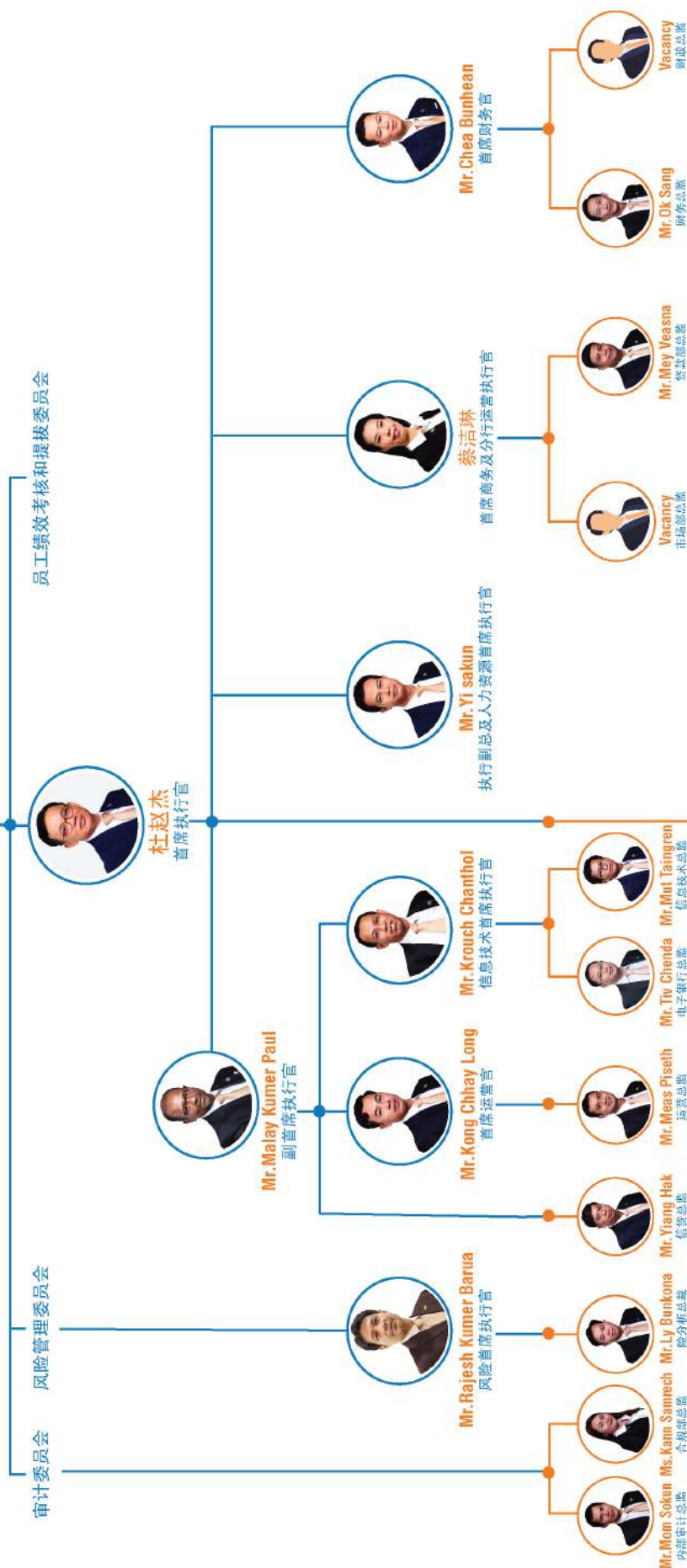


净收入

2,100万美元



董事会



分行经理

柬埔寨邮政银行手机服务



账单支付



银行卡管理



即时讯息



二维码扫描



本地资金转账



电子钱包充值



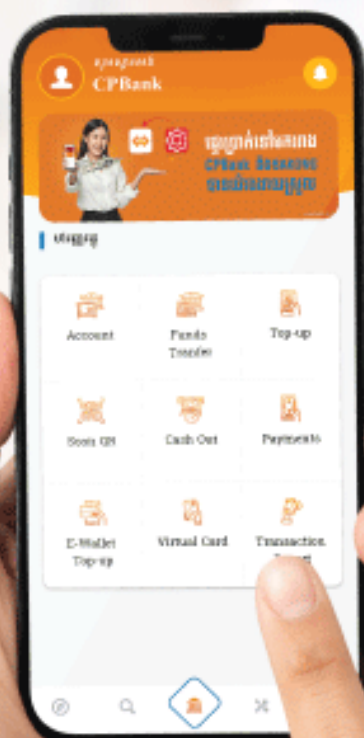
全额查询



生物识别登录



免卡现金提取



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银行业绩



“易变时期创造机会及加速创新”

方侨生博士公爵
董事会主席

从1998年至2019年，柬埔寨经济一直保持平均年增长率为7.7%，并成为全球增长最快的经济体之一。于2019，国内生产总值为270.9亿美元阳首创历史新高。服务业占国内生产总值的38.9%，工业为34.2%，农业为20.7%。2015年，根据世界银行的分类和目标，柬埔寨被归纳为中低收入国家（LMI），并且努力从COVID-19环境中恢复过来，争取于2030年成为中上收入国家之一。2020年在COVID-19大流行期间，柬埔寨经济明显受到影响；根据亚洲开发银行（ADB）及世界银行（WB）和经济和金融部（MEF）的数据，经济增长率跌至-3.1%，柬埔寨经济增长于2021年反弹并正面成长，预测将介于2.2%到3%之间。预计2022年经济增长介于4.5%到5.5%之间。根据国家银行的数据，柬埔寨的人均国内生产总值将在2022年提长至\$1,842美元，预测将比2021年增长6.4%。

过去两年里，我们都面对着由Covid'19引起的全球健康危机，严重影响了我们的经济成长。尽管经济不景气，在此期间，通货膨胀率，银行业的信贷和质量依旧保持稳定增长。我由衷的感谢柬埔寨王国政府及柬埔寨国家银行在关键时刻通过采取各种先发制人，于2021年全年采取审慎措施，保持银行业体系的稳定和弹性。我坚信，在此多变化的时期，不仅造成了很多变化，而且也为我们提供了创新服务的机会，让我们以更好的方式为客户提供服务。我们看到了整个行业及柬埔寨国内发生了巨大的数字化转型，柬埔寨邮政银行也不例外。在2021年期间，发现我们的数字渠道有着显著的表现，特别是在自动提款机及手机银行的整体交易数量上，交

易数量增长72%及金额增长141%。我们还增强了我们的网上开户平台并继续使用e-KYC模块进一步扩展以更快捷前即时为客户提供服务。这些新想法是我们为实现并为全国客户提供良好的金融服务而努力的表现。

通过柬埔寨政府推出的不同有效刺激经济方案，列如，中小企业银行的联合融资计划以及一起柬埔寨中小企业信用担保公司（CGCC）用于商业资本融资等。我们希望看到柬埔寨2021的经济开始正面反弹。由于2月21日的社区传播事件，柬埔寨经济一直延续到2021最后一个季度才开始步履蹒跚的反弹。

尽管受疫情影响下，造成了经济的不稳定，柬埔寨邮政银行在2021期间仍然保持正面成长，资产总额达到11.8美元，贷款增长了28%，净利润为2100万美元。为了给我们客户提供更多便利，柬埔寨邮政银行在全国范围内拥有89台自动提款机（包括5台现金存款机）。我们也全年高度关注并有效管理资金的流动性以确保流行资产的安全水平。柬埔寨邮政银行子公司富南小额贷款公司也以2021年期间把盈利管理得很好，并实现了可观的增长。此外，我们银行还加强了与True Money, 柬埔寨电力公司（EDC），金边供水站（PP Water Supply）之间的密切合作，为客户在不用亲自到银行的情况下支付帐单或水电费。

我个人对于贷款系统的启动，使柬埔寨邮政银行的整个贷款流程简单化且快速审批感到非常高兴。这种数字化的流程不仅仅是缩短时间，还节省了很多银行的纸张

浪费。这是我们整体持续性的对绿色环保的另一项承诺。我们银行通过引入安全管理系统 (SIEM) 再次于2021年实现为客户提供安全的环境银行数字化银行功能。我们银也在2021年开始了核心银行系统升级，预计将在 2022 年上线。这将增强我们数字银行的能力及为客户提供更美好使用经验。我对于我们高级管理团队不懈努力以确保我们的商业银行的运营，及在整个营运期间为我们的客户和员工建立安全环境感到非常高兴。

我要再次感谢我们所有的股东的持续与信任，董事会成员在困难时刻用他们丰富的经验给与们管理团队支持与指导并共渡种种难并。我也感谢柬埔寨王国政府，监管机构，尤其是柬埔寨国家银行，税务总局，财经部及卫生部在关键时刻给予支持。如果没有我们所有员工敏捷的响应能力和客户的持续信任，我们将无法从这场风暴中走出来并比以往任何时候都更强大。我非常感谢银

行的每一位客户对我们坚定不移的信任和支持。最后，我也向各个地方的前线人员，危机处理前钱人员及银行个层员工表示衷心的感谢，他们的敬业精神，危险之中无私地把自己和家人安全置于身后，在国家的艰难的时期一起同心协力渡过难关。我希望我们很快就会看到繁荣的柬埔寨再次成为经济增长最快的国家之一。



方侨生博士公爵
董事会主席

首席执行官的讯息

“2021 年充满挑战，也在重建，使我们银行变得更强大”

杜赵杰
首席执行官



我们在2021年的一开始便希望新的一年会比往年更好，我们对今年的预测充满了乐观与热忱。然而，2021年2月份新冠肺炎在社区传播事件期间，在一定的程度上对我们这种乐观态度造成了阻碍，尽管我们在2021年年底看到整个业务的复苏。随着全球需求下降，商品价格下滑、供应链中断、国内需求下降和劳动力市场的需求底下，柬埔寨王国政府和柬埔寨国家银行在2021年期间一直携手推出一系列刺激经济措施的方案，以减少各种不良的影响比如，商业部门针对受影响企业推出需求的指导方针，通过降低准备金的要求使资金更有流动性，信用担保计划、中小企业联合融资计划，通过中小企业银行向受影响的企业人士提供个人和企业资金援助。

在2021年期间，新冠肺炎进一步冲击全球经济，我们也已经看到它对柬埔寨人的生命造成的损失。我们银行也在这有限的期间，加速推进我们的数字银行服务，成为客户首选的合作银，在这过渡期引导客户走向新的普通生活。这场新冠肺炎不仅使我们陷入了不确定方向的境遇，同时也让我们能够加速我们的数字之旅提供了应对的方计。我们做了很多在正常情况下我们甚至不会想到的事情，这些都是在非常规的情况下发生了。我们采用混合工作模式，进行虚拟商务会议和在线培训，以让我们的银行随时准备应对任何情况，时刻站在客户身边的时期。

作为一家有远见，且为各级客户提供金融服务的领先提供商，以提高他们的生活水平，满足柬埔寨人民的需求，为股东、员工和社会创造可持续的价值最佳大众

市场银行的银行，通过对柬埔寨银行家协会协助政府推动的社会经济复苏努力中发挥关键作用。我想再次感谢我们的监管机构，特别是柬埔寨国家银行采取这样的举措推动各种刺激经济措施，在这个困难时期，保持了经济稳定，使有需要的企业得到真正的帮助。

我非常荣幸继续带领着我们的银行团队持续成长并为柬埔寨人民提供优质的服务。尽管疫情持续，我也非常乐意分享我们在2021间的重建工作的良好表现。我们加强了我们的各种数字化登机能力，我们的客户已经开始从中受益。我们的网上开户申请及贷款发放系统启用给我们客户带来了许多便利。我们格外重视网络安全，以确保在这个数字时代为我们的客户提供安全的操作和服务环境。因此，我们在2021年引进了安全管理系统(SIEM) 24/7 安全运营中心以确保受到任何网络威胁，以便我们的客户可以在我们的银行业务管理下安心的使用各项银行服务。总体而言我们将继续以对于整个社会负责任和合规的方式运营银行为我们的客户和社会提供更广泛的利益。我们也计划在2022间，引入反洗钱系统和核心银行系统升级，提升我们的合规管理能力并符合 柬埔寨国家银行提高合规性和银行系统的整体治理。

至2021年底，我们银行行已将分行地点扩展至60家，89台自动提款/存款机，在全国各地为我们客户提供了更靠近家门的服务。我们提供了各种新的账单支付方式，如支付水费、电费、废物收集账单及一些新功能可以在手机银行上操作。我们还通过和True Money等第三方合作服务的方式增加了各种渠道，给客户带来

更多的便利。我们的子公司富南小额信贷公司也按照同样的模式在2021年中成长。

2021年间，我们的总资产增长10%至11.8 亿美元，我们的贷款总额增长 28% 至8.86亿美元。我们实现了2100 万美元的净利润，我们也实现了走超过50%的客户增长利率，我们正在朝柬埔寨的中小企业市场争取排名前5位的商业银行目标持续努力。

基于我们在这段困难时期的经历，使我们变得更强大且机敏。这是我们所有负责任的员工的整体奉献精神，尽管知道有被感染的风险，但始终把他们放在服务客户的最前线的。我要感谢大家，在柬埔寨邮政银行尽了最大的努力以及我们的董事会和股东在这个充满金融、

社会和精神压力下持续支持和指导。对所有监管机构，让我们能够及时采取举措表达我诚挚的感谢，我们将以自信的方式履行我们的责任为柬埔寨整体经济稳定出份力。我们将持续在这里为您提供前所未有地一流创新金融服务。感谢您对柬埔寨邮政银行坚定不移的信任，我们将努力为您提供我们最好的服务。



杜赵杰
首席执行官

董事会



方侨生博士公爵
董事会主席

方侨生博士公爵目前担任柬埔寨邮政银行，加华银行和海外柬华投资公司董事长，并一直积极参与这两家公司的投资和开发活动。方侨生博士公爵是柬埔寨和加拿大杰出的企业家和受人尊敬的商业领袖，曾担任多家公司的董事长、主席、首席执行官和董事会成员，包括Oriental Ship Supplies, Oriental Commercial Inc., 自1991年以来引领加华银行及自2013年以来引领柬埔寨邮政银行不断迈向蓬勃发展。

方侨生博士公爵也曾担任柬埔寨银行公会主席和柬埔寨建筑公会主席，与行业领袖密切合作，指导柬埔寨银行业和建筑业的发展。

2002年，方侨生博士公爵荣获诺罗敦·西哈努克国父颁发的“莫哈里沃” (Mahaserey Vattanac Award) 卓越贡献勋章，并于2012年，荣获诺罗敦·西哈莫尼国王陛下御赐由洪森总理颁发的“国家最高贡献勋章”，以表彰方侨生博士公爵一直对柬埔寨经济和社会发展所作出的重要贡献。

2019年11月21日，柬埔寨首相洪森在主持皇家科学院英德拉黛薇大楼 (Indradevi Building) 落成仪式上向方侨生博士公爵颁授商务管理荣誉博士学位证书。



YEO HONG PING先生
董事会副主席

YEO HONG PING先生负责监管富登金融控股有限公司 (FFH) 的特许经营建设，并制定FFH的愿景和发展战略，以持续提升利益相关者的价值。Yeo Hong Ping 先生全面负责FFH及其投资公司。

在加入FFH之前，Yeo先生是摩根大通公司的董事总经理，负责在新加坡的整体投资银行业务。Yeo Hong Ping 先生也曾担任摩根大通公司 (新加坡) 的高级管理委员会成员及摩根大通(S.E.A) 的董事会成员。此外也曾担任过其他高级职位，包括东南亚房地产投资银行业务主管和企业融资业务主管。



ORK BORA 阁下
董事会顾问

Ork Bora 阁下于 2010 年被任命为柬埔寨邮政总经理，并于 2011 年被任命为负责柬埔寨邮政的皇家代表团。

Ork Bora 阁下还曾担任过邮电局局长 Banteay Meanchey 省的部门并且是成员 2000 年至 2010 年在柬埔寨工程学院获得博士学位。

Ork Bora 阁下拥有工商管理硕士学位并毕业于越南河内理工大学电信工程师 1997. 1998 年起完成多次技术培训与电信和 ICT (本地和国际) 相关的计划。



NEO POH KIAT 先生
独立董事会成员顾问

目前，Neo Poh Kiat 先生是 Advisory Services of Octagon Advisors 公司的常务经理。他一直和客户积极参与该地区的并购技巧。

他曾经在 Octagon Advisors Sanghai Limited 的咨询公司前任总监，负责监督和咨询中国北京公司的所有项目。

在加入 Octagon 顾问之前，Neo Poh Kiat 先生担任高级副总裁兼

Singapore's United Overseas Bank 银行与中国区通讯官。他负责

公司和香港的 UOB 银行的企业信息关系 (Great China Region)。

在他受雇于 UOB 银行之前，Neo Poh Kiat 先生在 DBS 银行担任过多个

职位，他的最后职位是 DBS 银行香港分行的总经理。同时，他还是

DBS Kwong Bank 的总裁和委员会成员，并且是 DBS 银行在香港的子公司

的 DBS Asia Capital Limited 的总经理。他积极参与成立了 DBS

Securities Hong Kong，后来在 20 世纪 90 年代初担任总经理。

Neo Poh Kiat 先生拥有新加坡 Nanyang University 大学的商业 (荣誉) 学士学位。



GIANG SOVANN 先生
独立董事会成员顾问

Giang Sovann 先生是 Public Accountants Oversight Committee 公

司的创始人兼总裁，Accounting & Corporate Regulatory Authority (ACRA) 和 Singapore 的纪律和投诉委员会的成员，他还是一名在新加坡证券交易所注册的公司董事。

Giang Sovann 是 Singapore Institute of Directors，他是新加坡

公司的奖项组委会和屡获殊荣的新加坡公司的联合主席。他还负责注

册新加坡证券交易所公司治理法。他撰写了多篇关于董事会，内部审

计和审计的文章，并担任独立董事，审计委员会主席，风险管理委员

会主席，董事会，提名公司委员会成员和评估委员会成员。

Giang Sovann 先生毕业于 University of Regina 大学，拥有丰富的

管理学士学位，并且是 Canadian Institute of Chartered Accountants 的会计专家。

他还是 Singapore Institute of Directors 的会计师和成员。



MR. TEO MENG POH
独立董事

Teo Meng Poh Philip 先生负责监管FFH在中国和印度支那的各种风

险管理。在任职期间，Teo Meng Koh Philip 先生亦负责FFH特许经

营的营运风险管理、审核及合规方面，包括制定其政策及治理架构。

也是并购活动的风险管理者。

在加入FFH之前，Teo Meng Poh Philip 先生曾在渣打银行担任审

计、客户开发和企业融资主管。Teo Meng Poh Philip 先生在华侨银

行 (Oversea-Chinese Banking Corporation) 开始他的职业生涯，

曾担任该行在上海和曼谷海外分行各种高级职务，主要负责客户开发

方面业务。



ROS PHIRUN 先生
董事会成员

自2021年至今，Ros Phirun先生晋升为柬埔寨商业博彩管理委员会秘书长。

他的主要职责是管理整个商业博彩流程包括监督和并使商业博彩业成为国家收入的一部分。

自2021年至2020年，Ros Phirun先生担任财经部综合金融部（GDFI）副司长，主要负责GDFI公共财政管理的改革计划和审计工作。

行业自2008至2013，Ros Phirun 先生担任经济和财政部财务部副主任

大多数情况下，他负责根据发展金融部门战略的公共财政管理计划，

柬埔寨政府的创建和发展，货物市场，养老金，区域金融和柬埔寨金

融稳定政策。他是全国社会保障基金（NSSFC）理事会的副主席，负

责审查和批准 2009 年至 2013 年4月制定的法律草案。

2004 年至 2008 年，他担任中国管理部主任，财务部和法律和合规

部世界贸易组织副主席，以及属于国际和东盟商务部的柬埔寨高级经

济官助理。

他于2002 年获得法国 CERAM ESC Sophia Antipolis 的旅游科学管理硕士学位，并获得泰国亚洲理工学院的国际商务管理硕士学位。



CAROLYNE PUNG 博士
董事会成员

Carolynne Pung 博士出生于金边。她在加拿大 Montreal 长大并毕

业。在大学学习应用科学后，她拥有家庭医学专业，并于 2002 年毕

业于Montreal大学。近五年来，她一直忙于在加拿大的两家私立医院

和诊所，Quebec 省和 Ontario 省担任培训师。

2007年，出于家庭原因，她决定花时间在柬埔寨开展家族生意。凭

借对医学的热爱和喜欢，她在 SOS 国际诊所做兼职，在那里她是柬

埔寨领先银行加华银行的董事会直接助理。她是加拿大酒

店管理部门的主管，该部门目前在金边的 Dara Airport 酒店、西哈

努克省的独立酒店以及金边的两间服务式公寓中运营。她还是加拿大

国际学校金边理事会主席，这是该国著名的学校。虽然医学研究需要

大量时间，但她一直试图通过学习更多有关会计和营销的方法来提高

自己。自 2013 年起，她被任命为柬埔寨邮政银行董事会成员。

管理层



杜赵杰先生
首席执行官

杜赵杰先生在柬埔寨的银行和金融领域拥有 20 多年的经验。在 2013 年任职为柬埔寨邮政银行首席执行官。凭借他过去在金融机构不同领域担任领导职务的经验及对本地人民对银行业务的需求，他从邮政银行开业开始塑造一个大众市场银行。

在加入柬埔寨邮政银行之前，杜先生曾经在 HKL 担任首席运营官及在 ACLEDA 银行当过包括商业，运营，贸易金融及信贷部不同职务。

杜赵杰先生在柬埔寨大学完成了银行与金融系硕士学位，皇家法律与经济科学大学公共法学学士学位，国立管理大学市场营销学士学位。



MALAY KUMER PAUL 先生
副首席执行官

Malay Kumer Paul 先生是一名高级管理专业人士，在亚太地区和中东地区的银行和金融机构拥有超过 27 年的全球、本地和投资银行工作经验。他于 2018 年加入 CPBank 担任首席风险官，并于 2020 年 7 月被任命为该行副首席执行官。

在他之前在富乐敦金融控股 (FFH) 担任综合风险管理副总裁期间，他曾支持 FFH 的风险职能投资组合公司遍布 8 个国家。他在其运营中担任过各种高级风险管理职务，其中包括综合业务副总裁风险管理，新加坡 FFH；湄公河副首席执行官兼首席风险官越南开发银行 (MDB)；信贷和收款负责人 The City Bank Ltd. 和 BRAC Bank Ltd. 在孟加拉国的零售和中小企业。在此之前，他在渣打银行服务了 13 年，最后职位是巴林、卡塔尔、约旦和黎巴嫩的馆藏负责人。他在 ANZ Grindlays 银行开始了他银行业职业生涯，他曾在分行银行和受损资产管理部門工作。

Malay Kumer Paul 先生拥有孟加拉国达卡大学的理学硕士学位（一级）。



YI SAKUN 先生
执行副总及首席人力资源执行官

YI SAKUN 先生超过18年的人力资源管理经验训练和绩效管理的发展

并协调金融部门的人力资源，包括银行，小额信贷机构和酒店业。YI

SAKUN 先生在人力资源管理和开发方面经验丰富营造企业文化人力资源

源管理绩效管理以及技能和人才的管理对于初创企业并进行改制或重

组。他加入了柬埔寨邮政银行。

自 2013 年 2 月成立以来。加入柬埔寨邮政银行之前。他曾担任

Amret小额信贷机构人力资源副执行主任。人力资源经理，人力资源

协调员澳新银行皇家银行国内项目协调员饭店人力资源执行董事还有

索卡集团度假村（酒店）和五星级度假村。他还曾经从事过销售工作热情好客的客户服务，包括五星级的国内和国际酒店如索菲特来福士，旅行和电信公司。

他拥有工商管理学士学位 并参加了国内外的许多培训课程，其中大部分与领导力和人力资源管理有关。



蔡洁琳 (SANDY) 女士
首席商务及分行运营执行官

蔡洁琳女士于 2019 年加入柬埔寨邮政银行担任首席商务及分行运营执行官。蔡女士曾经于ANZ皇家银行担任过包括人力资源，客户服务，分支行运营及组织管理和区域信贷管理等。她还被分配到Wing柬埔寨移动支付公司（2008 年为ANZ皇家银行的子公司）担任客户服务部兼运

营管理总监，负责电信，零售，管理和运营。她还曾在马来亚银行

(柬埔寨)的分行，担任个人及中小型信贷部门部总监等高级职位。2004年蔡女士曾担任柬埔寨亚洲银行执行秘书，并参以过业务管理和银行各部门的管理工作。

蔡洁琳女士于 2019 年 3 月 25 日正式成为洪森总理公认的“政

府-私人论坛”中13个企业代表之一；成为银行和金融服务工作组成

员，也是代表商会的第二技术委员会成员。柬埔寨微型企业以及工

业和手工业部下属物质和化学产品司的成员。她也是CSU_ACA的执行

委员之一，柬埔寨总商会会员，柬埔寨妇女企业家协会会员和柬埔寨

寨柬华理事总会青年组成员之一。

蔡洁琳女士毕业于诺顿大学，获得澳大利亚Charles Sturt大学管理

系硕士学位。她也被认可为 LEAN Six Sigma 和 Omega 信贷专员。



KONG CHHAYLONG先生
首席运营官

KONG CHHAYLONG 先生在技术和银行领域拥有超过 25 年的经验，并于 2016 年加入柬埔寨邮政银行。他已经在两家大型国际技术公司工作了 12 年以上。后来，他加入了该银行并担任高级职位。ANZ Royal 十多年来，基于他在技术系统方面的多年经验，他证明了自己参与银行业的知识，使银行服务更加便捷，数字化，简单且自动化，可以更好地满足市场需求和良好的治理。

他在银行担任过许多高级职务和职责。ANZ Royal 他领导的部分 Electronic Channel 为了促进服务，销售，资产管理和公司的运营取得成功，后来成为柬埔寨市场的主要银行。

由于他的奉献精神和高度奉献精神，他取得了显著成就，并被任命为首席运营官，负责管理和指挥由他控制的五个部门。除了他的核心工作，他还成功地领导和实施了各种项目，包括 System Transformation and Processes re-Engineering.

CHHAYLONG 先生毕业于信息技术硕士学位，并获得了各种领导力认证，他也是 International Compliance Association 和认证一样。



CHEA BUNHEAN先生
首席财务官

CHEA BUNHEAN 先生在亚洲地区的银行和金融界中拥有超过 16 年的经验专业管理经验。他于 2019 年 11 月加入柬埔寨邮政银行，担任首席财务官。他参与柬埔寨邮政银行 CIFRS 的转换。

在此之前，他是加拿大证券有限公司首席执行官及加拿大银行副首席财务官。也曾在一家商业银行担任了四年的商业银行部副此外，他曾担任新加坡，越南和柬埔寨的四家本地审计公司和四家主要审计公司的审计经理。

CHEA BUNHEAN 先生取得公共会计证书 CPA 澳大利亚和 KICPAA。他拥有法国巴黎工商管理大学的工商管理硕士学位。



KRUOCH CHANTHOL先生 信息技术首席执行官

KRUOCH CHANTHOL 先生拥有20多年的科技专业经验，KROUCH先生在2016加入柬埔寨邮政银行担任信息技术总监，于2021年晋升为信息技术首席执行官。他领导柬埔寨邮政银行技术和数字总局的工作组，以促进柬埔寨的下一代技术和数字战略，将当前的技术趋势提升到一个新水平，并吸引新的，创新的，快速且高效的数字产品来促进业务增长。

在加入柬埔寨邮政银行之前，他曾是Prudential人寿

保险公司地技术部总监，此外，他曾在UCB，RHB及CamkoBank担任管理职位，他的职责是管理IT和数字路线图，还担任信息技术基础设施，服务和产品供应，运营中心，卡供应商管理，在线安全威胁，风险审计，治理和质量保证，技术支持等。

CHANTHOL 先生毕业于金边皇家大学计算机信息科学专业，并拥有工商管理两个学位。

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最新奖项

- 连续荣获国际金融公司 (IFC) 和中小企业金融论坛颁发的“2021年中小型企业银行服务家”称号
- 被国际商业杂志评为“2021年柬埔寨成长最快的中小企业及零售银行”
- 荣获Visa于2021年颁发的“2020年度非接触式转换领域的领导者”奖项。



- 荣获税务总局2020-2021年颁发的“税务合规金奖”，排名前28。



企业社会活动



方侨生 博士公爵
柬埔寨邮政银行董事长捐赠
8,000,000 美元
COVID-19抗疾基金。

截至 2021 年 3 月 31 日，柬埔寨邮政银行董事会主席方侨生博士公爵共向柬埔寨王国政府捐赠了800 万美元，做为柬埔寨 COVID-19 大流行抗疫基金。

捐款包括：

- 购买 COVID-19 疫苗共3,000,000 美元
- “2月20日社区事件”防疫捐款共3,000,000 美元
- 捐赠2,000,000美元支持政府收购Nokor Tep妇女医院，将重新命名为Loung Mae医院。

柬埔寨邮政银行向 柬埔寨AFESIP组织 捐赠 1000 万柬币和卫生用品

2021 年 11 月 30 日，CPBank 捐赠 10,000,000 柬币，20 箱水，100箱口罩给柬埔寨AFESIP组织。

柬埔寨邮政银行还为 柬埔寨AFESIP组织开设了慈善账户，为热心人士及公众向该组织捐款提供了更多便利。

捐款账户如下：

柬币帐户: 610000000534 (AFESIP CAMBODIA ORGANIZATION)

美元帐户: 610000000526 (AFESIP CAMBODIA ORGANIZATION)

柬埔寨AFESIP组织是一个以关心和保护受非法性交易、暴力、虐待或契约奴役和剥削所受害的年轻妇女和女孩权利的非政府组织。该非政府组织提供住所、身心保健、法律支持、教育、培训，使受害者有机会重新融入社会。柬埔寨AFESIP组织成立于1996年，至今已帮助上千受害的年轻妇女和女孩。



柬埔寨邮政银行为社区的 Covid-19 预防做出贡献

2021年，柬埔寨邮政银行各省分行向当地政府捐赠环卫卫生用品各省在其地区进行 Covid-19 预防。

这些分行包括：



1. 卜迭棉芷省分行捐赠80箱口罩给诗梳风县市政厅。

2. 磅通省分行为斯登森县市政厅捐赠50箱口罩和 20 箱水。



3. 波萝勉省分行给省行政部捐赠 800,000 柬币，50 盒口罩和 20 箱水。

重要事件

2021年柬埔寨新分行盛大开业



贡比塞县分行于2021年1月15日开业



拉达那基里省分行于2021年1月18日开业



柏威夏省分行于2021年1月18日开业



速富县分行于2021年1月18日开业



国公省分行于2021年1月22日开业

柬埔寨邮政银行启动税收服务



2021 年 2 月 8 日，柬埔寨邮政银行在金边奥林匹亚城市酒店举行了“柬埔寨邮政银行对各类税收征收到一般柬埔寨全国税务局”允许所有客户和公众支付各种费用通过柬埔寨邮政银行向税务总局缴纳各种税款、运输税和财产税等税费。

此次活动由税务总局副局长Ken Sambath 博士阁下、负责柬埔寨邮政总干事的皇家政府代表团H.E Ok Bora 阁下和柬埔寨邮政银行董事会顾问、柬埔寨邮政银行首席执行官杜赵杰先生、银行高级管理人员出席。

柬埔寨邮政银行在国际妇女节分享爱与关怀



柬埔寨邮政银行管理层于 2021 年 3 月 8 日，即国际妇女节110 周年纪念日，向全体女性员工表示感谢和感谢。

柬埔寨邮政银行始终重视并促进工作场所的性别平等。到 2021 年，该银行已雇用超过 500 名员工为女性，占员工总数的 32%。该银行希望为柬埔寨人提供更多的就业机会，尤其是女性，使女性员工在未来五年内增长到员工总数的 50%。

柬埔寨邮政银行通过各种金融服务支持 柬币

为支持柬埔寨货币，于2021 年内，柬埔寨邮政银行积极推动在所有产品和服务中使用柬币，包括：

- 中小企业贷款规模高达 4,000,000,000 柬币
- 柬币定期存款年利率高达6%
- 通过 Bakong 进行的本地银行资金转账，每天高达 10,000,000 柬币
- 通过零售支付的本地银行资金转账每天高达 200,000,000 柬币
- 通过 FAST 进行本地银行资金转账，每天高达 40,000,000 柬币
- 通过手机银行在柬埔寨邮政银行账户内转账，每天最多 200,000,000 柬币
- 从柬埔寨邮政银行手机银行到 Wing 的资金转账每天高达 10,000,000 柬币



柬埔寨邮政银行与柬埔寨信用担保公司签署合作备忘录以支持中小企业发展



2021年7月28日，柬埔寨邮政银行与柬埔寨信用担保公司（CGCC）签署合作备忘录，贯彻落实支持中小型企业业务的恢复计划，通过提供担保贷款为缺乏抵押品的中小企业提供财务支持用于投资资金、营运资金和业务扩展。

柬埔寨邮政银行与沼气技术与信息中心（BTIC）签署促进沼气技术投资合作备忘录



柬埔寨邮政银行与沼气技术与信息中心（BTIC）于2021年10月14日签署促进沼气技术投资合作备忘录，为柬埔寨沼气技术表示支持。该倡议得到联合国工业发展署的支持组织（UNIDO）并由全球环境基金（GEF）资助。

在此合作备忘录中，柬埔寨邮政银行已将沼气贷款纳入其现有的中小企业贷款计划，贷款额度高达 100,000 美元并且银行未来也会有增加贷款额度的考量。

柬埔寨邮政银行与True Money合作，为存款用户提供更便捷的服务



柬埔寨邮政银行与True Money于2021年12月14日签署合作备忘录，柬埔寨邮政银行用户可以通过10,000多个True Money服务处存款或归还贷款。

柬埔寨邮政银行与True Money合作，为存款用户提供更便捷的服务



柬埔寨邮政银行购买柬埔寨机场投资有限公司（CAIC）1000万美元债券，以支持德崇国际机场项目。

12月28日，双方举办了担保债券签署仪式。据了解，债券利率为每年5.5%，期限为3年，由海外柬华投资有限公司（OCIC）提供担保。

第八次年度大会



2022年1月7日，柬埔寨邮政银行在西哈努克省独立酒店举行第八次年度大会。由首席执行官杜赵杰先生主持，所有管理团队、分行经理和 2021 年的优秀的员工参加。

本次大会的主要目标是庆祝 2021 年的成就并制定 2022 年的业务战略。本次活动还包括管理思维发展会议、加强关系和合作提高有效管理质量。



Audited Financial Statements

(The accompanying audited financial statements are partially extracted and reformatted from the whole audited financial statements)

CAMBODIA POST BANK PLC. AND ITS SUBSIDIARY

Consolidated and Separate Financial Statements for the year ended 31 December 2021 and Report of the Independent Auditors

Corporate information

Bank	Cambodia Post Bank Plc.	
Registration No.	Co. 1794 M/2013	
Registered office	No. 265-269, Ang Duong Street Sangkat Wat Phnom, Khan Daun Penh, Phnom Penh Kingdom of Cambodia	
Shareholders	Canadia Investment Holding Plc. (“CIHP”) Fullerton Financial Capital Pte. Ltd. (“Fullerton”) Cambodia Post (“CP”)	
Board of Directors	Neak Oknha Dr. Pung Kheav Se	Chairman
	Mr. Yeo Hong Ping	Vice-Chairman
	Mr. Ros Phirun	Director
	Dr. Pung Carolyne	Director
	Mr. Teo Meng Poh Philip	Non-Executive Director
	Mr. Neo Poh Kiat	Independent, Non-Executive Director
	Mr. Giang Sovann	Independent, Non-Executive Director
Auditors	PRICEWATERHOUSECOOPERS (CAMBODIA) LIMITED (PWC)	

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DIRECTORS' REPORT

The Board of Directors ("the Directors") hereby submits their report and the audited consolidated financial statements of the Cambodia Post Bank Plc. (the "Bank") and its subsidiary, Funan Microfinance Plc. (together "the Group") and the separate financial statements of the Bank for the year ended 31 December 2021.

PRINCIPAL ACTIVITIES

The principal activities of the Bank consist of the operation of core banking business and the provision of related financial services through the Bank's head office in Phnom Penh and its various branches in the Kingdom of Cambodia.

The principal activities of Funan Microfinance Plc. consist of the provisions of loans and other micro-finance services to improve living standards in term of rural development through its head office in Phnom Penh and its various branches in the Kingdom of Cambodia.

There were no significant changes in nature of the principal activities during the year.

RESULTS OF OPERATION

The results of financial performance for the year ended 31 December 2021 are set out in the consolidated and separate statement of profit or loss and other comprehensive income on page 54 and 58, respectively.

SHARE CAPITAL

There were no changes in the registered and paid up share capital of the Group and the Bank during the year.

BAD AND DOUBTFUL LOANS AND ADVANCES

Before the consolidated and separate financial statements of the Group and the Bank were drawn up, the Directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad loans and advances or making of allowance for impairment losses, and satisfied themselves that all known bad loans and advances had been written off and that adequate loss allowance has been made for bad and doubtful loans and advances.

At the date of this report and based on the best of knowledge, the Directors are not aware of any circumstances which would render the amount written off for bad loans and advances or the amount of the allowance for impairment losses in the consolidated and separate financial statements of the Group and the Bank inadequate to any material extent.

ASSETS

Before the consolidated and separate financial statements of the Group and the Bank were prepared, the Directors took reasonable steps to ensure that any assets which were unlikely to be realised in the ordinary course of business, at their value as shown in the accounting records of the Group and the Bank, have been written down to an amount which they might be expected to realise.

At the date of this report and based on the best of knowledge, the Directors are not aware of any circumstances which would render the values attributed to the assets in the consolidated and separate financial statements of the Group and the Bank misleading in any material respect.

CONTINGENT AND OTHER LIABILITIES

At the date of this report, there is:

- (a) no charge on the assets of the Group and the Bank which has arisen since the end of the financial year which secures the liabilities of any other person, or
- (b) no contingent liability in respect of the Group and the Bank that has arisen since the end of the financial year other than in the ordinary course of banking business.

No contingent or other liability of the Group and the Bank has become enforceable, or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the Directors, will or may substantially affect the ability of the Group and the Bank to meet its obligations as and when they fall due.

CHANGE OF CIRCUMSTANCES

At the date of this report, the Directors are not aware of any circumstances, not otherwise dealt with in this report or the consolidated and separate financial statements of the Group and the Bank, which would render any amount stated in the consolidated and separate financial statements misleading.

ITEMS OF UNUSUAL NATURE

The financial performance of the Group and the Bank for the financial year was not, in the opinion of the Directors, substantially affected by any item, transaction or event of a material and unusual nature. There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the Directors, to affect substantially the financial performance of the Group and the Bank for the current financial year in which this report is made.

THE BOARD OF DIRECTORS

The members of the Board of Directors holding office during the year and as at the date of this report are:

Neak Oknha Dr. Pung Kheav Se	Chairman
Mr. Yeo Hong Ping	Vice-Chairman
Dr. Pung Carolyne	Non-Executive Director
Mr. Teo Meng Poh Philip	Non-Executive Director
Mr. Ros Phirun	Non-Executive Director
Mr. Giang Sovann	Independent, Non-Executive Director
Mr. Neo Poh Kiat	Independent, Non-Executive Director

DIRECTORS' RESPONSIBILITY IN RESPECT OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

The Directors are responsible for ascertaining that the consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Bank as at 31 December 2021 and of its financial performance and its cash flows for the year then ended in accordance with the Cambodian International Financial Reporting Standards ("CIFRS").

In preparing these consolidated and separate financial statements, the Directors are required to:

- adopt appropriate accounting policies which are supported by reasonable and prudent judgments and estimates and then apply them consistently;

- comply with the disclosure requirements of CIFRS or, if there have been any departures in the interest of fair presentation, these have been appropriately disclosed, explained and quantified in the consolidated and separate financial statements;
- maintain adequate accounting records and an effective system of internal controls;
- prepare the consolidated and separate financial statements on the going concern basis unless it is inappropriate to assume that the Group and the Bank will continue operations in the foreseeable future; and
- effectively control and direct the Group and the Bank in all material decisions affecting its operations and performance and ascertain that such have been properly reflected in the consolidated and separate financial statements.

The Directors confirm that the Group and the Bank have complied with the above requirements in preparing the consolidated and separate financial statements.

APPROVAL OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

The accompanying consolidated and separate financial statements, together with the notes thereto, which present fairly, in all material respects, the financial position of the Group and the Bank as at 31 December 2021 and the financial performance and cash flows of the Group and the Bank for the year then ended in accordance with the Cambodian International Financial Reporting Standards, were approved by the Board of Directors.

On behalf of the Board of Directors and in accordance with the resolution of the Board.



Neak Oknha Dr. Pung Kheav Se
Chairman of the Board of Directors

Mr. Toch Chaochek
Chief Executive Officer

Phnom Penh, Kingdom of Cambodia
29 March 2022

Independent auditor's report

To the Shareholders of the Cambodia Post Bank Plc.

Our opinion

In our opinion, the consolidated financial statements and the separate financial statements present fairly, in all material respects, the consolidated financial position of Cambodia Post Bank Plc. (the "Bank") and its subsidiary (the "Group") and the separate financial position of the Bank as at 31 December 2021, and their consolidated and separate financial performance and their consolidated and separate cash flows for the year then ended in accordance with Cambodian International Financial Reporting Standards ("CIFRS").

What we have audited

The Group's consolidated financial statements comprise:

- the consolidated statement of financial position as at 31 December 2021;
- the consolidated statement of profit or loss and other comprehensive income for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended;
- the notes to the consolidated financial statements, which include significant accounting policies and other explanatory information

The Bank's separate financial statements comprise:

- the separate statement of financial position as at 31 December 2021;
- the separate statement of profit or loss and other comprehensive income for the year then ended;
- the separate statement of changes in equity for the year then ended;
- the separate statement of cash flows for the year then ended; and
- the notes to the separate financial statements, which include significant accounting policies and other explanatory information

Basis for opinion

We conducted our audit in accordance with Cambodian International Standards on Auditing (CISAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated and separate financial statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group and the Bank in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants ("IESBA Code") and the ethical requirements of the Kampuchea Institute of Certified Public Accountants and Auditors' Code of Ethics for Certified Public Accountants and Auditors ("KICPAA Code") that are relevant to our audit of the consolidated and separate financial statements in Cambodia. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and the ethical requirements of the KICPAA Code.

Other information

The directors are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the directors' report and supplementary financial information required by the National Bank of Cambodia but does not include the consolidated and separate financial statements and our auditor's report thereon.

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

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

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of management and those charged with governance for the consolidated and separate financial statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with CIFRS, and for such internal control as management determines is necessary to enable the preparation of 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.

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

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

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with CISAs 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 CISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the 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 we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained

up to the date of our auditor's report. However, future events or conditions may cause the Group and the 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated and separate financial statements. We are responsible for the direction, supervision and performance of the Group and the Bank audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

For PricewaterhouseCoopers (Cambodia) Ltd.


By Lang Hy
Partner

Phnom Penh, Kingdom of Cambodia
30 March 2022

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2021**

		2021	2020	2021	2020
	Notes	US\$	US\$	KHR '000	KHR '000
ASSETS					
Cash on hand	4	32,369,314	30,080,980	131,872,585	121,677,564
Deposits and placements with the central bank and other banks	5	199,576,882	280,712,006	813,076,217	1,135,480,064
Loans and advances to customers	6	867,286,468	682,018,901	3,533,325,071	2,758,766,455
Investment securities at amortised cost	7	9,819,479	-	40,004,557	-
Statutory deposits with the central bank	8	56,146,559	54,199,135	228,741,081	219,235,501
Property and equipment	9	5,116,191	4,027,288	20,843,362	16,290,380
Right-of-use assets	10	7,567,540	7,518,919	30,830,158	30,414,027
Intangible assets	11	1,177,067	655,196	4,795,371	2,650,268
Goodwill	12	754,215	754,215	3,072,672	3,050,800
Deferred tax assets	13	1,482,119	1,983,889	6,038,153	8,024,831
Other assets	14	1,553,373	1,517,688	6,328,443	6,139,048
TOTAL ASSETS		1,182,849,207	1,063,468,217	4,818,927,670	4,301,728,938
LIABILITIES AND SHAREHOLDERS' EQUITY					
LIABILITIES					
Deposits from banks and other financial institutions	15	138,618,007	109,289,254	564,729,761	442,075,032
Deposits from customers	16	714,422,731	665,985,860	2,910,558,206	2,693,912,804
Borrowings	17	122,787,187	113,269,881	500,235,000	458,176,669
Lease liabilities	10	7,394,935	7,397,574	30,126,965	29,923,187
Current income tax liabilities	18	3,798,726	2,254,574	15,476,010	9,119,752
Employee benefits	19	283,143	397,653	1,153,525	1,608,506
Other liabilities	20	3,382,106	2,781,171	13,778,700	11,249,836
Subordinated debts	21	42,768,479	34,028,479	174,238,783	137,645,198
TOTAL LIABILITIES		1,033,455,314	935,404,446	4,210,296,950	3,783,710,984
SHAREHOLDERS' EQUITY					
Share capital	22	76,000,000	76,000,000	304,093,780	304,093,780
Retained earnings		47,266,955	47,190,476	191,521,861	191,210,743
Non-distributive reserves		15,000,000	-	61,020,000	-
Regulatory reserves		11,126,938	4,873,295	45,116,747	19,676,927
Other reserves		-	-	6,878,332	3,036,504
TOTAL SHAREHOLDERS' EQUITY		149,393,893	128,063,771	608,630,720	518,017,954
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		1,182,849,207	1,063,468,217	4,818,927,670	4,301,728,938

The accompanying notes on pages 61 to 78 form an integral part of these consolidated and separate financial statements.

**CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2021**

	Notes	2021 US\$	2020 US\$	2021 KHR '000	2020 KHR '000
Interest income	23	104,955,525	95,111,584	426,959,076	387,769,928
Interest expense	23	(52,864,213)	(49,192,890)	(215,051,618)	(200,559,413)
Net interest income	23	<u>52,091,312</u>	<u>45,918,694</u>	<u>211,907,458</u>	<u>187,210,515</u>
Fee and commission income	24	785,297	515,735	3,194,588	2,102,652
Fee and commission expense	24	(134,652)	(180,257)	(547,764)	(734,908)
Net fee and commission income	24	<u>650,645</u>	<u>335,478</u>	<u>2,646,824</u>	<u>1,367,744</u>
Other income	25	<u>935,027</u>	<u>475,943</u>	<u>3,803,690</u>	<u>1,940,420</u>
Total other operating income		<u>935,027</u>	<u>475,943</u>	<u>3,803,690</u>	<u>1,940,420</u>
Credit impairment losses	26	(1,582,093)	(9,488,635)	(6,435,954)	(38,685,165)
Net other operating loss		<u>(1,582,093)</u>	<u>(9,488,635)</u>	<u>(6,435,954)</u>	<u>(38,685,165)</u>
Personnel expenses	27	(15,187,304)	(13,556,129)	(61,781,953)	(55,268,338)
Other expenses	28	(10,248,507)	(9,449,189)	(41,690,926)	(38,524,344)
Profit before income tax		<u>26,659,080</u>	<u>14,236,162</u>	<u>108,449,139</u>	<u>58,040,832</u>
Income tax expense	29	(5,328,958)	(3,098,042)	(21,678,201)	(12,630,717)
Profit for the year		<u>21,330,122</u>	<u>11,138,120</u>	<u>86,770,938</u>	<u>45,410,115</u>
Other comprehensive income:					
Items that will not be reclassified to profit or loss					
Currency translation differences		-	-	3,841,828	(3,864,189)
Other comprehensive income for the year, net of tax		<u>-</u>	<u>-</u>	<u>3,841,828</u>	<u>(3,864,189)</u>
Total comprehensive income for the year		<u>21,330,122</u>	<u>11,138,120</u>	<u>90,612,766</u>	<u>41,545,926</u>
Profit attributable to:					
Owners of the Bank		<u>21,330,122</u>	<u>11,138,120</u>	<u>86,770,938</u>	<u>45,410,115</u>
Total comprehensive income attributable to:					
Owners of the Bank		<u>21,330,122</u>	<u>11,138,120</u>	<u>90,612,766</u>	<u>41,545,926</u>

The accompanying notes on pages 61 to 78 form an integral part of these consolidated and separate financial statements.

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2021**

Attributable to owners of the Bank

	Share capital		Retained earnings		Non-distributive reserves		Regulatory reserves		Other reserves		Total	
	US\$	KHR '000	US\$	KHR '000	US\$	KHR '000	US\$	KHR '000	US\$	KHR '000	US\$	KHR '000
Balance at 1 January 2020	76,000,000	304,093,780	35,190,866	142,313,066	-	-	5,734,785	23,164,489	-	6,900,693	116,925,651	476,472,028
Profit for the year	-	-	11,138,120	45,410,115	-	-	-	-	-	-	11,138,120	45,410,115
Other comprehensive income – currency translation differences	-	-	-	-	-	-	-	-	-	(3,864,189)	-	(3,864,189)
Total comprehensive income for the year	-	-	11,138,120	45,410,115	-	-	-	-	-	(3,864,189)	11,138,120	41,545,926
Transactions with owners in their capacity as owners:												
Transfer from regulatory reserves	-	-	861,490	3,487,562	-	-	(861,490)	(3,487,562)	-	-	-	-
Total transactions with owners	-	-	861,490	3,487,562	-	-	(861,490)	(3,487,562)	-	-	-	-
Balance at 31 December 2020	76,000,000	304,093,780	47,190,476	191,210,743	-	-	4,873,295	19,676,927	-	3,036,504	128,063,771	518,017,954
Balance at 1 January 2021	76,000,000	304,093,780	47,190,476	191,210,743	-	-	4,873,295	19,676,927	-	3,036,504	128,063,771	518,017,954
Profit for the year	-	-	21,330,122	86,770,938	-	-	-	-	-	-	21,330,122	86,770,938
Other comprehensive income – currency translation differences	-	-	-	-	-	-	-	-	-	3,841,828	-	3,841,828
Total comprehensive income for the year	-	-	21,330,122	86,770,938	-	-	-	-	-	3,841,828	21,330,122	90,612,766
Transactions with owners in their capacity as owners:												
Transfer to non-distributive reserves	-	-	(15,000,000)	(61,020,000)	15,000,000	61,020,000	-	-	-	-	-	-
Transfer to regulatory reserves	-	-	(6,253,643)	(25,439,820)	-	-	6,253,643	25,439,820	-	-	-	-
Currency translation differences	-	-	-	-	-	-	-	-	-	-	-	-
Total transactions with owners	-	-	(21,253,643)	(86,459,820)	15,000,000	61,020,000	6,253,643	25,439,820	-	-	-	-
Balance at 31 December 2021	76,000,000	304,093,780	47,266,955	191,521,861	15,000,000	61,020,000	11,126,938	45,116,747	-	6,878,332	149,393,893	608,630,720

The accompanying notes on pages 61 to 78 form an integral part of these consolidated and separate financial statements.

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2021**

		2021	2020	2021	2020
	Notes	US\$	US\$	KHR '000	KHR '000
Cash flows from operating activities					
Cash (used in)/generated from operations	31	(135,019,463)	156,712,079	(549,259,177)	638,915,146
Interest received		104,000,469	94,912,555	423,073,908	386,958,487
Interest paid		(48,059,502)	(43,341,415)	(195,506,054)	(176,702,949)
Income tax paid	18	<u>(3,283,036)</u>	<u>(5,684,504)</u>	<u>(13,355,390)</u>	<u>(23,175,723)</u>
Cash (used in)/generated from operating activities		<u>(82,361,532)</u>	<u>202,598,715</u>	<u>(335,046,713)</u>	<u>825,994,961</u>
Cash flows from investing activities					
Purchase of property and equipment	9	(2,645,086)	(1,487,091)	(10,760,210)	(6,062,870)
Purchase of intangible assets	11	(798,192)	(83,403)	(3,247,045)	(340,034)
Proceeds from disposal of property and equipment		70,258	179	285,810	730
Payments for investment securities at amortised cost		<u>(10,000,000)</u>	<u>-</u>	<u>(40,680,000)</u>	<u>-</u>
Cash used in investing activities		<u>(13,373,020)</u>	<u>(1,570,315)</u>	<u>(54,401,445)</u>	<u>(6,402,174)</u>
Cash flows from financing activities					
Proceeds from borrowings	31	59,915,653	54,266,974	243,736,876	221,246,453
Repayments of borrowings	31	(50,433,727)	(31,678,256)	(205,164,401)	(129,152,250)
Proceeds from subordinated debts	31	10,000,000	-	40,680,000	-
Repayments of subordinated debts	31	(1,260,000)	-	(5,125,680)	-
Principal elements of lease payments	31	<u>(1,438,584)</u>	<u>(1,904,450)</u>	<u>(5,852,160)</u>	<u>(7,764,443)</u>
Cash generated from financing activities		<u>16,783,342</u>	<u>20,684,268</u>	<u>68,274,635</u>	<u>84,329,760</u>
Net (decrease)/increase in cash and cash equivalents		(78,951,210)	221,712,668	(321,173,523)	903,922,547
Cash and cash equivalents at the beginning of year		294,845,295	73,132,627	1,192,649,218	298,015,455
Currency translation differences		<u>-</u>	<u>-</u>	<u>8,076,807</u>	<u>(9,288,784)</u>
Cash and cash equivalents at the end of year	30	<u>215,894,085</u>	<u>294,845,295</u>	<u>879,552,502</u>	<u>1,192,649,218</u>

The accompanying notes on pages 61 to 78 form an integral part of these consolidated and separate financial statements.

**SEPARATE STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 31 DECEMBER 2021**

	Notes	2021 US\$	2020 US\$	2021 KHR '000	2020 KHR '000
ASSETS					
Cash on hand	4	31,963,950	29,730,158	130,221,132	120,258,489
Deposits and placements with the central bank and other banks	5	198,954,467	279,065,745	810,540,499	1,128,820,939
Loans and advances to customers	6	798,015,502	626,939,714	3,251,115,155	2,535,971,143
Investment securities at amortised cost	7	9,819,479	-	40,004,557	-
Statutory deposits with the central bank	8	55,746,559	53,799,135	227,111,481	217,617,501
Property and equipment	9	4,312,789	3,252,092	17,570,302	13,154,712
Right-of-use assets	10	6,394,694	6,394,869	26,051,983	25,867,245
Intangible assets	11	1,103,060	603,109	4,493,866	2,439,576
Investment in subsidiary	12	8,685,818	8,685,818	35,386,023	35,134,134
Deferred tax assets	13	1,184,337	1,747,314	4,824,989	7,067,885
Other assets	14	1,227,183	1,249,796	4,999,545	5,055,425
TOTAL ASSETS		1,117,407,838	1,011,467,750	4,552,319,532	4,091,387,049
LIABILITIES AND SHAREHOLDERS' EQUITY					
LIABILITIES					
Deposits from banks and other financial institutions	15	139,688,508	110,703,850	569,090,982	447,797,073
Deposits from customers	16	714,422,731	665,985,860	2,910,558,206	2,693,912,804
Borrowings	17	72,193,602	72,889,222	294,116,735	294,836,903
Lease liabilities	10	6,303,954	6,352,062	25,682,309	25,694,091
Current income tax liabilities	18	3,164,399	1,748,239	12,891,762	7,071,627
Employee benefits	19	235,429	354,483	959,138	1,433,884
Other liabilities	20	2,480,987	1,968,908	10,107,539	7,964,233
Subordinated debts	21	39,740,000	31,000,000	161,900,760	125,395,000
TOTAL LIABILITIES		978,229,610	891,002,624	3,985,307,431	3,604,105,615
SHAREHOLDERS' EQUITY					
Share capital	22	76,000,000	76,000,000	304,093,780	304,093,780
Retained earnings		37,212,584	39,848,106	150,947,045	161,668,348
Non-distributive reserves		15,000,000	-	61,020,000	-
Regulatory reserves		10,965,644	4,617,020	44,479,194	18,652,992
Other reserves		-	-	6,472,082	2,866,314
TOTAL SHAREHOLDERS' EQUITY		139,178,228	120,465,126	567,012,101	487,281,434
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		1,117,407,838	1,011,467,750	4,552,319,532	4,091,387,049

The accompanying notes on pages 61 to 78 form an integral part of these consolidated and separate financial statements.

**SEPARATE STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2021**

	Notes	2021 US\$	2020 US\$	2021 KHR '000	2020 KHR '000
Interest income	23	90,850,746	82,032,343	369,580,835	334,445,862
Interest expense	23	(48,954,720)	(45,339,925)	(199,147,801)	(184,850,874)
Net interest income	23	<u>41,896,026</u>	<u>36,692,418</u>	<u>170,433,034</u>	<u>149,594,988</u>
Fee and commission income	24	557,518	413,807	2,267,983	1,687,091
Fee and commission expense	24	(134,652)	(180,257)	(547,764)	(734,908)
Net fee and commission income	24	<u>422,866</u>	<u>233,550</u>	<u>1,720,219</u>	<u>952,183</u>
Other income	25	814,414	461,018	3,313,036	1,879,571
Total other operating income		<u>814,414</u>	<u>461,018</u>	<u>3,313,036</u>	<u>1,879,571</u>
Credit impairment losses	26	(251,303)	(8,776,993)	(1,022,301)	(35,783,801)
Net other operating loss		<u>(251,303)</u>	<u>(8,776,993)</u>	<u>(1,022,301)</u>	<u>(35,783,801)</u>
Personnel expenses	27	(11,670,641)	(10,301,225)	(47,476,168)	(41,998,094)
Other expenses	28	(7,875,360)	(7,221,645)	(32,036,964)	(29,442,647)
Profit before income tax		<u>23,336,002</u>	<u>11,087,123</u>	<u>94,930,856</u>	<u>45,202,200</u>
Income tax expense	29	(4,622,900)	(2,580,903)	(18,805,957)	(10,522,342)
Profit for the year		<u>18,713,102</u>	<u>8,506,220</u>	<u>76,124,899</u>	<u>34,679,858</u>
Other comprehensive income:					
Items that will not be reclassified to profit or loss					
Currency translation differences		-	-	3,605,768	(3,630,966)
Other comprehensive income for the year, net of tax		<u>-</u>	<u>-</u>	<u>3,605,768</u>	<u>(3,630,966)</u>
Total comprehensive income for the year		<u>18,713,102</u>	<u>8,506,220</u>	<u>79,730,667</u>	<u>31,048,892</u>
Profit attributable to:					
Owners of the Bank		<u>18,713,102</u>	<u>8,506,220</u>	<u>76,124,899</u>	<u>34,679,858</u>
Total comprehensive income attributable to:					
Owners of the Bank		<u>18,713,102</u>	<u>8,506,220</u>	<u>79,730,667</u>	<u>31,048,892</u>

The accompanying notes on pages 61 to 78 form an integral part of these consolidated and separate financial statements.

**SEPARATE STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2021**

Attributable to owners of the Bank

	Share capital		Retained earnings		Non-distributive reserves		Regulatory reserves		Other reserves		Total	
	US\$	KHR '000	US\$	KHR '000	US\$	KHR '000	US\$	KHR '000	US\$	KHR '000	US\$	KHR '000
Balance at 1 January 2020	76,000,000	304,093,780	30,574,886	123,885,975	-	-	5,384,020	21,755,507	-	6,497,280	111,958,906	456,232,542
Profit for the year	-	-	8,506,220	34,679,858	-	-	-	-	-	-	8,506,220	34,679,858
Other comprehensive income – currency translation differences	-	-	-	-	-	-	-	-	-	(3,630,966)	-	(3,630,966)
Total comprehensive income for the year	-	-	8,506,220	34,679,858	-	-	-	-	-	(3,630,966)	8,506,220	31,048,892
Transactions with owners in their capacity as owners:												
Transfer from regulatory reserves	-	-	767,000	3,102,515	-	-	(767,000)	(3,102,515)	-	-	-	-
Total transactions with owners	-	-	767,000	3,102,515	-	-	(767,000)	(3,102,515)	-	-	-	-
Balance at 31 December 2020	76,000,000	304,093,780	39,848,106	161,668,348	-	-	4,617,020	18,652,992	-	2,866,314	120,465,126	487,281,434
Balance at 1 January 2021	76,000,000	304,093,780	39,848,106	161,668,348	-	-	4,617,020	18,652,992	-	2,866,314	120,465,126	487,281,434
Profit for the year	-	-	18,713,102	76,124,899	-	-	-	-	-	-	18,713,102	76,124,899
Other comprehensive income – currency translation differences	-	-	-	-	-	-	-	-	-	3,605,768	-	3,605,768
Total comprehensive income for the year	-	-	18,713,102	76,124,899	-	-	-	-	-	3,605,768	18,713,102	79,730,667
Transactions with owners in their capacity as owners:												
Transfer to non-distributive reserves	-	-	(15,000,000)	(61,020,000)	15,000,000	61,020,000	-	-	-	-	-	-
Transfer to regulatory reserves	-	-	(6,348,624)	(25,826,202)	-	-	6,348,624	25,826,202	-	-	-	-
Currency translation differences	-	-	-	-	-	-	-	-	-	-	-	-
Total transactions with owners	-	-	(21,348,624)	(86,846,202)	15,000,000	61,020,000	6,348,624	25,826,202	-	-	-	-
Balance at 31 December 2021	76,000,000	304,093,780	37,212,584	150,947,045	15,000,000	61,020,000	10,965,644	44,479,194	-	6,472,082	139,178,228	567,012,101

The accompanying notes on pages 61 to 78 form an integral part of these consolidated and separate financial statements.

**SEPARATE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2021**

		2021	2020	2021	2020
	Notes	US\$	US\$	KHR '000	KHR '000
Cash flows from operating activities					
Cash (used in)/generated from operations	31	(114,750,731)	169,124,901	(466,805,975)	689,522,222
Interest received		90,097,127	81,814,066	366,515,113	333,555,947
Interest paid		(44,173,319)	(45,758,454)	(179,697,062)	(186,557,217)
Income tax paid	18	(2,643,763)	(4,843,902)	(10,754,828)	(19,748,588)
Cash (used in)/generated from operating activities		(71,470,686)	200,336,611	(290,742,752)	816,772,364
Cash flows from investing activities					
Purchase of property and equipment	9	(2,349,240)	(1,089,029)	(9,556,708)	(4,439,971)
Purchase of intangible assets	11	(754,035)	(83,403)	(3,067,414)	(340,034)
Proceeds from disposal of property and equipment		70,258	179	285,810	730
Payments for investment securities at amortised cost		(10,000,000)	-	(40,680,000)	-
Cash used in investing activities		(13,033,017)	(1,172,253)	(53,018,312)	(4,779,275)
Cash flows from financing activities					
Proceeds from borrowings	31	36,951,981	48,141,538	150,320,659	196,273,050
Repayments of borrowings	31	(37,659,671)	(25,176,977)	(153,199,542)	(102,646,535)
Proceeds from subordinated debts	31	10,000,000	-	40,680,000	-
Repayments of subordinated debts	31	(1,260,000)	-	(5,125,680)	-
Principal elements of lease payments	31	(1,515,075)	(1,329,165)	(6,163,325)	(5,419,006)
Cash generated from financing activities		6,517,235	21,635,396	26,512,112	88,207,509
Net (decrease)/increase in cash and cash equivalents		(77,986,468)	220,799,754	(317,248,952)	900,200,598
Cash and cash equivalents at the beginning of year		292,835,164	72,035,410	1,184,518,238	293,544,296
Currency translation differences			-	8,024,302	(9,226,656)
Cash and cash equivalents at the end of year	30	214,848,696	292,835,164	875,293,588	1,184,518,238

The accompanying notes on pages 61 to 78 form an integral part of these consolidated and separate financial statements.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

1. GENERAL

Cambodia Post Bank Plc. (“the Bank”) and its subsidiary, Funan Microfinance Plc. (collectively referred to as “the Group”) were incorporated and registered in the Kingdom of Cambodia.

The Bank

The Bank is a commercial bank operating in accordance with the Cambodian Law on Commercial Enterprises and under the supervision of the National Bank of Cambodia (“NBC” or “the central bank”), pursuant to the Law on Banking and Financial Institutions of Cambodia and in accordance with Banking License No. 38 dated 20 September 2013 issued by the NBC.

The shareholders of the Bank are Canadia Investment Holding Plc. (“CIHP”), a public limited company incorporated in the Kingdom of Cambodia, Cambodia Post (CP) of Ministry of Post and Telecommunications, and Fullerton Financial Capital Pte. Ltd. (“Fullerton”), incorporated in Singapore (Note 22).

The principal activities of the Bank consist of the operation of core banking business and the provision of related financial services through the Bank’s head office and various branches in Phnom Penh and in the provinces.

The Bank’s registered office is currently located at No. 265-269, Ang Duong Street, Sangkat Wat Phnom, Khan Daun Penh, Phnom Penh, Kingdom of Cambodia. The Bank has a total of 60 branches located in Phnom Penh and major provinces in Cambodia. There is no significant change in the principal activities of the Bank during the year.

The Subsidiary

Funan Microfinance Plc., the subsidiary, is a microfinance institution with 51 branches located across Cambodia providing small and medium-sized loans.

The subsidiary was incorporated in the Kingdom of Cambodia and registered with the Ministry of Commerce (“MoC”) as a public limited liability company under registration number Co. 2133 KH2015 dated 17 June 2015.

The consolidated and separate financial statements were authorised and approved for issue by the Board of Directors on 29 March 2022.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies adopted in the preparation of the consolidated and separate financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of preparation

The consolidated and separate financial statements are prepared in accordance with Cambodian International Financial Reporting Standards (“CIFRS”) which are based on all standards published by the International Accounting Standard Board including other interpretations and amendments that may occur in any circumstances to each standard.

The consolidated and separate financial statements have been prepared under the historical cost convention.

The Group and the Bank disclose the amount for each asset and liability that expected to be recovered or settled no more than 12 months after the reporting period as current, and more than 12 months after the reporting period as non-current.

The preparation of consolidated and separate financial statements in conformity with CIFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated and separate financial statements are disclosed in Note 3.

An English version of the consolidated and separate financial statements have been prepared from the consolidated and separate financial statements that are in the Khmer language. In the event of a conflict or a difference in interpretation between the two languages, the Khmer language consolidated and separate financial statements shall prevail.

2.2 New and amended accounting standards and interpretations

(a) New and amended accounting standards and interpretations adopted

The Group and the Bank have applied the following standards and amendments for the first time for their annual reporting period commencing on 1 January 2021:

- Covid-19-Related Rent Concessions – amendments to CIFRS 16, and
- Interest Rate Benchmark Reform – Phase 2 – amendments to CIFRS 9, IAS 39, CIFRS 7, CIFRS 4 and CIFRS 16.

The amendments listed above did not have any impact on the amounts of recognised in prior periods and are not expected to significantly affect the current or future periods.

(b) New standards and interpretations not yet adopted

Certain new accounting standards and interpretations have been published that are not mandatory for 31 December 2021 reporting period and have not been early adopted by the Group and the Bank. These standards are not expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

2.3 Principles of consolidation of the subsidiary

Funan Microfinance Plc. is the only subsidiary over which the Group has control. The Group controls an entity where the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The acquisition method of accounting is used to account for business combinations by the Group and the Bank.

Inter-company transactions, balances and unrealised gains on transactions between the Bank and the subsidiary are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of the subsidiary have been changed where necessary to ensure consistency with the policies adopted by the Group.

2.4 Foreign currency translation

(i) Functional and presentation currency

Items included in the consolidated and separate financial statements of the Group and the Bank are measured using the currency of the primary economic environment in which the Group and the Bank operate ("the functional currency"). The functional currency is the US\$ because of the significant influence of the US\$ on its operations. The consolidated and separate financial statements are presented in United States dollars ("US\$") which is the Group's and the Bank's functional and presentation currency.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in currencies other than US\$ are recognised in profit or loss.

Foreign exchange gains and losses that relate to borrowings are presented in the consolidated and separate statement of profit or loss, within interest expense. All other foreign exchange gains and losses are presented in the consolidated

and separate statement of profit or loss on a net basis.

(iii) Presentation in Khmer Riel

In compliance with the Law on Accounting and Auditing, the consolidated and separate financial statements shall be expressed in Khmer Riel ("KHR"). The consolidated and separate statement of profit or loss and other comprehensive income and the consolidated and separate statement of cash flows are translated into KHR using the average exchange rates for the year. Assets and liabilities for each consolidated and separate statement of financial position presented, shareholders' capital, and reserves are translated at the rate at the date of transaction. Resulting exchange difference arising from the translation of reserves are recognised directly in equity; all other resulting exchange differences are recognised in the other comprehensive income.

The Group and the Bank have used the official rates of exchange published by the National Bank of Cambodia, and as at the reporting date, the average rate was US\$ 1 to KHR4,068 (2020: KHR4,077) and the closing rate was US\$ 1 to KHR4,074 (2020: KHR4,045).

2.5 Cash and cash equivalents

For the purpose of presentation in the consolidated and separate statement of cash flows, cash and cash equivalents includes cash on hand, the non-restricted deposits and placements with the central bank and with other banks with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

2.6 Financial instruments

2.6.1 Financial assets

i) Classification

The Group and the Bank classify all its financial assets to be measured at amortised cost, which include cash on hand, deposits and placements with the central bank, deposits and placements with other banks, loans and advances, investment securities at amortised cost and other financial assets.

The classification depends on the Group's and the Bank's model for managing financial assets and the contractual terms of the financial assets cash flows.

- The asset is held within a business model with the objective of collecting the contractual cash flows, and
- The contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding.

The Group and the Bank reclassify financial assets when and only when their business model for managing those assets changes.

ii) Recognition and derecognition

Financial assets are recognised when the Group and the Bank become a party to the contractual provision of the instruments. Regular way purchases and sales of financial assets are recognised on trade date, being the date on which the Group and the Bank commit to purchase or sell the assets.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group and the Bank have transferred substantially all the risks and rewards of ownership. A gain or loss on derecognition of a financial asset measured at amortised cost is recognised in profit or loss when the financial asset is derecognised.

iii) Measurement

At initial recognition, the Group and the Bank measure a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Immediately after initial recognition, an expected credit loss allowance ("ECL") is recognised for financial assets measured at amortised cost, which results in an accounting loss being recognised in profit or loss when an asset is newly originated.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's and the Bank's business model for managing the assets and the cash flow characteristics of the assets. Based on these factors, the Group and the Bank classify its debt instruments as financial assets measured at amortised cost.

Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest ("SPPI"), and that are not designated at FVPL, are measured at amortised cost. The carrying amount of these assets is adjusted by any expected credit loss allowance recognised. Interest income from these financial assets is included in 'Interest income' using the effective interest rate method.

iv) Impairment

The Group and the Bank assess on a forward-looking basis the expected credit losses associated with its debt instrument assets carried at amortised cost and with the exposure arising from credit commitments. The Group and the Bank recognise a loss allowance for such losses at each reporting date. The measurement of ECL reflects:

- An unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- The time value of money; and
- Reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

The Group and the Bank apply a three-stage approach to measuring expected credit losses for the following categories:

- debt instruments measured at amortised cost; and
- credit commitments

The three-stage approach is based on the change in credit risk since initial recognition:

Stage 1: 12-month ECL

For exposures where there has not been a significant increase in credit risk since initial recognition and that are not credit impaired upon origination, the portion of the lifetime ECL associated with the probability of default events occurring within the next 12 months is recognised.

Stage 2: Lifetime ECL – not credit impaired

For exposures where there has been a significant increase in credit risk since initial recognition but are not credit impaired, a lifetime ECL (i.e. reflecting the remaining lifetime of the financial asset) is recognised.

Stage 3: Lifetime ECL – credit impaired

Exposures are assessed as credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of that asset have occurred. For exposures that have become credit impaired, a lifetime ECL is recognised and interest revenue is calculated by applying the effective interest rate to the amortised cost (net of provision) rather than the gross carrying amount.

ECL are recognised as credit impairment losses in profit or loss.

Please refer to Note 35.1 c) for credit risk in financial risk management for detailed measurement on ECL.

2.6.2 Financial liabilities

Financial liabilities are recognised when the Group and the Bank become a party to the contractual provision of the instruments. Financial liabilities are measured at amortised cost. Financial liabilities of the Group and the Bank include deposits from banks and other financial institutions, deposits from customers, borrowings, subordinated debts, and other financial liabilities.

Financial liabilities are initially recognised at fair value less transaction costs for all financial liabilities not carried at fair value through profit or loss. Financial liabilities are derecognised when they have been redeemed or otherwise extinguished.

2.6.3 Credit commitments

Credit commitments provided by the Group and the Bank are measured as the amount of the loss allowance. The Group and the Bank have not provided any commitment to provide loans at a below-market interest rate, or that can be settled net in cash or by delivering or issuing another financial instrument.

For credit commitments, the expected credit losses are recognised as provisions (presented with other liabilities). However, for contracts that include both a loan and an undrawn commitment and that the Group and the Bank cannot separately identify the expected credit losses on the undrawn commitment component from those on the loan component, the expected credit losses on the undrawn commitment are recognised together with the loss allowance for the loan. To the extent that the combined expected credit losses exceed the gross carrying amount of the loan, the expected credit losses are recognised as a provision.

2.7 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the consolidated and separate statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

2.8 Property and equipment

Property and equipment are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Subsequent expenditures relating to an item of property and equipment that has already been recognised are added to the carrying amount of the asset when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the Group and the Bank. All other subsequent expenditures are recognised as expenses in the period in which they are incurred.

Depreciation is calculated using the straight-line method to allocate the cost of assets less their residual values over the estimated useful lives.

Construction in progress represents property and

equipment under construction and is stated at cost. This includes cost of construction, property and equipment, and other direct costs. Construction in-progress is not depreciated until such time when the relevant assets are completed and ready for operational use.

The estimated useful lives are as follows:

Leasehold improvement	Shorter of lease period and its economic lives of 5 years
Office equipment	4 years
Furniture, fixtures and fittings	4 years
Computer and information technology ("IT") equipment	4 years
Vehicles	5 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, if there is an indication of a significant change since the last reporting date.

An asset's carrying amount is written down to its recoverable value immediately if the asset's carrying amount is greater than its estimated recoverable value.

Gains and losses on disposal of property and equipment are determined by comparing the proceeds with the carrying amount and are included in profit or loss.

2.9 Intangible assets

Computer software is stated at historical cost less accumulated amortisation and accumulated impairment losses, if any. Intangible assets are amortised using the straight-line method over estimated useful life of five years. Construction in-progress is not depreciated until such time when the relevant assets are completed and ready for operational use. Costs associated with maintenance of computer software are recognised as expenses when incurred.

2.10 Investment in subsidiary

In the Bank's separate financial statements, investment in subsidiary is carried at cost less any accumulated impairment losses. On disposal of investments in subsidiaries, the difference between disposal proceeds and the carrying amount of investments are recognised in the statement of profit or loss. The amounts due from subsidiaries of which the Bank does not expect repayment in foreseeable future are considered as part of the Bank's investments in subsidiaries.

2.11 Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation or depreciation are reviewed for impairment whenever events or changes

in circumstances indicate that the carrying amount may not be recoverable. Impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and its value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

Any impairment loss is charged to profit or loss in the period in which it arises. Reversal of impairment losses is recognised in profit or loss to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, had no impairment loss been recognised.

2.12 Employee benefits

i) Short-term employee benefits

Short-term employee benefits are accrued in the year in which the associated services are rendered by the employees of the Group and the Bank.

ii) Other employment benefits - Employment seniority payment

In June 2018, the Cambodian government amended the Labour Law introducing the seniority pay scheme. Subsequently in 21 September 2018, Prakas No. 443 K.B/Br.K.Kh.L, was issued providing guidelines on the implementation of the law. In accordance with the law/prakas, each entity is required to pay each employee with unspecified duration employment contract the following seniority scheme:

- (a) Annual service - effective January 2019, 15 days of their average monthly salary and benefits each year payable every six month on 30 June and 31 December (7.5 days each payment).
- (b) Past years of seniority service - employees are entitled to 15 days of their salary per year of service since the commencement of employment up to 31 December 2018 and still continue working with the Group and the Bank. The past seniority payment depends on each staff past services and shall not exceed six months of average gross salaries. On 22 March 2019, the Ministry of Labour and Vocational Training issued a guideline number 042/19 K.B/S.N.N.Kh.L, to delay the payment of the past years of seniority service which will be payable three days each in June and in December starting December 2021.

The annual service pay is considered as short-term employee benefits. These are accrued in the year in which

the associated services are rendered by the employees of the Group and the Bank.

The past years of seniority service is classified as long-term employee benefits, except for those payable within 12 months. Past seniority liability is recognised at the present value of defined obligations at the reporting period. The present value of the past seniority payment is determined by discounting the estimated future payments by references to the high-quality corporate bond of the currency that the liability is denominated.

2.13 Interest income and expense

Interest income and expense from financial instruments at amortised cost are recognised within "interest income" and "interest expense" respectively in the consolidated and separate statement of profit or loss using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts throughout the expected life of the financial instruments or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, The Group and the Bank take into account all contractual terms of the financial instrument and includes any fees or incremental costs that are directly attributable to the instrument and are an integral part of the effective interest rate, but not future credit losses.

Interest income is calculated by applying effective interest rate to the gross carrying amount of a financial asset except for:

- Purchased or originated credit-impaired financial assets ("POCI"), for which the original credit-adjusted effective interest rate is applied to the amortised cost of the financial assets.
- Financial assets that are not POCI but have subsequently become credit-impaired (or 'stage 3'), for which interest revenue is calculated by applying the effective interest rate to their amortised cost (i.e. net of the expected credit loss provision)

2.14 Fee and commission income

Fees and commissions are recognised as income when all conditions precedent are fulfilled (performance obligations are satisfied and control is transferred over time or point in time).

Commitment fees for loans, advances and financing that are likely to be drawn down are deferred (together with related direct costs) and income which forms an integral part of the effective interest rate of a financial instrument

is recognised as an adjustment to the effective interest rate on the financial instrument.

2.15 Leases

The Group and the Bank as a lessee

As inception of contract, the Group and the Bank assess whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Contracts may contain both lease and non-lease components. The Group and the Bank allocate the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the lease assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use.

Assets and liabilities arising from a lease are initially measured on a present value basis.

i) Lease liabilities

Lease liabilities include the net present value of the lease payments from fixed payments (including in-substance fixed payments), less any lease incentives receivable.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group and the Bank, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

To determine the incremental borrowing rate, the Group and the Bank use its recent borrowing rate as a starting point, making specific adjustments to the lease such as term, country, currency and security.

Lease payments are allocated between principal and interest expense. The interest expense is charge to profit or loss over the lease period so as to produce a constant

periodic rate of interest on the remaining balance of the liability for each period.

ii) Right-of-use assets

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs if any

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

Subsequently the right-of-use asset is measured at cost less depreciation and any accumulated impairment losses.

iii) Recognition exemptions

Payments associated with all leases of low-value assets and short-term leases are recognised as an expense in profit or loss.

2.16 Provisions

Provisions are recognised when the Group and the Bank have a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated.

When there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as an interest expense.

2.17 Current and deferred income tax

The income tax expense or credit for the period is the tax payable on the current period's taxable income, based on the applicable income tax rate adjusted by changes in deferred tax assets and liabilities attributable to temporary differences.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period where the Group and the Bank operate and generate taxable income.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated and separate financial statements. Deferred income tax is determined using tax rates that have been enacted or substantially 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 if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax assets and liabilities are offset where 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 and deferred tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

2.18 Reserves

a) Regulatory reserves

Banks and financial institutions are required to compute regulatory provisions, according to Prakas No. B7-017-344 dated 1 December 2017 and Circular No. B7-018-001 dated 16 February 2018 on credit risk classification and provisions on impairment. If the accumulated regulatory provision is higher than the accumulated impairment based on CIFRS 9, the 'topping up' will be recorded as regulatory reserves presented under equity. The reserve is subsequently reversed (up to zero) should the accumulated regulatory provision equal or be lower than accumulated impairment based on CIFRS 9. The regulatory reserve is set aside as a buffer, is non-distributable, is not allowed to be included in the net worth calculation.

b) Non-distributive reserves

The non-distributable reserve is maintained following the approval on 23 March 2021 and on 04 November 2021 from the central bank on the request to transfer from retained earnings in accordance with the central bank's Prakas No. B7-018-068 Prokor dated 22 February 2018 on the determination of capital buffer of banks and financial institutions. Any movement requires approval from the Board of Directors and the central bank.

2.19 Rounding of amounts

All Khmer Riel amounts disclosed in the consolidated and separate financial statements and notes have been rounded off to the nearest thousand currency units unless otherwise stated.

3. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Group and the Bank make estimates, assumptions and judgements concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates, assumptions and judgements that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

i) Measurement of the expected credit loss allowance

The measurement of the expected credit loss allowance for financial assets measured at amortised cost is an area that requires the use of complex models and significant assumptions about the future economic conditions and credit behaviour. Explanation of the inputs assumptions and estimation techniques used in measuring ECL is further detailed in Note 35.1 (c).

A number of significant judgements are also required in applying the accounting requirements for measuring ECL, such as:

- grouping financial assets sharing similar credit risk characteristics for the purposes of measuring ECL
- choosing appropriate models and assumptions to measure ECL
- determining criteria for identifying loans to customers that have experienced a significant increase in credit risk ("SICR")
- applying assumptions and analysis on expected future cash flows and forward-looking information, including COVID-19 impact on staging criteria which the existing ECL model was not built for

ii) Other employment benefits - Employment seniority payment

Past years of seniority service: the present value of the seniority payment obligations depends on a number of factors that are determined on a basis using a number of assumptions. The assumptions used in determining the ultimate cost for seniority payment include the staff turnover and discount rate. Any changes in these assumptions will impact the carrying amount of seniority payment obligations.

4. CASH ON HAND

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Current								
US\$	23,890,014	24,239,195	97,327,917	98,047,544	23,701,986	24,071,436	96,561,891	97,368,959
Other currencies	8,479,300	5,841,785	34,544,668	23,630,020	8,261,964	5,658,722	33,659,241	22,889,530
	32,369,314	30,080,980	131,872,585	121,677,564	31,963,950	29,730,158	130,221,132	120,258,489

5. DEPOSITS AND PLACEMENTS WITH THE CENTRAL BANK AND OTHER BANKS

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Deposits and placements with the central bank	122,422,881	272,954,147	498,750,818	1,104,099,525	122,412,200	272,943,632	498,707,303	1,104,056,991
Deposits and placements with other banks	77,916,976	7,808,938	317,433,759	31,587,154	77,287,632	6,160,144	314,869,813	24,917,783
	200,339,857	280,763,085	816,184,577	1,135,686,679	199,699,832	279,103,776	813,577,116	1,128,974,774
Less:								
Allowance for impairment losses	(762,975)	(51,079)	(3,108,360)	(206,615)	(745,365)	(38,031)	(3,036,617)	(153,835)
	199,576,882	280,712,006	813,076,217	1,135,480,064	198,954,467	279,065,745	810,540,499	1,128,820,939

6. LOANS AND ADVANCES

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Commercial loans:								
Overdrafts	175,895	121,308	716,596	490,691	175,895	121,308	716,596	490,691
Short term loans	988,708	648,855	4,027,996	2,624,618	683,384	334,792	2,784,106	1,354,234
Long term loans	876,284,445	690,680,104	3,569,982,829	2,793,801,021	805,468,213	635,424,344	3,281,477,500	2,570,291,470
Consumer loans	103,529	146,574	421,778	592,892	6,694	16,012	27,272	64,769
Total gross loans and advances	877,552,577	691,596,841	3,575,149,199	2,797,509,222	806,334,186	635,896,456	3,285,005,474	2,572,201,164
Less:								
Allowance for impairment losses	(10,266,109)	(9,577,940)	(41,824,128)	(38,742,767)	(8,318,684)	(8,956,742)	(33,890,319)	(36,230,021)
	867,286,468	682,018,901	3,533,325,071	2,758,766,455	798,015,502	626,939,714	3,251,115,155	2,535,971,143

7. INVESTMENT SECURITIES AT AMORTISED COST

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Non-current								
Gross amount	10,001,506	-	40,746,135	-	10,001,506	-	40,746,135	-
Allowance for expected credit loss	(182,027)	-	(741,578)	-	(182,027)	-	(741,578)	-
	9,819,479	-	40,004,557	-	9,819,479	-	40,004,557	-

Investment securities at amortised cost are investment in related company as unlisted corporate bonds subscribed on 31 December 2021 with a term of three years and annual coupon rate of 5.5%.

8. STATUTORY DEPOSITS WITH THE CENTRAL BANK

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Current								
Reserve deposits (i)	48,146,559	46,199,135	196,149,081	186,875,501	48,146,559	46,199,135	196,149,081	186,875,501
Non-current								
Capital guarantee deposits (ii)	8,000,000	8,000,000	32,592,000	32,360,000	7,600,000	7,600,000	30,962,400	30,742,000
	56,146,559	54,199,135	228,741,081	219,235,501	55,746,559	53,799,135	227,111,481	217,617,501

(i) Reserve deposits

The reserve requirement represents the minimum reserve which is calculated at 7% (2020: 7% for KHR and other currencies) of customers' deposits and borrowings in Khmer Riel (KHR) and other currencies of the Bank. The reserve requirement on customers' deposits and borrowings bear no interest.

(ii) Capital guarantee deposits

Under the NBC Prakas No. B7-01-136, dated 15 October 2001, banks are required to maintain a capital guarantee deposit of 10% of share capital. This deposit is refundable should the Bank voluntarily cease its operations in Cambodia and it is not available for use in the Bank's day-to-day operations. In compliance with Prakas B7-06-209 dated 13 September 2006 on the licensed microfinance institutions, Funan Microfinance Plc. ("Funan") is required to maintain a statutory capital deposit with the central bank of 5% of its paid-up capital. This deposit is refundable should the Funan voluntarily liquidate.

9. PROPERTY AND EQUIPMENT

	Leasehold improvements US\$	Construction in progress US\$	Office equipment US\$	Furniture, fixtures and fittings US\$	Computer and IT equipment US\$	Vehicles US\$	Total US\$
The Group							
Non-current							
As at 31 December 2020							
Cost	1,821,883	294,004	2,824,313	584,669	3,576,178	2,152,116	11,253,163
Accumulated depreciation	(1,099,790)	-	(1,677,411)	(458,657)	(2,407,342)	(1,582,675)	(7,225,875)
Net book amount	722,093	294,004	1,146,902	126,012	1,168,836	569,441	4,027,288
In KHR '000 equivalent	2,920,866	1,189,245	4,639,219	509,719	4,727,942	2,303,389	16,290,380
For the year ended 31 December 2021							
Opening net book amount	722,093	294,004	1,146,902	126,012	1,168,836	569,441	4,027,288
Additions	50,241	1,982,699	237,726	30,842	264,578	79,000	2,645,086
Transfer	165,556	(1,834,152)	143,996	-	1,524,600	-	-
Disposals- cost	-	-	(16,537)	(1,719)	(12,708)	(177,365)	(208,329)
Disposals- accumulated depreciation	-	-	16,416	1,592	12,690	177,241	207,939
Depreciation charge	(240,489)	-	(491,758)	(54,315)	(582,970)	(186,261)	(1,555,793)
Closing net book amount	697,401	442,551	1,036,745	102,412	2,375,026	462,056	5,116,191
As at 31 December 2021							
Cost	2,037,680	442,551	3,189,498	613,792	5,352,648	2,053,751	13,689,920
Accumulated depreciation	(1,340,279)	-	(2,152,753)	(511,380)	(2,977,622)	(1,591,695)	(8,573,729)
Net book amount	697,401	442,551	1,036,745	102,412	2,375,026	462,056	5,116,191
In KHR '000 equivalent	2,841,212	1,802,953	4,223,699	417,226	9,675,856	1,882,416	20,843,362
The Bank							
Non-current							
As at 31 December 2020							
Cost	1,744,512	212,626	2,729,337	508,359	2,577,429	1,889,578	9,661,841
Accumulated depreciation	(1,059,790)	-	(1,602,258)	(387,243)	(1,961,493)	(1,398,965)	(6,409,749)
Net book amount	684,722	212,626	1,127,079	121,116	615,936	490,613	3,252,092
In KHR '000 equivalent	2,769,700	860,072	4,559,035	489,914	2,491,461	1,984,530	13,154,712
For the year ended 31 December 2021							
Opening net book amount	684,722	212,626	1,127,079	121,116	615,936	490,613	3,252,092
Additions	30,248	1,895,666	221,724	29,064	93,538	79,000	2,349,240
Transfer	165,556	(1,834,152)	143,996	-	1,524,600	-	-
Disposals- cost	-	-	(13,193)	(524)	(8,197)	(177,365)	(199,279)
Disposals- accumulated depreciation	-	-	13,072	397	8,179	177,241	198,889
Depreciation charge	(219,175)	-	(481,310)	(51,846)	(370,351)	(165,471)	(1,288,153)
Closing net book amount	661,351	274,140	1,011,368	98,207	1,863,705	404,018	4,312,789
As at 31 December 2021							
Cost	1,940,316	274,140	3,081,864	536,899	4,187,370	1,791,213	11,811,802
Accumulated depreciation	(1,278,965)	-	(2,070,496)	(438,692)	(2,323,665)	(1,387,195)	(7,499,013)
Net book amount	661,351	274,140	1,011,368	98,207	1,863,705	404,018	4,312,789
IN KHR '000 EQUIVALENT	2,694,344	1,116,846	4,120,313	400,095	7,592,734	1,645,970	17,570,302

10. LEASES

This note provides information for leases where the Group and the Bank are lessees.

The Group and the Bank lease buildings for its operations. Rental contracts are typically made for fixed periods of 1 to 10 years. There is no renewal for these leases.

	The Group				The Bank			
	2021 US\$	2020 US\$	2021 KHR '000	2020 KHR '000	2021 US\$	2020 US\$	2021 KHR '000	2020 KHR '000
Right-of-use assets (Non-current)								
Buildings	7,567,540	7,518,919	30,830,158	30,414,027	6,394,694	6,394,869	26,051,983	25,867,245
Additions to the right-of-use assets during the year	2,079,033	3,553,076	8,457,506	14,485,891	1,426,351	3,224,402	5,802,396	13,145,887
Lease liabilities								
Current	2,021,243	1,808,855	8,234,544	7,316,818	1,463,733	1,318,030	5,963,248	5,331,431
Non-current	5,373,692	5,588,719	21,892,421	22,606,369	4,840,221	5,034,032	19,719,061	20,362,660
	7,394,935	7,397,574	30,126,965	29,923,187	6,303,954	6,352,062	25,682,309	25,694,091

11. INTANGIBLE ASSETS

	The Group			The Bank		
	Computer software US\$	Construction in progress US\$	Total KHR '000	Computer software KHR '000	Construction in progress US\$	Total US\$
Non-current						
As at 31 December 2020						
Cost	2,663,105	100,609	2,763,714	2,279,029	100,609	2,379,638
Accumulated amortisation	(2,108,518)	-	(2,108,518)	(1,776,529)	-	(1,776,529)
Net book value	554,587	100,609	655,196	502,500	100,609	603,109
In KHR '000 equivalents	2,243,304	406,964	2,650,268	2,032,613	406,963	2,439,576
For the year ended 31 December 2021						
Opening net book value	554,587	100,609	655,196	502,500	100,609	603,109
Additions	281,159	517,033	798,192	237,002	517,033	754,035
Transfer	65,465	(65,465)	-	65,465	(65,465)	-
Amortisation charge	(276,321)	-	(276,321)	(254,084)	-	(254,084)
Closing net book value	624,890	552,177	1,177,067	550,883	552,177	1,103,060
As at 31 December 2021						
Cost	3,009,729	552,177	3,561,906	2,581,496	552,177	3,133,673
Accumulated amortisation	(2,384,839)	-	(2,384,839)	(2,030,613)	-	(2,030,613)
Net book value	624,890	552,177	1,177,067	550,883	552,177	1,103,060
In KHR '000 equivalents	2,545,802	2,249,569	4,795,371	2,244,297	2,249,569	4,493,866

12. INVESTMENT IN SUBSIDIARY/GOODWILL

Investment in subsidiary in the separate financial statements represents the net consideration paid for the acquisition of the unquoted shares of the subsidiary.

Goodwill represents the surplus of the consideration paid over their fair value of the net assets.

The Group's and the Bank's management assesses that there were no impairment losses on investment in subsidiary and goodwill during the years ended 31 December 2021 and 31 December 2020.

13. DEFERRED TAX ASSETS

	The Group				The Bank			
	2021 US\$	2020 US\$	2021 KHR '000	2020 KHR '000	2021 US\$	2020 US\$	2021 KHR '000	2020 KHR '000
Non-current								
Deferred tax assets	3,229,409	3,500,337	13,156,612	14,158,864	2,841,430	3,040,266	11,575,986	12,297,876
Deferred tax liabilities	(1,747,290)	(1,516,448)	(7,118,459)	(6,134,033)	(1,657,093)	(1,292,952)	(6,750,997)	(5,229,991)
Deferred tax assets- net	1,482,119	1,983,889	6,038,153	8,024,831	1,184,337	1,747,314	4,824,989	7,067,885

14. OTHER ASSETS

	The Group				The Bank			
	2021 US\$	2020 US\$	2021 KHR '000	2020 KHR '000	2021 US\$	2020 US\$	2021 KHR '000	2020 KHR '000
Prepayments	754,320	746,837	3,073,100	3,020,956	447,009	521,626	1,821,115	2,109,977
Deposits	516,550	528,754	2,104,425	2,138,810	516,550	528,754	2,104,425	2,138,810
Others	282,503	242,097	1,150,918	979,282	263,624	199,416	1,074,005	806,638
	1,553,373	1,517,688	6,328,443	6,139,048	1,227,183	1,249,796	4,999,545	5,055,425
Current	529,321	246,818	2,156,454	998,379	549,861	286,237	2,240,134	1,157,829
Non-current	1,024,052	1,270,870	4,171,989	5,140,669	677,322	963,559	2,759,411	3,897,596
	1,553,373	1,517,688	6,328,443	6,139,048	1,227,183	1,249,796	4,999,545	5,055,425

15. DEPOSITS FROM BANKS AND OTHER FINANCIAL INSTITUTIONS

	The Group				The Bank			
	2021 US\$	2020 US\$	2021 KHR '000	2020 KHR '000	2021 US\$	2020 US\$	2021 KHR '000	2020 KHR '000
Demand deposits	544,818	1,628,029	2,219,589	6,585,377	793,615	1,705,665	3,233,188	6,899,415
Saving accounts	13,924,840	6,373,555	56,729,798	25,781,030	14,746,544	7,710,515	60,077,420	31,189,033
Fixed deposits	124,148,349	101,287,670	505,780,374	409,708,625	124,148,349	101,287,670	505,780,374	409,708,625
	138,618,007	109,289,254	564,729,761	442,075,032	139,688,508	110,703,850	569,090,982	447,797,073
Current	131,950,115	104,469,151	537,564,769	422,577,716	133,020,616	105,883,747	541,925,990	428,299,757
Non-current	6,667,892	4,820,103	27,164,992	19,497,316	6,667,892	4,820,103	27,164,992	19,497,316
	138,618,007	109,289,254	564,729,761	442,075,032	139,688,508	110,703,850	569,090,982	447,797,073

16. DEPOSITS FROM CUSTOMERS

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Demand deposits	18,958,471	15,861,154	77,236,811	64,158,368	18,958,471	15,861,154	77,236,811	64,158,368
Saving accounts	72,248,852	63,003,294	294,341,823	254,848,324	72,248,852	63,003,294	294,341,823	254,848,324
Fixed deposits	618,415,408	587,121,412	2,519,424,372	2,374,906,112	618,415,408	587,121,412	2,519,424,372	2,374,906,112
Margin deposits	4,800,000	-	19,555,200	-	4,800,000	-	19,555,200	-
	714,422,731	665,985,860	2,910,558,206	2,693,912,804	714,422,731	665,985,860	2,910,558,206	2,693,912,804
Current	654,994,873	598,392,580	2,668,449,113	2,420,497,986	654,994,873	598,392,580	2,668,449,113	2,420,497,986
Non-current	59,427,858	67,593,280	242,109,093	273,414,818	59,427,858	67,593,280	242,109,093	273,414,818
	714,422,731	665,985,860	2,910,558,206	2,693,912,804	714,422,731	665,985,860	2,910,558,206	2,693,912,804

17. BORROWINGS

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Related parties (i)	42,967,306	28,119,612	175,048,805	113,743,831	-	-	-	-
Non-related parties (ii)	79,819,881	85,150,269	325,186,195	344,432,838	72,193,602	72,889,222	294,116,735	294,836,903
	122,787,187	113,269,881	500,235,000	458,176,669	72,193,602	72,889,222	294,116,735	294,836,903
Current	60,959,034	41,422,224	248,347,105	167,552,896	55,424,727	29,536,930	225,800,338	119,476,882
Non-current	61,828,153	71,847,657	251,887,895	290,623,773	16,768,875	43,352,292	68,316,397	175,360,021
	122,787,187	113,269,881	500,235,000	458,176,669	72,193,602	72,889,222	294,116,735	294,836,903

(i) Related parties

The subsidiary has obtained loans from related parties under various loan agreements. The annual interest rates are between 7.50% to 8.50% (2020: 7.50% to 8.50%). All of the borrowings are unsecured and will be repaid at the maturity date.

(ii) Non-related parties

The Group and the Bank entered into loan agreements with various financial institutions which are all unsecured. The annual interest rates are between 2.00% to 8.00% (2020: 2.00% to 8.00%). The principal and interest repayments are made either on monthly, quarterly, or semi-annual basis or at maturity based on the respective payment schedule as stated in the loan agreement.

The Bank pledged negotiable certificate of deposits ("NCD") with face value amounting to US\$14,983,300 as collaterals for Liquidity Providing Collateralised Operation ("LPCO") amounting to KHR58,830,000,000 with the Central Bank, which will be matured in 2022 and with fixed interest rates ranging from 3.20% to 6.00% per annum.

Among these borrowings, facilities amounting to US\$12 million are at floating rate of LIBOR (6-month) plus 4.25% and LIBOR (6-month) plus 4.30% per annum. These facilities mature in 2022, so the Bank assesses that there is no impact from IBOR reform because 6-month LIBOR is still available until end of June 2023.

18. CURRENT INCOME TAX LIABILITIES

The movements of the Group's and the Bank's income tax liabilities are as follows:

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
As at 1 January	2,254,574	4,784,108	9,119,752	19,495,240	1,748,239	4,067,233	7,071,627	16,573,974
Current income tax	4,827,188	3,154,970	19,637,001	12,862,813	4,059,923	2,524,908	16,515,767	10,294,050
Income tax paid	(3,283,036)	(5,684,504)	(13,355,390)	(23,175,723)	(2,643,763)	(4,843,902)	(10,754,828)	(19,748,588)
Currency translation difference	-	-	74,647	(62,578)	-	-	59,196	(47,809)
As at 31 December	3,798,726	2,254,574	15,476,010	9,119,752	3,164,399	1,748,239	12,891,762	7,071,627

19. EMPLOYEE BENEFITS

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Provision on seniority payment:								
Current	40,185	114,510	163,714	463,193	40,185	119,054	163,714	481,573
Non-current	242,958	283,143	989,811	1,145,313	195,244	235,429	795,424	952,311
	283,143	397,653	1,153,525	1,608,506	235,429	354,483	959,138	1,433,884

20. OTHER LIABILITIES

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Accrued staff bonuses and unused leaves	1,885,031	1,410,454	7,679,616	5,705,286	1,625,433	1,167,251	6,622,014	4,721,530
Customers' advanced payments	431,457	422,897	1,757,756	1,710,618	-	-	-	-
Accrued expenses	419,582	384,625	1,709,377	1,555,808	241,705	264,365	984,706	1,069,356
Other taxes payable	322,352	291,974	1,313,262	1,181,035	301,521	276,801	1,228,397	1,119,660
Accounts payable	277,791	228,692	1,131,721	925,059	277,483	217,879	1,130,466	881,321
Others	45,893	42,529	186,968	172,030	34,845	42,612	141,956	172,366
	3,382,106	2,781,171	13,778,700	11,249,836	2,480,987	1,968,908	10,107,539	7,964,233

21. SUBORDINATED DEBTS

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Current	6,828,479	1,288,479	27,819,223	5,211,898	6,200,000	1,260,000	25,258,800	5,096,700
Non-current	35,940,000	32,740,000	146,419,560	132,433,300	33,540,000	29,740,000	136,641,960	120,298,300
	42,768,479	34,028,479	174,238,783	137,645,198	39,740,000	31,000,000	161,900,760	125,395,000

The Group and the Bank entered into subordinated debts agreements with related parties which are shareholders of the Bank and related companies. These facilities were approved by the NBC as Tier II capital for the purpose of net worth computation. The principal amount will be repaid in five equal instalments starting from the third year of multiple drawdowns in 2018, 2019 and 2021 until their maturity in 2025, 2026, and 2028 respectively. Subordinated debts bear interest rates ranging from 7.50% to 8.82% per annum (2020: 7.50% to 8.82% per annum).

22. SHARE CAPITAL

The total authorised amount of share capital comprises 76 million shares (2020: 76 million shares) with a par value of US\$1 per share (2020: US\$1 per share). All issued shares have been fully paid for.

	2021		2020	
	% of ownership	US\$	% of ownership	US\$
Canada Investment Holding Plc.	50%	38,000,000	50%	38,000,000
Fullerton Financial Capital Pte. Ltd.	45%	34,200,000	45%	34,200,000
Cambodia Post	5%	3,800,000	5%	3,800,000
	100%	76,000,000	100%	76,000,000
In KHR '000 equivalent		304,093,780		304,093,780

There were no changes in the share capital and ownership during the year.

23. NET INTEREST INCOME

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Interest income from financial assets measured at amortised cost:								
Loans and advances	104,203,076	94,284,683	423,898,113	384,398,652	90,107,736	81,254,697	366,558,270	331,275,399
Deposits and placements with other banks	696,276	683,617	2,832,451	2,787,107	687,037	634,362	2,794,867	2,586,294
Deposits and placements with the central bank	54,666	143,284	222,382	584,169	54,466	143,284	221,568	584,169
Investment securities at amortised cost	1,507	-	6,130	-	1,507	-	6,130	-
	104,955,525	95,111,584	426,959,076	387,769,928	90,850,746	82,032,343	369,580,835	334,445,862

23. NET INTEREST INCOME (CONTINUED)

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Interest expense to financial liabilities measured at amortised cost:								
Deposits from customers and other financial institutions	(41,925,887)	(38,361,893)	(170,554,508)	(156,401,438)	(42,020,601)	(38,456,596)	(170,939,804)	(156,787,541)
Borrowings	(10,430,827)	(10,315,661)	(42,432,604)	(42,056,950)	(6,503,111)	(6,464,800)	(26,454,656)	(26,356,990)
Interest on lease liabilities	(507,499)	(515,336)	(2,064,506)	(2,101,025)	(431,008)	(418,529)	(1,753,341)	(1,706,343)
	(52,864,213)	(49,192,890)	(215,051,618)	(200,559,413)	(48,954,720)	(45,339,925)	(199,147,801)	(184,850,874)
Net interest income	52,091,312	45,918,694	211,907,458	187,210,515	41,896,026	36,692,418	170,433,034	149,594,988

24. NET FEE AND COMMISSION INCOME

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Fee and commission income:								
Loan commitment fees	43,414	750	176,608	3,058	43,414	750	176,608	3,058
Other fees and commission	741,883	514,985	3,017,980	2,099,594	514,104	413,057	2,091,375	1,684,033
Total fee and commission income	785,297	515,735	3,194,588	2,102,652	557,518	413,807	2,267,983	1,687,091
Fee and commission expense	(134,652)	(180,257)	(547,764)	(734,908)	(134,652)	(180,257)	(547,764)	(734,908)
Net fee and commission income	650,645	335,478	2,646,824	1,367,744	422,866	233,550	1,720,219	952,183

25. OTHER INCOME

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Foreign exchange (losses)/gains	(177,312)	7,030	(721,305)	28,661	(185,615)	6,983	(755,082)	28,470
Other income	1,112,339	468,913	4,524,995	1,911,759	1,000,029	454,035	4,068,118	1,851,101
	935,027	475,943	3,803,690	1,940,420	814,414	461,018	3,313,036	1,879,571

26. IMPAIRMENT LOSSES

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Expected Credit Loss (ECL):								
Loans and advances	688,169	9,490,057	2,799,471	38,690,962	(638,058)	8,776,503	(2,595,620)	35,781,803
Deposits and placements with other banks	711,897	(1,422)	2,895,997	(5,797)	707,334	490	2,877,435	1,998
Investment securities at amortised cost	182,027	-	740,486	-	182,027	-	740,486	-
	1,582,093	9,488,635	6,435,954	38,685,165	251,303	8,776,993	1,022,301	35,783,801

27. PERSONNEL EXPENSES

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Salaries and wages	14,461,551	12,848,872	58,829,589	52,384,851	11,248,482	9,895,329	45,758,825	40,343,256
Other short-term benefits	725,753	707,257	2,952,364	2,883,487	422,159	405,896	1,717,343	1,654,838
	15,187,304	13,556,129	61,781,953	55,268,338	11,670,641	10,301,225	47,476,168	41,998,094

28. OTHER EXPENSES

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Depreciation and amortisation	3,980,697	4,120,603	16,193,475	16,799,698	3,087,493	3,247,169	12,559,922	13,238,708
Repairs and maintenance	913,328	551,219	3,715,418	2,247,320	647,071	365,554	2,632,285	1,490,364
Motor vehicles	674,181	621,031	2,742,568	2,531,943	486,253	465,765	1,978,077	1,898,924
Rental for short-term leases and low-value assets	614,783	476,418	2,500,937	1,942,356	530,388	391,568	2,157,618	1,596,423
License fees	571,540	525,343	2,325,025	2,141,823	571,540	525,343	2,325,025	2,141,823
Communication	545,634	520,169	2,219,639	2,120,729	432,527	415,127	1,759,520	1,692,473
Utilities	520,173	458,843	2,116,064	1,870,703	419,840	368,346	1,707,909	1,501,747
Stationery and supplies	347,698	343,440	1,414,435	1,400,205	255,789	256,631	1,040,550	1,046,285
Legal and professional fees	332,271	218,899	1,351,678	892,451	273,576	145,857	1,112,907	594,659
Travel, accommodation and food	136,913	155,118	556,962	632,416	62,134	67,029	252,761	273,277
Taxes and duties	133,889	114,190	544,660	465,553	110,530	81,255	449,636	331,277
Low value equipment and fixtures expenses	117,773	75,309	479,101	307,035	117,773	75,309	479,101	307,035
Advertising and public relations	80,219	92,852	326,331	378,558	69,668	85,476	283,409	348,486
Printing and forms	31,854	38,008	129,582	154,959	24,724	33,680	100,577	137,313
Others	1,247,554	1,137,747	5,075,051	4,638,595	786,054	697,536	3,197,667	2,843,853
	10,248,507	9,449,189	41,690,926	38,524,344	7,875,360	7,221,645	32,036,964	29,442,647

29. INCOME TAX

Income tax expense

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Current tax	4,827,188	3,154,970	19,637,001	12,862,813	4,059,923	2,524,908	16,515,767	10,294,050
Deferred tax	501,770	(56,928)	2,041,200	(232,096)	562,977	55,995	2,290,190	228,292
	5,328,958	3,098,042	21,678,201	12,630,717	4,622,900	2,580,903	18,805,957	10,522,342

30. CASH AND CASH EQUIVALENTS

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Cash on hand	32,369,314	30,080,980	131,872,585	121,677,564	31,963,950	29,730,158	130,221,132	120,258,489
Deposits and placements with the central bank and other banks:								
Current accounts	177,405,119	118,461,051	722,748,455	479,174,951	177,028,996	117,906,364	721,216,130	476,931,242
Savings accounts	6,119,652	4,803,264	24,931,462	19,429,203	5,855,750	3,698,642	23,856,326	14,961,007
Term deposits (original term of three months or less)	-	141,500,000	-	572,367,500	-	141,500,000	-	572,367,500
Cash and cash equivalents in the statement of cash flows	215,894,085	294,845,295	879,552,502	1,192,649,218	214,848,696	292,835,164	875,293,588	1,184,518,238

31. CASH FLOW INFORMATION

Cash (used in)/generated from operations

	The Group				The Bank			
	2021	2020	2021	2020	2021	2020	2021	2020
	US\$	US\$	KHR '000	KHR '000	US\$	US\$	KHR '000	KHR '000
Profit before income tax	26,659,080	14,236,162	108,449,139	58,040,832	23,336,002	11,087,123	94,930,856	45,202,200
Adjustments for:								
Impairment losses (Note 26)	1,582,093	9,488,635	6,435,954	38,685,165	251,303	8,776,993	1,022,301	35,783,801
Depreciation and amortisation	3,980,697	4,120,603	16,193,475	16,799,698	3,087,493	3,247,169	12,559,922	13,238,708
Written off on lease	(118,730)	-	(482,994)	-	(118,730)	-	(482,994)	-
Gains on disposal of property and equipment	(69,868)	(125)	(284,223)	(510)	(69,868)	(125)	(284,223)	(510)
Employee benefits	(114,511)	(12,396)	(465,831)	(50,538)	(119,054)	(2,042)	(484,312)	(8,325)
Net interest income	(52,091,312)	(45,918,694)	(211,907,458)	(187,210,515)	(41,896,026)	(36,692,418)	(170,433,034)	(149,594,988)
Operating profit before changes in operating assets and liabilities	(20,172,551)	(18,085,815)	(82,061,938)	(73,735,868)	(15,528,880)	(13,583,300)	(63,171,484)	(55,379,114)
Changes in operating assets and liabilities:								
Deposits and placements with other banks - maturity more than three months	(882,244)	(11,684,226)	(3,588,969)	(47,636,589)	(882,244)	(11,684,226)	(3,588,969)	(47,636,589)
Loans and advances to customers	(184,936,259)	(29,381,208)	(752,320,702)	(119,787,185)	(169,619,689)	(28,526,158)	(690,012,895)	(116,301,146)
Statutory deposits	(1,947,424)	15,048,718	(7,922,121)	61,353,623	(1,947,424)	15,048,718	(7,922,121)	61,353,623
Other assets	(35,685)	(48,600)	(145,167)	(198,142)	22,613	(26,870)	91,990	(109,549)
Deposits from banks and other financial institutions	29,246,199	25,486,273	118,973,538	103,907,535	28,902,104	27,016,959	117,573,759	110,148,142
Deposits from customers	43,750,094	175,987,949	177,975,382	717,502,868	43,750,094	181,430,827	177,975,382	739,693,482
Other liabilities	(41,593)	(611,012)	(169,200)	(2,491,096)	552,695	(551,049)	2,248,363	(2,246,627)
Cash (used in)/generated from operations	(135,019,463)	156,712,079	(549,259,177)	638,915,146	(114,750,731)	169,124,901	(466,805,975)	689,522,222



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