



**ANNUAL REPORT**  
**2021**

**Want to achieve goals in the future  
Let's start saving in Mohanokor**

You will get high interest rate up to

**9.25%**

*Per Annum*



# BRANCH NETWORK



- ◆ Operations Office(Including Head Office)  
Number: 57
- ◆ Operations covering 23 capitals-provinces in Cambodia with 202 districts, 1,453 communes And 9,140 villages.
- ◆ 48 ATMs.

# VISION

MOHANOKOR Microfinance Institution Plc is a leader in the provision of inclusive financial services that empowers the well-being of the socio-economically underprivileged individuals thereby contributing to the economic development in Cambodia.



# MISSION

MOHANOKOR as a professional microfinance institution aims:

1. To provide inclusive financial services to the socio-economically underprivileged individuals to improve their living standard to contribute to the economic development of Cambodia.
2. To engage in partnership with like-minded institutions for the attainment of mutual goals.



## CORE VALUES



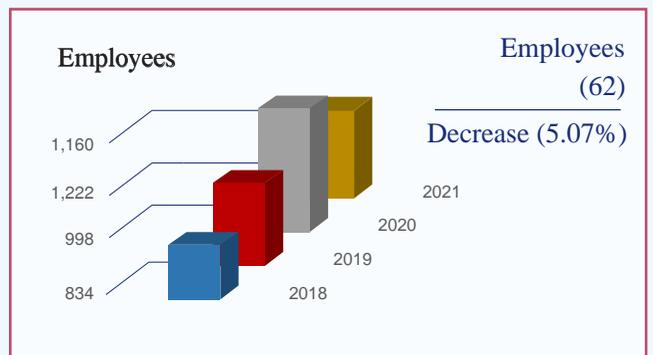
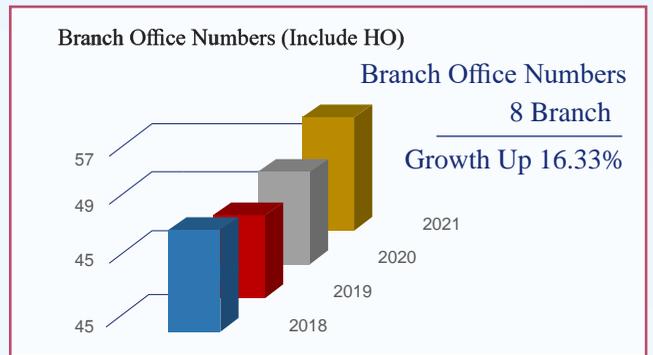
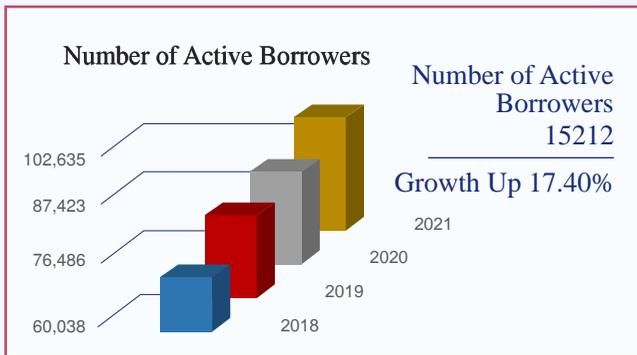
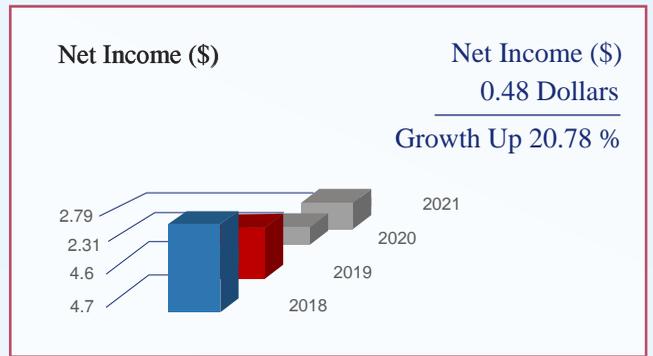
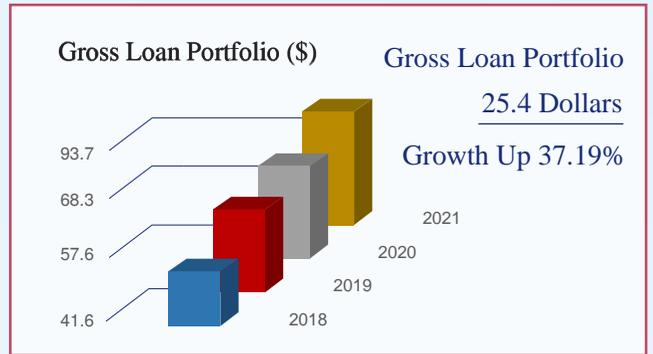
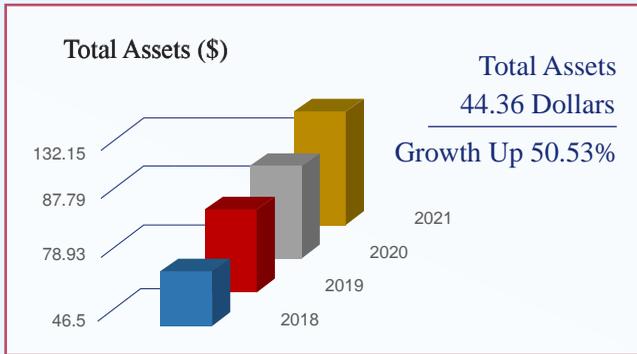
**TRUST** : BUILDS STRONG RELATIONSHIPS THAT CONNECT TO STAKEHOLDERS AND ENABLE US TO ACHIEVE GREAT THINGS OR BE INFLUENTIAL.

**EXCELLENCE** : WE ARE COMMITTED TO CONTINUOUS JOB DEVELOPMENT BY INCREASING PRODUCTIVITY AND CAPACITY, ALONG WITH ADHERING TO ETHICS, WE CAN ACHIEVE EXCELLENCE IN ALL THE WORKS WE HAVE DONE BRILLIANTLY FOR INDIVIDUALS AND FOR THE INSTITUTION.

**ACCOUNTABILITY** : WE HAVE A HIGH LEVEL OF RESPONSIBILITY FOR EVERYTHING IN A TRANSPARENT MANNER BASED ON LEGAL PRINCIPLES AND ACHIEVE GOOD RESULTS IN ACCORDANCE WITH THE GOALS SET BY US AND THE ORGANIZATION.

**MORALITY** : WE UPHOLD GOOD ETHICS IN ACCORDANCE WITH THE CUSTOMS, TRADITIONS, LAWS, AND THE ENVIRONMENT, WHICH ARE THE FUNDAMENTAL PRINCIPLES OF GOOD DEEDS.

# KEY PERFORMANCE HIGHLIGHTS



# MOHANOKOR Mobile



MOHANOKOR Mobile



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License from National Bank of Cambodia



Certificate of Incorporation



Patent 2020



ATM Certificate



Microfinance Company CEO of the Year Cambodia 2021



Faster Growing Microfinance Provider Cambodia 2021

# MESSAGE FROM BOARD'S CHAIRMAN

## MR. CHHUN VANRA

Chairman of the Board



The Board of Directors (“the Board”) submits this report, together with the financial statements of Mohanokor Microfinance Institution Plc. (“the Company”) as at 31 December 2021 and for the year then ended.

### THE COMPANY

Mohanokor Microfinance Plc. was established as a Cambodian non-government organisation (“NGO”) in 2014 that provides financial service to the rural poor with the economic opportunities to transform the quality of their lives and their communities through the provision of effective and sustainable client empowering financial services.

Mohanokor Microfinance Plc. was registered with the Ministry of Commerce on 20 March 2015 and transform from NGO to a Public limited Company. Mohanokor Microfinance Plc. obtained its license from the National Bank of Cambodia (“NBC”) to operate as microfinance institution on 11 June 2015.

On 17 July 2017, Mohanokor Microfinance Plc. Submitted a request letter to the NBC for the change of its legal name from “Mohanokor Microfinance Plc.” to “Mohanokor Microfinance Institution Plc.”. It was approved by the NBC on 5 October 2017 and Ministry of Commerce on 14 March 2018.

On 17 July 2020, the Company obtained a Micro-finance Deposit Taking Institution (“MDI”) license to conduct deposit taking business from the National Bank of Cambodia (“NBC”).

### PRINCIPAL ACTIVITIES

The Company is principally engaged in the provision of micro-finance services. Those services comprise granting credit for poor and low-income households and small enterprise operating in the Kingdom of Cambodia. Other Matter

The financial statements of the Company as at 31 December 2020 and for the year then ended were audited by another auditor who expressed an unmodified opinion on those statements on 24 June 2021.

### FINANCIAL RESULTS

The Company’s financial performance for the year ended 31 December 2021 are set out in the statement of comprehensive income.

### PAID-UP CAPITAL

The paid-up capital of the Company as at 31 December 2021 was US\$ 30,000,000 or KHR’000 121,350,000 (2020: US\$ 30,000,000 or KHR 121,350,000).

### EXPECTED CREDIT LOSSES ON LOANS AND ADVANCES

Before the financial statements of the Company were drawn up, the Board took reasonable steps to ensure that action had been taken in relation to the writing off of bad loans and in recognising the provision for expected credit losses, and satisfied themselves that all known bad

loans had been written off and that adequate allowance had been made for expected credit losses on loans and advances.

At the date of this report and based on the best of knowledge, the Board is not aware of any circumstances which would render the amount written off for bad loans or the amount of the allowance for expected credit losses in the financial statements of the Company inadequate to any material extent.

## **ASSETS**

Before the financial statements of the Company were drawn up, the Board 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 Company, 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 Board is not aware of any circumstances which would render the values attributed to the assets in the financial statements of the Company misleading in any material respect.

## **VALUATION METHODS**

At the date of this report, the Board is not aware of any circumstances that have arisen which would render adherence to the existing method of valuation of assets and liabilities in the financial statements of the Company misleading or inappropriate in any material respect.

## **CONTINGENT AND OTHER LIABILITIES**

At the date of this report, there is:

- (i) No charge on the assets of the Company which has arisen since the end of the financial year which secures the liabilities of any other person, and
- (ii) No contingent liability in respect of the Company 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 Company 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 Board, will or may have a material effect on the ability of the Company to meet its obligations as and when they become due.

## **CHANGE OF CIRCUMSTANCES**

At the date of this report, the Board is not aware of any circumstances, not otherwise dealt with in this report or the financial statements of the Company, which would render any amount stated in the financial statements misleading in any material respect.

## **ITEMS OF AN UNUSUAL NATURE**

The Company's financial performance for the year was not, in the opinion of the Board, materially affected by any items, transactions or events of a material and unusual nature.

There has not arisen in the interval between the end of the year and the date of this report any items, transactions or events of a material and unusual nature likely, in the opinion of the Board, to substantially affect the results of the operations of the Company for the period in which this report is made.

## **EVENTS AFTER THE REPORTING PERIOD**

There have been no significant events occurring during the period between the end of the reporting period and the date of authorisation of these financial statements, which would require adjustments or disclosures to be made in the financial statements.

## **THE BOARD OF DIRECTORS**

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

<b>Mr. Chhun Vanra</b>	<b>Chairman</b>
<b>Mr. Chhuon Sophal</b>	<b>Director</b>
<b>Mr. Chhun Sopheak</b>	<b>Director</b>
<b>Ms. Marjorie Marasigan</b>	<b>Director</b>
<b>Mr. Cheam Kimhour</b>	<b>Independent director</b>
<b>Mr. Sou Vanthan</b>	<b>Independent director</b>
<b>Mr. Sophean Chettra</b>	<b>Independent director</b>

## AUDITOR

Ernst & Young (Cambodia) Ltd. is the auditor of the Company.

## THE BOARD OF DIRECTORS' INTEREST

No management member held any interest in the equity of the Company. No arrangement existed to which the Company is a party with object of enabling the members to obtain an interest in the Company or in any corporate body.

## THE BOARD OF DIRECTORS' BENEFIT

During and at the end of the financial year, no arrangements existed to which the Company is a party with the object of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other corporate entity.

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive any benefit (other than a benefit included in the aggregate amount of emoluments received or due and receivable by the Directors as disclosed in the financial statements) by reason of a contract made by the Company or a related corporation with a firm of which the Director is a member, or with a Company in which the Director has a substantial financial interest other than as disclosed in the financial statements.

## STATEMENT OF THE BOARD OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE FINANCIAL STATEMENTS

The Board is responsible for ensuring that the financial statements give a true and fair view of the financial position of the Company as at 31 December 2021, and its financial performance and its cash flows for the year then ended. The Board oversees preparation of these financial statements by management who is required to:

- (i) Adopt appropriate accounting policies which are supported by reasonable and prudent judgments and estimates and then apply them consistently;
- (ii) Comply with the disclosure requirements and guidelines of Cambodian International Financial Reporting Standards ("CIFRSs") or, if there have been any

departures in the interest of fair presentation, these have been appropriately disclosed, explained and quantified in the financial statements;

(iii) Maintain adequate accounting records and an effective system of internal controls;

(iv) Prepare the financial statements on a going concern basis unless it is inappropriate to assume that the Company will continue operations in the foreseeable future; and

(v) Effectively control and direct the Company in all material decisions affecting the operations and performance and ascertain that these have been properly reflected in the financial statements.

Management is responsible for ensuring that proper accounting records are kept which disclose, with reasonable accuracy at any time, the financial position of the Company and to ensure that the accounting records comply with the registered accounting system. It is also responsible for safeguarding the assets of the Company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board confirms that the Company have complied with the above requirements in preparing the financial statements.

## APPROVAL OF THE FINANCIAL STATEMENTS

We hereby approve the accompanying financial statements which give a true and fair view of the financial position of the Company as at 31 December 2021, and its financial performance and its cash flows for the year then ended in accordance with CIFRSs.

On behalf of the Board of Directors:

  
  
Chhun Vanra  
Chairman

Phnom Penh, Kingdom of Cambodia

29 July 2022

## MESSAGE FROM CHIEF EXECUTIVE OFFICER

### CHHUN SOPHEAK

#### Chief Executive Officer



Cambodia has been affected by the Covid -19 pandemic from 2020 to the present, which has severely affected some sectors. Through the government's rehabilitation mechanism to promote vaccination to the people and to tighten the implementation of health regulations, as well as to adapt to the normalization of the new path, my colleagues and I set out three principles. In order to encourage Mohanakor Microfinance Institution to maintain its position in the market and further development as follows:

**First:** Think together, practice together, take responsibility together.

**Second:** we must know how to live in a difficult context and turn it into an opportunity.

**Third:** No one is better than our team

Through the introduction of the above principles, the institution has achieved a great achievement for the year 2020, which is the official license from the National Bank of Cambodia on July 17, 2020, which

is a licensed Microfinance Deposit Taking and also receives official approval from the National Bank of Cambodia to operate ATMs along with expanding its operating network to 52 branches.

In order to achieve its vision, Mohanakor Microfinance Institution Plc. has also continued to set out its strategy for 2021 as follows:

#### HUMAN RESOURCE MANAGEMENT

Mohanakor MFI has given priority to students who are studying to have the opportunity to gain experience, increase capacity and grow together. The Company has focused on effective human resource management through the implementation of the following strategies:

- Recruitment and orientation of professional work in a timely manner according to the plans and needs of the company in line with the progress of the institution and an opportunity to expand, even in situations facing the spread and spread of Covid-19 disease, the institution still provide job opportunities

for employees, especially students.

- To develop and maintain a highly capable and diverse workforce in a healthy, safe and productive work environment that maintains a positive work culture, values in line with the financial principles, social mission and core values of the metropolis.
- Follow the well-designed human resource management process that is in line with the preferences and increase staff capacity.
- Develop leadership, retain highly qualified staff with key skills, transfer the right people to match job requirements, and improve law enforcement or non-functioning individuals.
- Develop and enhance the management of human resources in accordance with financial, social, core values and environmental protection through the use of advanced information and communication technology.
- To provide recognition based on practices and rewards schemes that do not promote strong sales.
- Reduce staff turnover, market risk assessment and reporting processes to improve human resource management.

In practice, in 2021, the company had a total of 1,160 employees (433 female employees), of which the company recruited 395 new employees (263 male employees and 132 female employees) and staff turnover rate on average, 2.76% per month. The number of direct operations employees was 62% and the number of employees supporting operations was 38%.

Human resource management is an essential factor in achieving its business plan, despite the current digital age. Benefits As well as the introduction of health care programs, health insurance and maternity accidents, the Social Security Fund, mortality and other benefits are designed to motivate workers.

# អបអរសាទរ

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នៃកម្ពុជា ឆ្នាំ២០២១”

**CONGRATULATIONS**  
**MOHANOKOR Microfinance Institution Plc.**  
gets the international awards Of the  
“Microfinance Company CEO of the Year  
Cambodia 2021”



## MARKETING APPROACH

After Mohanakor Microfinance Institution Plc. was granted a Microfinance Deposit-Taking business license on July 17, 2020, it has introduced a number of marketing methods to increase customer growth and loan portfolio by mobilizing deposits from the market.

### A-Implementation of credit strategy

- Contributing to the socio-economic well-being through the provision of micro- and micro-loans to enable the poor to access loans to revitalize their families and expand their businesses after the recession Covid-19 pandemic. Mohanakor has always focused on group loans of about 70% and single loans of about 30%.
- Increase staff productivity by setting plans for employees to sell products by providing clear professional training with incentive schemes to coordinate with.
- Provide customer service with loyalty and customer protection, as well as a high level of customer satisfaction assessment, while maintaining the good reputation of the institution and the trust of customers.
- Provides the financial products and services with innovative technologies to meet customer needs.
- Implement new, efficient and reliable operations with the development of policies, social and financial procedures, recording and reporting in accordance with laws and regulations in all branches.
- Cultivate a customer-focused approach to leading and fostering a culture of innovation to balance social and financial performance.
- Growth in integrated financial services through optimization, profitability and sustainability.

### B-Implementation of savings strategy

Savings mobilization is a necessity that Mohanakor

MFI has focused on and prioritized as an important source of funding to support operations. Since the establishment has just received a business license to as Microfinance Deposit-Taking, it is a challenge to find customers. The company has set out a number of key mechanisms to implement, with the focus on existing clients, the key persons, its goals and loyalty, and the promotion of promotional plans through leaflets, social media, and any video clip promotions etc. Creating events such as tree planting, social work, associated with the sale of new products. The promotion through the reputation and relationship of the company also helped the company to create the potential to sell deposit services, as a result, the company will reach 108,766 accounts in 2021, which is about 38.63 million in USD.

The company values its customers by maintaining customer loyalty and meeting the needs of customers at a high level by protecting customers and evaluating high customer satisfaction by strengthening and maintaining the brand reputation of the company. Provide financial products and services integrated with the implementation of innovative technology-oriented products and services that meet customer needs to cultivate a customer-centric approach in leadership and foster a culture of innovation to balance between social and financial processes.

## APPROACHES TO FINANCIAL MANAGEMENT

- Ensures compliance with financial accounting standards, management, branch support and taxation with all internal and external regulations to support operations such as financial policy revision, procedures, reporting tools for operations, project completion CIFRS and credit scoring, continued compliance with tax compliance.
- Monitor and maintain the accuracy and reliability of the financial records and financial transaction data of the entire metropolitan area on monthly accounting reports to the National Bank of Cambodia and other reports, liquidity management, investment, risk,

interest rate, exchange Overseas Capital adequacy, dividend policy, risk limits, management instruments, control instruments.

- Ensure that all branches and the entire Mohanakor maintains a positive net financial position and adhere to internal and external reports.
- Support client-centered leadership practices to balance social and financial processes by integrating and implementing CPP / SPM and environmental protection in all financial policies, procedures, activities, documents and reports.

### **APPROACH TO RISK MANAGEMENT PRACTICES**

- Design and execute business risk management processes along with the strategic management process of Mohanakor.
- Improving the risk management framework and risk registration.
- Develop and implement effective credit risk management with the preparation and implementation of business sustainability plans
- Develop and implement cost-effective and efficient financial risk management with improved awareness of risks in financial transactions
- Development of risk management tools
- Develop and implement effective and efficient operational risk management
- Effectiveness of financial risk management and social performance

Approaches to technology systems

- Updating information technology systems towards digitalization for the financial environment in line with market needs.
- Strengthening server and storage management for the core banking system (DC & DR)

- Managing the core banking roles and consumer reviews
- Support ATM, Middleware, Web Service projects
- Development of policies and procedures (IT management principles, IT disaster recovery procedures, CCTV management procedures and core banking management procedures)

### **SOCIAL RESPONSIBILITY**

Mohanakor MFI has successfully implemented the principles and procedures of social responsibility as a strategic program that provides good benefits to customers, employees and communities and biodiversity that we have implemented since 2018 and Succeeded in 2021 by implementing the Client Protection Principle (CPP) in April 2021.

By providing its core business will increase revenue year by year (see details in the financial statements).

I am pleased to report that after the implementation of the strategic plan, we have achieved a lot, despite the fact that the situation of Covid-19 pandemic continues to be frightening economy.

I would like to express my deep gratitude to the customers, the Board of Directors, the management and the staff, especially the Royal Government of the National Bank of Cambodia, which is an important part of making the Mohanakor MFI fruitful in 2021.



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**CHHUN SOPHEAK**

**Chief Executive Officer**

# អបអរសាទរ

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“ស្ថាប័នមីក្រូហិរញ្ញវត្ថុរីកចម្រើនលឿនជាងគេបង្អស់ នៅកម្ពុជា ឆ្នាំ២០២១”

## CONGRATULATIONS

MOHANOKOR Microfinance Institution Plc. receives the international awards  
Of the “Fastest Growing Microfinance Provider Cambodia 2021”



# ABOUT MOHANOKOR MICROFINANCE INSTITUTION PLC.



**Prospects for the Cambodia Microfinance**  
**About MOHANOKOR Microfinance Institution Plc**  
**Products and Services**

## **PERSPECTIVE FOR THE CAMBODIA MICROFINANCE**

In 2021, the economic situation in Cambodia will continue to be affected by the Covid-19 pandemic, especially the community event of 20th February 2021, which will affect the economy, tourism, construction and investment, as well as import of the garment sector are in decline. With the government's policy of economic recovery, especially the success of increasing the number of vaccines available to the citizen, tightening the implementation of health rules and interventions to save the community to live in normal trajectory. Currently, Cambodia is among the countries with the highest vaccination rates in the region and the world.

The effects of the Covid-19 pandemic have also had a devastating effect on monetary and banking conditions. The National Bank of Cambodia as well as the Cambodian Microfinance Association have taken a great care to intervene as necessary to manage the pressure on the financial sector by launching a number of mechanisms on classification obligations and provisions. Restructured loans aimed at reducing credit risk to maintain financial stability and support the recovery of economic activity, as well as seize the opportunity of financial technology development by modernizing the banking system, especially the payment system. National Bank of Cambodia (operated since the mid-2010s). The benefits of this advancement include payment modernization, which reduced direct contact during the Covid-19 outbreak. This new mechanism has really contributed to the sustainability of business, trade, investment and general payments, saving time, reducing operating costs and increasing payment efficiency. In order to maintain the resilience of the banking system, banking and financial institutions also need to continue to strengthen their Business Continuity Plan and Contingency Plan with regular strength tests. On the other hand, the National Bank of Cambodia has

also instructed financial institutions to contribute to the implementation of Anti-Money Laundering and Combating the Financing of Terrorism, which must be continuously enhanced in accordance with the laws, regulations and guidelines of the Cambodia Financial Intelligence Unit to be highly effective.

## **ABOUT MOHANOKOR MICROFINANCE INSTITUTION PLC**

MOHANOKOR Microfinance Institution Plc. was established as a non-governmental organization in 2014, providing financial services to the rural poor with the economic opportunity to change their quality of life and community through the provision of services. Effective and sustainable finance to clients.

MOHANOKOR Microfinance Institution Plc. was registered with the Ministry of Commerce on March 20, 2015 and moved from the NGO to a private limited company. MOHANOKOR Microfinance Institution Plc. received its license from the National Bank of Cambodia (NBC or The Central bank) to operate as a microfinance institution on 11 June 2015.

On July 17, 2017 MOHANOKOR Microfinance Institution Plc. Filed a letter to the National Bank of Cambodia requesting a legal name change from MOHANOKOR Microfinance Institution Plc. And Ministry of Commerce on March 14, 2018.

On July 17, 2020, MOHANOKOR Microfinance Institution (MFI) received a Microfinance Deposit-taking License (MDI) from the National Bank of Cambodia (Central Bank).

The institution is primarily involved in providing financial services with core credit products, and those services continue to provide credit to poor and low-income households and small businesses throughout Cambodia.

## NEWS AND EVENT

Mohanakor Microfinance Institution Plc. is committed to contributing to the effective implementation of regulations and continuing to maintain profitability for its employees and clients through the introduction of a number of key strategic policies such as: Careful lending, savings, training, business expansion, especially financial technology modernization. As a result, Mohanakor MFI has achieved 6 major projects, including:

Mohanakor Microfinance Institution Plc. is committed to contributing to the effective implementation of regulations and continuing to maintain profitability for its employees and clients through the introduction of a number of key strategic policies such as: Careful lending, savings, training, business expansion, especially financial technology modernization. As a result, Mohanakor MFI has achieved 6 major projects, including:

1. The April 2021 event will be certified by SMART CAMPAIGN, an international, independent and specialized institution evaluating the implementation of consumer protection policies in the global financial sector, with a focus on Clients Protection principles based on successful implementation efforts:

- appropriate services: Providing services or providing accurate, clear, sufficient and timely information to customers in a formal and in a language that the customer can easily understand, enabling their customers to make informed decisions. Maintaining transparency about the price, duration, content and conditions of the product is essential and must be highlighted to its customers.

- debt protection services by carefully examining clients' ability to repay in all aspects and providing incentives to employees based on the quality of their portfolio.

- Transparency: The service provider must provide clear, sufficient and timely information to the

customer in a format and language that the customer can easily understand, which allows the customer to make informed decisions. Maintaining transparency about the price, duration, content and conditions of the product is essential and must be highlighted to its customers.

- Responsible pricing: Pricing, duration, content and conditions of the product are set to the level that the customer can afford and the establishment can survive.

- Be fair and respectful to customers: Together, act with respect, dignity, fairness and without discrimination by agencies and institutions, which is the right of each client. In this sense, the officers at all levels of the institution must provide good services, perform professional work by avoiding any misconduct or bad actions affecting customers, especially during the process of providing new deposits, when collecting compensation and dealing with debt.

- Confidentiality of customer data: Customer personal information is protected and kept confidential in accordance with the laws and regulations of the respective jurisdiction. This personal data will be used in accordance with the objectives agreed upon during the data collection inquiry only or as required by law, or otherwise, only with the consent of the customer.

- Customer Complaint Resolution Mechanism: As a service provider, Dell has a mechanism for resolving customer complaints and advising clients on how to file a complaint. Service providers must be prompt and timely and use this mechanism to solve problems for each customer and to improve their products and financial services.

2. In April 2021, Mohanakor MFI received the international award as “the fastest growing microfinance institution in Cambodia in 2021”.

3. In addition, Mohanakor Microfinance Institution

Plc., also received the Best Executive CEO Award in Cambodia 2021 from the institution.

**4.** On September 15, 2021, launched the Payroll Service to provide services to companies, enterprises, national and international organizations, civil servants to facilitate and reduce the risk of transporting cash in Pay salaries to its employees.

Obtain a permit and start operating a payroll service

**5.** Mohanokor Microfinance Institution Plc., has expanded its branch office to 56 offices nationwide. In 2021, it has established 4 new branches, including: Khan Dangkor Branch, located in Phnom Penh, District Branch such as

Chhlong and Snoul district branches are located in Kratie province and Thpong district branch is located in Kampong Speu province.

**6.** Launched the Mohanokor Mobile after obtaining official permission from the National Bank of Cambodia with 9 functions such as:

In addition to the above major events, Mohanokor Microfinance Institution Plc., has been implementing its other activities that will achieve results in 2022 and beyond, for example:

– The National Bank of Cambodia has agreed in principle to allow Mohanokor MFI to become a member of the Bakong system.

– The National Bank of Cambodia has, in principle, authorized the Mohanokor Microfinance Institution (CFC) to be a direct member of the National Clearing Parliament of the Cambodia Shared Switch (CSS).

Mohanokor MFI has strived to fulfill its mission of achieving sustainable profits for our employees, including our clients, to restore their financial resources in order to continue to rehabilitate and expand their business. Living in a new direction in the context of Covid-19 pandemic, the company encourages workers at all levels to work hard to achieve their goals, focusing on three key principles:

**1-** Think together, practice together and take responsibility together

**2-** We must learn to live in a difficult context and turn it into an opportunity

**3-** No one is better than our team

In addition, Mohanokor Microfinance Institution Plc., is continuing to revise its governance system as a whole, such as updating its work structure to meet practical needs and preparedness goals and Mohanokor MFI will transform to bank in the future. Organizing human resources from the top to the bottom with the revision of the principles of motivation to maintain good human resources and promote products, quality of work, including the preparation of resources to succeed in some important positions to prepare for the expansion plan. Mohanokor MFI will have 77 branches in 2024 in accordance with the five-years strategic plan. The institution continues to maintain its position and encourage the recruitment of human resources through current and inexperienced students to provide employment opportunities and skills training to become professional and ethical intellectuals. Especially become a good person. Compilation of new policies, procedures and internal guidelines to meet the needs and set a common standard as a basis for more successful implementation of the internal control system. In 2021 is also the year that Mohanokor Microfinance Institution Plc., will focus on modernizing information technology systems through the installation of ATMs, automated payment systems, and strengthening system infrastructure to increase security capabilities to meet demand. Current market. Contributing to financial literacy education in collaboration with the Cambodia Microfinance Association in social media and its employees, as well as philanthropic activities, is also a priority in social work.

## 2020



- Licensed as a depository institution
- Obtain official permission from the National Bank of Cambodia to operate ATMs

## 2018



- With 43 branches
- first financial rating of BB+
- Start CPP

## 2016



- Capital increase from \$5 million to \$15 million
- Core banking system establish

## 2014



- Obtained license to operate as an NGO

## 2021



- Received CPP Certificate from M-CRILL
- Received certificate and trophy of Fast Growing MFI provider Cambodia 2021
- Received certificate and trophy of CEO of the year 2021
- Payroll Service from NBC
- With 56 branches
- MOHANOKOR Mobile from NBC

## 2019



- Total Active Clients 76,447
- Total Amount of Loan Outstanding \$57 million
- Total Number of Key Person 5,798

## 2017



Increased on paid up capital from \$15 million - \$30 million

## 2015



- Temporary license of NBC to operate as an MFI
- License by the ministry of commerce
- Permanent license as an MFI

## PRODUCTS AND SERVICES

Currently, Mohanokor Microfinance Institution Plc., offers a wide range of financial products and services, including: credit services, deposit services, payroll services, 24/7 ATM services and Mohanokor Mobile.

### 1. CREDIT SERVICE

Loans are divided into various products to meet the needs of customers, including: Business Loans, Group Loans, Agricultural Loans, Car Loans, Motor Loans, Home Improvement Loans, Housing Loans and many other services.

#### A. Business loan

Provide customers with the purpose of purchasing start-up materials or expanding the business capital of a legitimate enterprise to increase additional income as a process to enable the business to be stable and grow. Mohanokor MFI clearly understands the needs of its clients and has provided business loans of up to 200,000,000 Riels or equivalent to \$ 50,000.

#### B. Group Loan

Mohanokor MFI aims to provide group loans for clients who have small businesses and can increase their income to improve their lives on a regular basis by providing reasonable interest rates and interest on principal. Debt only requires no collateral, repayments can be paid at the office or with a partner or client's residence.

#### C. Agriculture Loan

Contribute to the development of the local agricultural sector. Mohanokor Microfinance Institution Plc., has provided clients with on-demand agricultural loans and has the flexibility to apply for loans. Customers can only repay interest and principal. Repayment at the end of the period with a reasonable interest rate and interest on the principal is owed only. Agriculture loans are provided for: rain-fed and dry-

farming, animal husbandry, agricultural products and equipment.

#### D. Car loan

Help fulfill the dreams of customers and families with a modern car that Mohanokor Microfinance Institution Plc., provides excellent and convenient service to customers from car loans with a credit size up to \$ 30,000.

#### E. Motor Loan

As the most convenient and convenient solution for customers wishing to apply for a motor loan from Mohanokor Microfinance Institution Plc., the company offers the largest loan size up to \$ 5,000 and fast service. .

#### F. Home Improvement Loan

Mohanokor Microfinance Institution Plc., has developed a home improvement loan with the aim of providing clients who wish to have a nice, clean and comfortable home with easy conditions to apply for a loan and fast loan term. Request added to old loan.

#### G. Housing Loan

Fulfill your clients' dream of a beautiful home with Mohanokor Microfinance Institution Plc., repayment at the office or through our partnership.

## 2. DEPOSIT

### 1. General Savings Account

Deciding to open a savings account with Mohanokor Microfinance Institution Plc., customers will get a very satisfactory interest rate and customers can send in KHR, USD, THB and get interest every month depending on the balance of deposits.

#### *Benefits*

Mohanokor Microfinance Institution Plc., is a place that provides security and reliability to maintain cash flow in profit and save time, provide high interest

# MORE MODERN WITH MOHANOKOR Mobile

rates, satisfactory and easy to manage financial resources. . Customers can use general savings account at all 52 branches across all provinces in the Kingdom of Cambodia without having to carry a lot of cash with you. High interest rate up to 3.25% per annum.

## B. Fixed Deposit Account

Customers will receive the highest and most satisfactory interest rates in both KHR, USD and THB, with interest on a monthly basis and maturity. The more you save with Mohanokor, the more you will earn double !!! High interest rate up to 9.25% per annum and further negotiable.

## C. Future Account

Deciding to open a future savings account with Mohanokor Microfinance Institution Plc., customers will be highly secure, easy to manage cash on demand, which can be sent in KHR, USD, Thai Baht, monthly according to the needs of customers. High interest rate up to 9.25% per annum.

## 3. ATM SERVICE

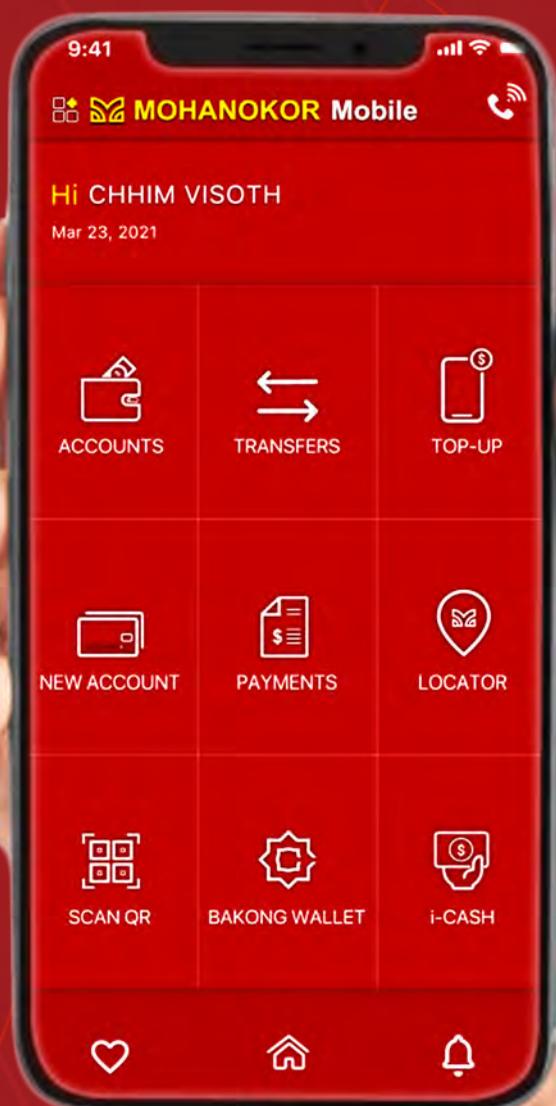
### A. ATM Card

Mohanokor ATM Card is a kind of electronic plastic card with high chip and security cable with the latest technology in the form of aesthetics, small, beautiful, easy to carry and give you for free.

Mohanokor ATM Card is a card issued by Mohanokor Microfinance Institution Plc., to customers to operate through MOHANOKOR ATMs throughout the provinces and cities in Cambodia 24 hours a day and 7 days a week with more convenience, speed and high security.

### B. MOHANOKOR ATM

Mohanokor ATM allows customers to operate banking services 24 hours a day, 7 days a week with the highest level of convenience and security through Mohanokor ATM



Card. Mohanokor Microfinance Institution Plc., has a current network of ATMs (48 units) in all provinces and capitals throughout Cambodia, both in the offices of Mohanokor Microfinance Institution Plc., and in public places, Tela gas stations, shopping malls, cafes and other companies ....

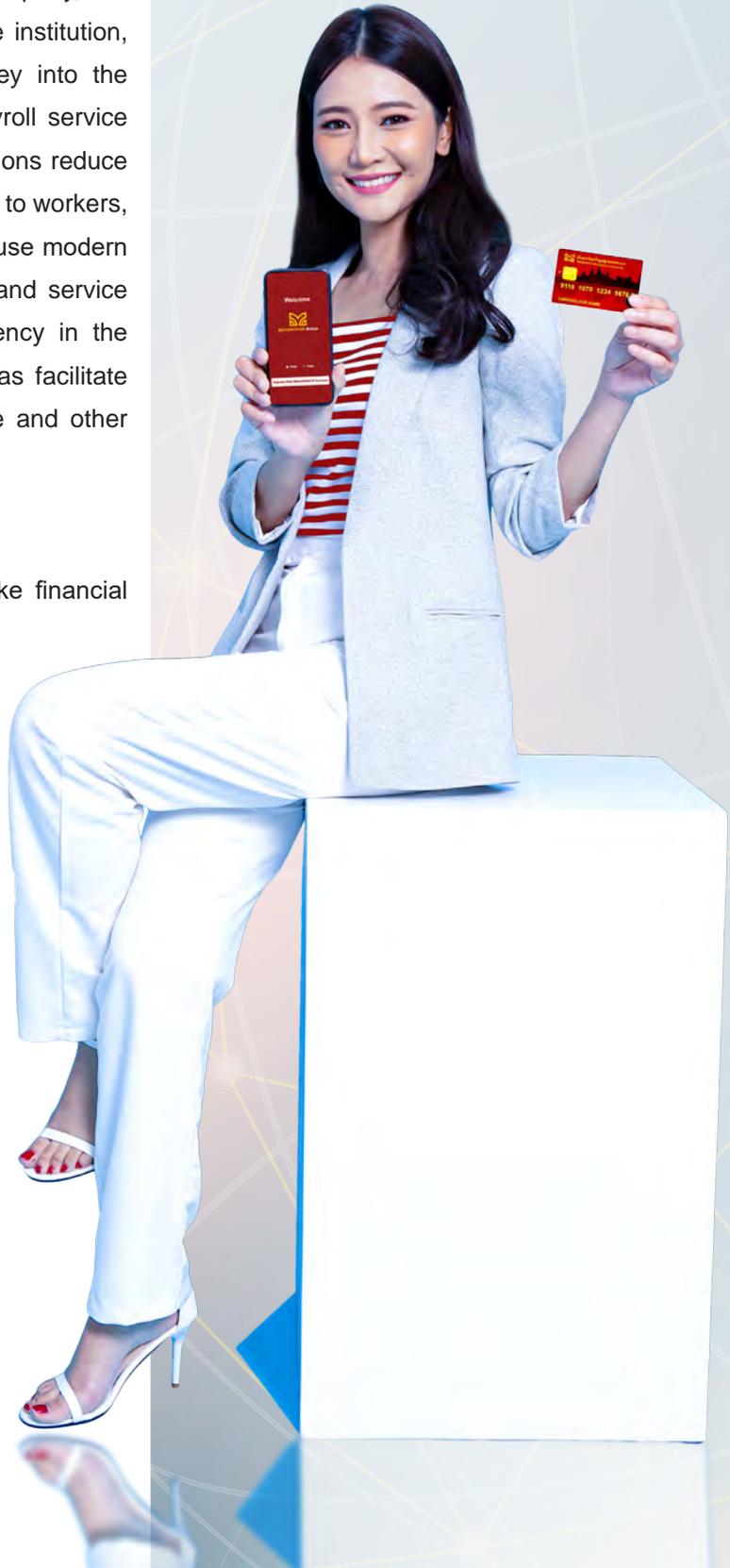
#### **4. PAYROLL SERVICE**

As a service to manage the wages of the company, unit or institution to its employees through the institution, and the institution will receive the money into the account on the payroll every month. Payroll service helps companies, organizations or institutions reduce the risk of transporting cash to pay salaries to workers, reduce staff costs, encourage workers to use modern services, reduce time on cash counting and service quickly, create confidence and transparency in the payment of salaries to workers, as well as facilitate the payment of salaries and reduce time and other expenses.

#### **5 MOHANOKOR MOBILE**

Easier and update for customers to make financial transactions through their smartphones, just download the MOHANOKOR Mobile from the App Store and Play store. MOHANOKOR Mobile has functions such as: Checking MOHANOKOR account, transfer money between MOHANOKOR account to MOHANOKOR account, top up mobile phone, create new MOHANOKOR account, pay bills, find ATM and MOHANOKOR branch location, QR payment, transfer Money to local bank through: Bakong, withdraw i-cash and other services.

# **More Security with MOHANOKOR ATM CARD**



# START SAVING

Fulfill your dream!!!

at MOHANOKOR Microfinance Institution Plc.

INTEREST RATE UP TO

# 9.25%



# ABOUT BUSINESS



## **Achievements**

**Credit Achievement**

**Deposit Achievement**

**Social Management Process**

**Board of Director Level**

**Expansion of operations**

## ACHIEVEMENT

Although Mohanokor Microfinance Institution Plc., has been affected by covid-19, the institution still retains the knowledge to continue its business, especially the provision of microfinance services and to the poor based on the legal principles of the Royal Government, the National Bank of Cambodia and the Cambodia Microfinance Association to enable the poor to be able to rehabilitate their jobs and to improve their lives by easing loan conditions. Careful lending, credit restructuring, repayment facilitation ... Mohanokor MFI also continues to encourage and treat customers as long-term business partners.

## SOCIAL WORK MANAGEMENT PROCESS

Mahanokor MFI incorporates environmental and social protection into daily operations, as well as ensuring adherence to environmental and social protection for its client business activities. Environmental and social risks and impacts are identified and addressed. All partners and suppliers will be bound by their commitments made in the partnership agreement.

Mohanokor's environmental and social protection focuses on:

- Working conditions and labor
- Environmental protection
- Community and social protection
- Consumer protection

Mohanokor Plc., will not finance any activities that are on the "List of Prohibited Occupations or Business Activities"

- Production or activity involving forced or unsafe forms of child labor or exploitation.
- Production or trade of any product or activity deemed to be in conflict with the laws or regulations of the host country or international conventions and agreements.
- Production or trade in weapons and explosives
- Production or trade in alcoholic beverages

(excluding beer and wine)

- Tobacco production or trade
- Cross-border trade in waste or waste products

Gambling, casinos and similar enterprises

Trade in wildlife or wildlife products prohibited under CITES (Convention on International Trade in Endangered Species)

- Production or use or trade of hazardous raw materials such as radioactive elements.

- Production or use of indestructible fibers

Purchase of logging equipment for use in tropical forests

- Trading in timber for use in tropical forests

- Production or trade in timber or other forest products derived from uncontrolled forests.

Production or trading of PCBs

- Production or commercial activity of drugs that are internationally banned

- Internationally banned production or trafficking of pesticides or pesticides

- Production or business activities that lead to the destruction of the natural environment and especially the strata.

Ozone

- Production, trade, storage and transportation of hazardous chemicals or PCBs in large quantities or commercial use of hazardous chemicals.

- Fishing using nets, etc. With a length of more than 2.5 km

- Production or activities affecting the occupation of land by ethnic minorities or the acquisition of property or land that belongs to ethnic minorities without the consent of those minorities.

- Businesses related to the production, processing or distribution of illegal drugs

- Pornography or supply of products or services of similar products.

## EXPANSION OF MOHANOKOR ATM

The result are reported to management of MOHANOKOR Microfinance Institution Plc., and Social Performance Management. The Social Performance Management Committee recommendations to the Board about the results and discusses the findings result that related to the business strategy, aiming for the Board to balance the overall performance of the institution so that management decisions are aligned. The overall purpose of the institution is social and financial.

## OPERATION EXPANSION

According to its business plan to expand network all over the Kingdom of Cambodia, MOHANOKOR Microfinance Institution

Plc., set up seven additional branches such as:

### 1. Khan Chraoy Chongvar Branch- Sangkat Preake Lieb

Address: No F-39&F-50, National Road No 6A, Phum Khtor,Sangkat Preaek Lieb, Khan Chraoy

### 2. Khan Saensokh Branch- Sangkat Phnom Penh Thmei

Address: No 81&83, Street No 1003, Phum Bayab, Sangkat Phnom Penh Thmei, Khan Saensokh, Phnom Penh.

### 3. Kiri Vong District Branch-Preah Bat Choan Chum Commune

Address: No 20&21, Kampong Village, Preah Bat Choan Chum Commune, Kiri Voong District, Takeo Province.

### 4. Snoul District Branch- Snoul Commune

Address: National Road 07, Kbal Snoul Village, Snoul Commune, Snoul District, Kratie Province.

### 5. Chhloung District Branch- Chhloung Commune

Address: Kandal Village, Chhloung Commune, Chhloung District, Kratie Province.

### 6. Dangkao Khan Branch- Dangkao Sangkat

Address: Street No 217, Sambuor Village, Dangkao Sangkat, Dangkao Khan, Phnom Penh.

### 7. Thpong District Branch- Prambei-Mum Commune

Address: Anlong Chrey Village, Prambei-Mum Commune, Thpong District, Kampong Speu Province.



Khan Chroy Chongvar Branch



Khan Sen Sok Branch



Kiri Vong District Branch



Snoul District Branch



Chhloung District Branch



Khan Dangkao Branch - Sangkat Dangkao



Thpong District Branch - Parbel-Mum Commune

Human resources are continuously recruited to meet the needs of clients and to support the strong growth of the institution, and the organization gives priority to students who are studying and graduating to get job opportunities and work experience. As of the end of December 2021, the company had a total of 1,222 employees, an increase of 37.77% over 2019.

### EXPANSION OF MOHANOKOR ATM

As a result, in 2021, Mohanokor Microfinance Institution Plc., has equipped its ATMs in offices and in public places, Tela gas stations, supermarkets, cafes, companies ... a total of 47 units. MOHANOKOR ATM is a modern machine that uses the latest technology, while MOHANOKOR ATM is a plastic card with high chip and security cable with the latest technology that is aesthetically pleasing, easy to follow. As a result, in 2021, Mohanokor Microfinance Institution Plc., has set up its ATMs in offices and in public places, Tela gas stations, supermarkets, cafes, companies. ..Total 47 units. MOHANOKOR ATM is a modern machine that uses the latest technology, while MOHANOKOR ATM is a plastic card with high chip and security cable with the latest technology that is aesthetically pleasing, easy to follow. It is for free.

### EDUCATION, TRAINING AND SPORT

In 2021, the institution has partnered with 72 universities across the country to provide employment opportunities for students to work and meet the vision of the metropolis to boost the economy in Cambodia by providing Jobs for students with no work experience in the financial sector, especially for the preparation of reserve human resources for their business expansion plans.

Education and training is still the key and priority that Mohanokor Microfinance Institution Plc., adheres to in building human resource capacity at all levels on a regular basis. As a result, in 2021, the company has spent a total of 50,395 USD on training, including: training of a total of 500 new employees (151 women), initial training for new employees. 123 (50 women) and 303 in-house skills development training and 147 out-of-institution (9 women) training courses, equivalent to 31 sessions. The institution also provides opportunities for students to study,

understand and gain experience in the financial sector at the head office and at branches across the country in 30 groups to a total of 150 students (127 women).

Mohanokor MFI also provided loans to 144 employees amounting to approximately USD 881,790 at reasonable interest rates to enable workers to use their staff loans for personal purchase, purchase of land and housing. ... as required. In that, the institution provided health insurance from 1,160 people with the cost of 423,072,500 Riels and health insurance to the management of 402 people from ProSur Insurance Company with the amount of \$14,666 and also offered condolences to the 17 workers and relatives who died, amounting to approximately 700,000 Riels and US \$ 2,335.



# GOVERNANCE



Organizational Chart

Overview of Good Governance

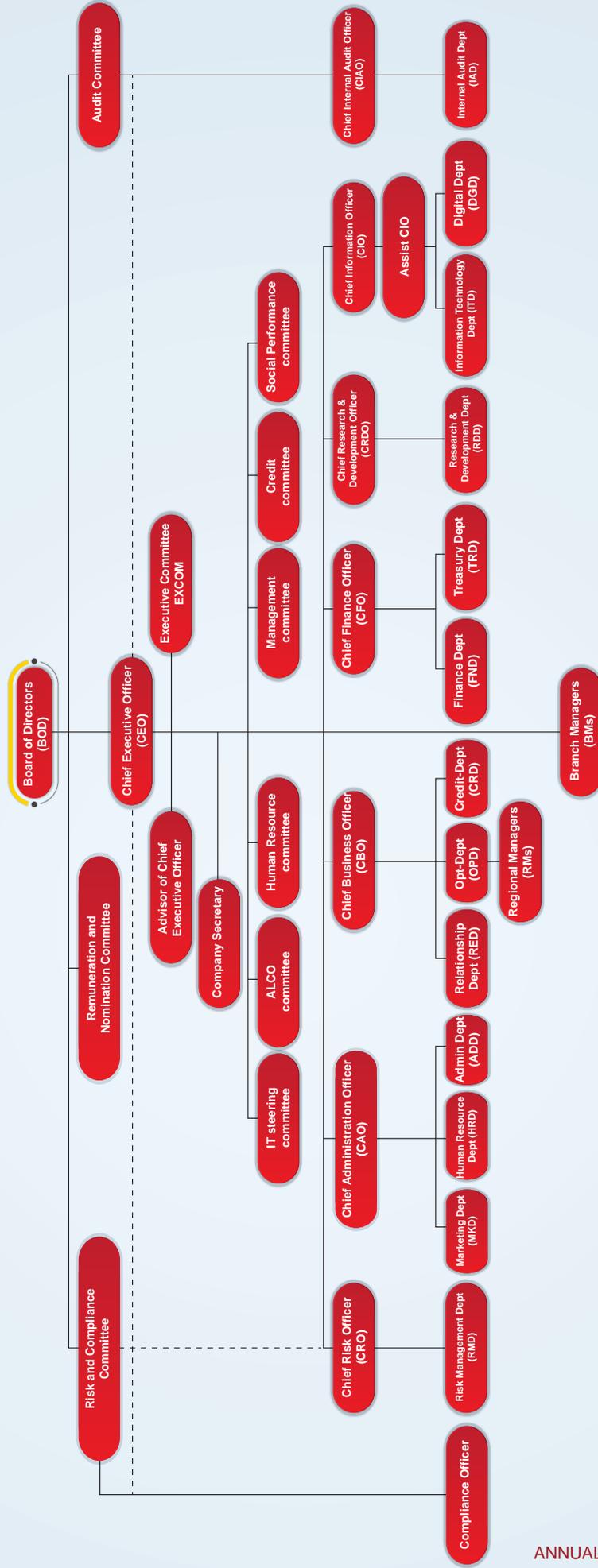
About Board of Directors

Board Profile

Senior Management Committee

Risk Management and Compliance

# MANAGEMENT STRUCTURE OF MOHANOKOR MICROFINANCE INSTITUTION PLC.



## OVERVIEW OF GOVERNANCE

MOHANOKOR Microfinance Institution Plc. has been strengthening its self-sufficiency, including the governance of the Board and the management of all departments with high levels of human resources, experience in banking and finance for many years.

There are 7 members of the Board of Directors, leads by the Chairman of the Board of Directors, are responsible for setting strategic goals in the financial markets, in which the Board of Directors has established a number of 7 committees overseeing regular operations include:

### A - BOARD LEVEL COMMITTEE

#### 1- BOD Risk Management and Compliance Committee (RMCC)

- Mr. Sophean Chettra, Chairman
- Mr. Chuon Sophal, Member
- Mrs. Marasigan Marjorie, Member
- Chief of Risk Management Officer, Secretary

#### 2- Audit Committee (AC)

- Mr. Cheam Kimhour, Chairman
- Mr. Chuon Sophal, Member
- Mrs. Marasigan Marjorie, Member
- Chief of Internal Audit Officer, Secretary

#### 3- Remuneration & Nomination Committee (RNC)

- Mr. Sou Vanthan, Chairman
- Mr. Chhun Sopheak, Member
- Mr. Chuon Sophal, Member
- Chief Administration Officer, Secretary

## B – SENIOR COMMITTEE LEVEL COMMITTEE

- 1- Executive Committee (EC)
- 2- Management Committee (MANCOM),
- 3- Asset / Liability Management Committee (ALCO)
- 4- Credit Committee (CC)
- 5- Information Technology Steering Committee
- 6- Human Resource Committee (HRC)
- 7- Social Performance Management (SPM)

We are committed to optimizing the development of our human resources, which is a core priority of our governance.

### ABOUT THE BOARD OF DIRECTORS

The Board members who have been active during the period and up to the date of this report are listed below:

- Mr. Chhun Vanra, Chairman
- Mr. Chhun Sopheak, Director
- Mr. Chuon Sophal, Director
- Mrs. Marasigan Margorie, Director
- Mr. Cheam Kimhour, Independent Director
- Mr. Sophean Chettra, Independent Director
- Mr. Sou Vanthan, Independent Director

The term of reference that the composition of the board of directors is responsible for setting strategy and management for all business operations for the benefit of the institution.

## ABOUT BOARD OF DIRECTORS



**MR. CHHUN VANRA**  
Chairman of Board of Director

Cambodian. He joined the Board of Directors of Mohanokor MFI in May 2015 and become Chairman on February 27, 2019. He obtained a Bachelor's Degree in Business from the Massey University and a Diploma in Business from the Manukau Institute of Technology. He is a co-founder of Mohanokor Microfinance Institution Plc.

Cambodian. He is CEO and He joined the Board of Directors of Mohanokor MFI in May 2015. He obtained a bachelor degree in accounting from the National University of Management and a Bachelor of Arts in English Literature from the Royal University of Phnom Penh. In addition, he has attended numerous courses in Finance Management and Finance. He is the Founder of Mohanokor Microfinance Institution Plc.



**MR. CHHUN SOPHEAK**  
Board of Director



**MR. CHUON SOPHAL**  
Board of Director

Cambodian. He graduated with a Bachelor's Degree in Business Administration in 1975. He was Chief of the Koh Thom District Chamber of Commerce from 1979 to 1992 and served as Accountant, Assistant to General Manager, Chief Financial Officer, Deputy General Manager, and CEO at MFIs. He has also received management training in MANCHESTER, United States and has trained in the Philippines and Vietnam. He has been trained in financial management, banking and accounting. 2014 - He is currently an Advisor and member Board of Directors of MOHANOKOR Microfinance Institution Plc.

# ABOUT BOARD OF DIRECTORS

Philippines. 2006: She holds an MBA: National College of Business Administration, Philippines 1986 She holds a Bachelor of Science in Agriculture: Gregorio Araneta University Foundation, Caloocan City, Philippines, she previously served as Managing Director at the Center for Agriculture And Rural Development (CARD) Myanmar Microfinance Institution, Yangon, Myanmar and also served as Managing Director at the Center for Agriculture and Rural Development (CARD) Inc. In 2008-2011, she worked as Director of International Group, Oikocredit Philippines, Unit 503 Transorient Maritime Building # 66 Timog Avenue, Brgy Sacred Heart Quezon City, Philippines, Advisor to KREDIT Microfinance Institution and Country Director for World Bank Relief, 7E Baltimore St, Baltimore, MD 21202, USA. She currently serves as a consultant and board member of Mohanokor MFI.



**MR. MARASIGAN MARJORIE**  
Board of Director



**MR. CHEAM KIMHOUR**  
Independent Director

Cambodian. He has joined the Board of Director of the Mohanokor MFI in February 2019, which functions on Independent Audit follow to CIFRS and Taxation. He graduated Bachelor degree in Business Administration degree from ACCED from CamEd Business School in June 2011 and an ACCA member on October 15, 2012. He also graduated CFA (Chartered Financial Analyst) in 2015, currently he is in charge of Internal Audit Committee of Mohanokor MFI.

## ABOUT BOARD OF DIRECTORS

Cambodian. He is a member of the ACCA in 2016. From 2003 to 2005, he completed his Bachelor of Business Administration in Japan. From 1993 to 1997, he obtained his Master's Degree in Business Administration in Cambodia. He has worked as a Senior Auditor, Professor, Accountant, Chief Financial Officer, Financial Planner, Analyst and Treasurer, Financial Advisor at a number of private companies and companies. Program and was previously chairman of Growth Greems Pte; Ltd. and SREEAL Co.; Ltd. . He is also the publisher of Hot Page Magazine Cambodia. He is currently appointed as the Independent Director of Mohanokor MFI in December 2019, in charge of Risk and Compliance Committee.



**MR. SOPHEAN CHEATTRA**  
Independent Director



**MR. SOU VANTHAN**  
Independent Director

Cambodian. From 1986 to 1998, he graduated from the National Bank of Cambodia. From 2011 to 2013, he graduated from Chamroeun University of Poly-Technology with a Master's Degree in Public Administration. He has worked as Credit Officer, Credit Officer, District Bank Vice President, Credit Accountant, Internal Auditor, Treasurer, Provincial Credit Coordinator, Branch Manager, HR Director and HR Director and HR Director at NGO and a number of microfinance institutions. He is currently appointed as the Independent Director of Mohanokor MFI in December 2019, in charge of the Nominating and Remuneration Committee.



## SENIOR MANAGEMENT COMMITTEE

The Chief Executive Officer appoints and the Chairman of the Senior Management Committee that assigned from all departments and other member that he deems appropriate. The Senior Management Committee Meeting is scheduled on every 5th day of the month, with responsibility for:

- Annual strategy objectives and reports
- Determine initial strategy, policies for Mohanokor
- Review on monthly performance against the business plan and budget and make recommendations for any changes / corrective actions to be taken.
- Review, discuss and provide guidance on monthly operations reports that are presented to the committee that are covered in the financial reporting or business plan report.
- Provide guidance and advice to the CEO on any items that could materially affect the results or operations of Mohanokor overall.
- Discuss any significant or unusual business opportunities that may be present in the market place.

- Provide, advice and guidance for any changes to the organization structure, changes in branch expansions or relocations, any legal matters that may arise and senior appointments that may be imminent.

- Review and provide guidance on any major salary or benefit program changes as well as advice on setting the parameters for annual reviews and bonus policies.

- Oversee and provide guidance and advice to the CEO on any major change program taking place in Mohanokor.

- To review and discuss issue arising from other committees minutes and report on Credit Committee, Risk Management Committee, ALCO, Disciplinary Committee or other Management Committee that will be established.

- Work on special projects that may be assigned from time to time by the CEO.

- Provide guidance to the CEO on Social Performance Management (SPM) aspects that integrates social and environmental concerns into Mohanokor's business operations and the interaction with their stakeholders.

## SENIOR MANAGEMENT COMMITTEE



**MR. CHHUN SOPHEAK**  
Chief Executive Officer



**MR. LY SOVANN**  
Chief Finance Officer

Cambodian. He is currently the Founder, CEO and Board Member of Mohanokor MFI in May 2015. He completed a Bachelor Degree in Commerce in Accounting in the National University of Management and Bachelor's Degree in English and specialized in International Business at the Royal University of Phnom Penh. He has joined many training courses that related to Management, leadership and other training courses was in Singapore and Phillipine. He is currently the Founder, CEO and Board Member of Mohanokor MFI.

Cambodian. He has currently been pursuing for a professional accountancy (ACCA/CPA) at Cam-Ed School of Business. He obtained a Master degree in Management from Chamroeun University of Poly-Technology, Bachelor in Accounting Degree from National Institute of Management and Diploma in Accounting from International Correspondence School (ICS) in Phillipine. He attended various training courses on Fund Raising, Leading and Managing Individual, Finance Training of Trainer, Grant Management, Writing Professional Financial Manual, Internal Audit & Risk Management and other courses for microfinance institutions such as Business Planning for Microfinance Institution (Microfin), Accounting, Financial Analysis, Financial Management and several accounting software Sun System and Microbanker for financial institution. He worked more than 20 years of experiences with Microfinance Institutions, International Organizations and private sectors holding different positions as Financial Advisor, Finance and Admin Manager, Senior Internal Auditor, Financial Controller, Country Accountant, and Financial Advisor with NGO and other private sectors. In addition to his occupancy works, he served as an independent Board of Director providing services as Chairman of internal audit and risk management to the Board of Director of Seilanithih Limited MFI for several years. Mr. Sovann joins MOHANOKOR Microfinance Institution Plc on March 2016 as a Head of Finance Department, has been nominated as a Chief Finance Officer on March 2018.

# SENIOR MANAGEMENT COMMITTEE



**MR. KUCH SEREIVATAKA**  
Chief Administrative Officer  
and Company Secretary

Cambodian. Now He is studying Master Degree of Law, major in Public Administration and He also obtained his Master's degree, major in General Management from the National University of Management and Bachelor's Degree in Business Administration from the Royal University of Law and Economic Sciences. He also attended in several short courses such as Administration and Secretary, Marketing (ATM Management and Deposit / Digital Marketing Management and Branding), Labor Law, Contract Code, Human Resource Management and Trainer. In addition, he used to study the supplying good and marketing in Malaysia and Indonesia. He has worked at bank for over 13 years and private sectors such as Assistant Vice President & Manager of Welfare Unit, AVP & Manager of Branch Administration, Administrative Officer at bank, Administrative Officer at Garment and sale representative at private company. He joined MOHANOKOR Microfinance Institution Plc. in November 2017 and he was appointed as the Head of Administration Department. Moreover, he was appointed as the Company Secretary in March 2020. Furthermore, he was appointed as the Head of Marketing Department in August 2020. Especially, in February 2021, he was appointed as the Chief Administrative Officer and Company Secretary until now.



**MR. YUN YEAN**  
Chief Research and Development Officer

Cambodian. He obtained a Master and Bachelor degree in business administration with major in Finance and Banking at Build Bright University. He has attended in many various training courses such as FinTech, Digital Transformation, human resource management, staff Management, customer service and care, policies and procedures development, Operational risk management, Risk management Framework, Credit management, Financial education, Land and contract law, Supervisory skill, and MFI Sustainability analysis, and financial management with international and local institutions. He has mostly worked twenty years with Microfinance Institutions, International Non-Government Organization and United Nations with many positions such as Chief Human Resource and Admin, Head of Research and Development, Deputy of Marketing and Product development, Branch Manager, Accountant, Credit Officer, Program Officer, and Rural Financial Service Specialist, Microfinance Service, and Business and Microenterprise Development consultant. He joined in Mohanokor Microfinance Institution in 2015.

## SENIOR MANAGEMENT COMMITTEE



**MR. YUORNG SETHA**  
Chief Business Officer

Cambodian. Now He is a candidate of PhD's Business Administration and He also obtained his Master's degree, major in Business Management from the Phnom Penh International University. He also attended in several short courses such as Credit Operations Management, Property valuations, Saving Deposit operations Management, ATM operations management, Social Management, Social performance management trainer, Land law, and contract law, Labor Law, Human Resource Management, and Training of trainer... In addition, he conducted study tour and visit to understand the process of management on Microfinance industrial and banking at Sri Lanka, Philippines, Thailand. He has worked with the financial institution for over 18 years such as Head of Credit Department, Regional Manager, Training Manager, Branch Manager, Chief Credit Officer, and Senior Credit Officer. He joined MOHANOKOR Microfinance Institution Plc as Head of Credit Department in February 2017 and he was appointed as Chief Business Officer since February 2021.



**MR. VORN ROTHDARA**  
Chief Information Officer

Cambodian. He holds a Master Degree in Business Administration from the Royal University of Law and Economics, an English Degree from the Institute of Foreign Languages (IFL), and a Bachelor of Science degree in Computer Science and Engineering from the Royal University of Phnom Penh. He has attended courses in various fields of expertise, both domestic and international, including IT project management, Audit and Control, Data Management (Oracle, Ms. SQL Server), Oracle Solaris, software management, time management, leadership development. Coaching, promotion, communication and other computer skills. He previously worked for Information Technology, Deputy Head of Core Banking, as a data management engineer. He has gained experience in the development of Core Banking, ATM, Mobile Banking, Data Migration, Integration and other information technology. He joined Mohanokor MFI in 2019 as Assistant to Chief Information Officer.

## SENIOR MANAGEMENT COMMITTEE



**MR. SAY MONKOL**  
Head of Internal Audit Department

Cambodian. He obtained a Bachelor with a major in Economics at Royal University of Law and Economics. He also earned an associate degree of business and accounting at National Institute of Business, and he attended in many various training courses on risk assessment technique and evaluation of internal control, auditing for internal fraud, planning and time management, risk management for microfinance institution, and basic deferred tax. He also attended the other trainings on piracy and advance corporate financial analysis. He had worked more than four years with the Human Resource University (HRU) as Lecture of Marketing and Accounting and Marketing Manager, and he worked more than six years with Microfinance Institution as Internal Audit Officer, Senior Internal Audit and Manager of Operational Audit. He joined MOHANOKOR Microfinance Institution Plc in 2014.



**MR. MUON MONG**  
Head of Risk Department

Cambodian nation. He obtained his Bachelor with major in Accounting at Maharishi Vedic University and earned the diploma of business administration. He has attended in numerous training courses on bank risk management, internal control for bank or microfinance, internal control, financial analysis, operacy, asset and liability management and time management. He has more than ten years experienced of accounting and auditing management with social and private sectors in Microfinance Institution. He joined MOHANOKOR Microfinance Institution Plc in 2014.

# SENIOR MANAGEMENT COMMITTEE



**MR. CHHIM VISOTH**

Head of Information and Technology Department



**MS. CHEA CHANLEAKHENA**

Head of Human Resource Department

Cambodian nation. He holds a Master's Degree in Computer Engineering from the Royal University of Phnom Penh and holds a Bachelor's Degree in Information Technology from the Royal University of Law and Economics, and has attended courses in IT Governance, IT Audit and Control, Better Assurance and Risk Management, Oracle Database, VB.net, PHP, C #,.... He has previously worked as a computer teacher, computer operations manager, data management officer, senior program manager, program development professor, senior auditing officer, IT auditor, and information technology executive at MFI. He joined Mohanokor MFI in September 2019 as Head of IT Department.

Cambodian. She obtained Master's degree of Business Administration from Western University and Bachelor's Degree of Business Administration in Hotel and Tourism from National Institute of Management. She also attended in several short courses such as Training of Trainer Course, Client Protection Principles (CPP), Loyalty and Commitment, Effective Human Resource Management, Payroll Management and Staff C&B Management, Department of Operations and airline booking & reservation, Front Office Housekeeping and Restaurant Management, Administration, Researcher of Marketing Research, English for Marketing and Customer Service. She worked at Commercial Bank, Microfinance, National and International Institutes for Education and Training Services about more than 18 years in some positions such as: Head of HR Department, Deputy Head of HR and Training Department, Senior Staff of Marketing Unit in Public Relationship Department, AVP & Assistant Manager of Training Development Unit, Trainer Member, Administrative Officer, and Secretary of the Institute. She joined MOHANOKOR Microfinance Institution Plc. in July 2017 in the position of Deputy Head of Training Department and has promoted to be Head of HR Department on 19th September 2020.

## SENIOR MANAGEMENT COMMITTEE



**MR. KEO DOLLA**  
Head of Finance Department

Cambodian. He obtained his Bachelor's Degree in Business Administration, majoring in Accounting from Norton University, currently he is pursuing for ACCA Qualification from the largest professional accounting institute in the United Kingdom. He also attended in several short courses such as Effective General Office Skill, OPERACY, Training of Trainer, CIFRF Full and CIFRS for SMEs, Professional Accounting Skill for MFI, Practical for FlexCube System, AML and Terrorisms and Other Courses. He worked at Association as Volunteer Private Lender and Other Trading Company about 4 years in some positions such as: Relationship Officer, Accountant, Stock Accounting and Purchase Officer. He joined MOHANOKOR Microfinance Institution in March, 2014 in the position of Accountant and has promoted to be Head of Finance Department on January 2nd, 2020.



**MR. SIM KIMSRY**  
Head of Administration Department

Cambodian nation. He obtained his Master's degree in Business Administration from the National University of Management and Bachelor's degree in Business Administration and an Associate's degree in English literature from Human Resource University. He attended in many various training courses on general accounting level I and II, and Operacy, Administrative affair, Office affair, Human Resource Management, Training of Trainer, Ethics and good manners in practical, Loyalty and Commitment, and other courses.

He worked over than ten years with Bank sector. As Deputy Manager of Equipment management unit, Deputy Manager of Logistic unit, Administrator, Customer service assistant, and was a member of trainer and has conducted and training directly in Laos, related skill. He joined MOHANOKOR Microfinance Institution Plc. in 2015.

## SENIOR MANAGEMENT COMMITTEE



**MR. PHEM SIDON**  
Head of Operation Department

Cambodian. Now he obtained his Master's Degree, Major in Business Management from the national Institute of Business (NIB). He also attended in Several Short Courses Such as Credit Operations Management, Property Valuations, Saving Deposit Operations Management, ATM Operations Management, Social Management, Land Law, and Contract Law, Labor Law, Human Resource Management, In Addition, He Conducted Study Tour and Visited to understand the Process of Management on Microfinance Industrial and Banking at Philippine. He has worked with the Financial Institution for over 18 Years Such as Deputy Head of Credit Department, Branch Manager, Chief Credit Officer, Senior Credit Officer and Credit Officer. he Joined MOHANOKOR Microfinance Institution Plc Sine 16, July 2014 with Several Positions Operation Staff , Deputy Head of Credit Department , Assistance's Deputy CEO , Deputy Head of Credit Department and the Last He Has Appointed As Head of Operation Department Since 01 February 2021 Up to .



**MR. NOU SAOSANGVA**  
Head of Relationship Department Interim

Cambodian. He obtained a bachelor's degree in English teaching from Build Bright University.

He also attended a number of short courses such as: Credit and Financial Management Trainer Training, Effective Sales Skills, Customer Relations Skills, Customer Service and Coordination, Market Analysis and Customer Needs Research, Courses on the benefits of saving money, Courses on good leadership role models, awareness of the impact on the urban environment, etc.

He has volunteered as a refugee youth teacher at COEER of the Catholic Association. He has taught the language of the elderly at Helping the Elderly (HELP AGE). AIDS at PSI Cambodia used to be a tour guide, used to be a researcher on Khmer and foreign superstitions, etc.

He has been working as a micro loan officer, personal loan officer in the bank for 7 years. On August 17, 2015, he joined Mohanakor Microfinance Institution Plc., as an Operations Officer, Acting Regional Manager, Phnom Penh Branch Manager, Financial Services Manager, Deputy Head of Relationship Department and nowadays he is a Head of Relationship Department Interim.



## **FINANCIAL RISK MANAGEMENT**

The Company has exposure to the following risks from financial instruments:

- Operational risk
- Credit risk;
- Market risk;
- Liquidity risk; and

This note presents information about the Company's exposure to each of the above risks and the Company's objectives, policies and processes for measuring and managing risk, and the Company's management of capital.

## **RISK MANAGEMENT FUNCTIONAL AND GOVERNANCE STRUCTURE**

The Company's activities expose it to a variety of financial risks: credit risk, market risk (including currency risk, interest rate risk and price risk), and liquidity risk. Taking risk is core to the financial business, and the operational risks are an inevitable consequence of being in business.

The Company does not use derivative financial instruments such as foreign exchange contract and interest rate swaps to manage its risk exposure.

A primary objective of the Company in risk management is to comply with NBC's regulations. On the other hand, the Company has recognized the importance of achieving international best practices on risk management. The Company has established a Risk and Compliance Management Meeting to formulate broad parameters of acceptable risk for the Company and monitor the activities against these parameters.

The details of financial assets and liabilities are as follows:

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
<b>Financial assets</b>				
Balances with the NBC (excluding statutory deposits)				
	7,620,128	31,044,401	25,331	102,464
Balances with banks	9,591,697	39,076,574	4,206,990	17,017,275
Loans and advances	92,274,477	375,926,219	66,995,899	270,998,411
Other assets	643,808	2,622,874	1,832,437	7,412,208
<b>Total financial assets</b>	<b>110,130,110</b>	<b>448,670,068</b>	<b>73,060,657</b>	<b>295,530,358</b>
Financial liabilities				
Deposits from customers	35,061,556	142,840,779	5,571,491	22,536,681
Deposits from other financial institutions	3,915,487	15,951,694	-	-
Borrowings	39,549,536	161,124,810	30,179,807	122,077,319
Lease liabilities	6,568,492	26,760,036	7,664,831	31,004,241
Other liabilities	151,062	615,427	514,464	2,081,007
<b>Total financial liabilities</b>	<b>85,246,133</b>	<b>347,292,746</b>	<b>43,930,593</b>	<b>177,699,248</b>
<b>Net financial assets</b>	<b>24,883,977</b>	<b>101,377,322</b>	<b>29,130,064</b>	<b>117,831,110</b>

## OPERATIONAL RISK

Operational risk is the risk of direct or indirect loss arising from inadequate or failed internal processes, personnel, technology and infrastructure, and from external factors other than credit, market and liquidity risks such as those arising from legal and regulatory requirements and generally accepted standards of corporate behavior.

The operational risk loss is managed through established operational risk management processes, proper monitoring and reporting of the business activities by control and support units which are independent of the business units and oversight provided by the senior management of the Company.

The Company's operational risk management entails the establishment of clear organizational structures, roles and control policies. Various internal control policies and measures have been implemented including the establishment of signing authorities, defining system parameters controls, streamlining procedures and documentation and compliance with regulatory and other legal requirements. These are continually reviewed to address the operational risks of the business unit as well as to assess the level of compliance with the Company policies by a program of periodic reviews undertaken by the internal audit function. The results of internal audit reviews are discussed with the management of the business unit to which they relate, with summaries submitted to the Audit Committee and senior management of the Company.

## CREDIT RISK

The Company takes on exposure to credit risk, which is the risk that a counterparty will cause a financial loss to the Company by failing to discharge an obligation. Credit risk is the most important risk for the Company's business. Credit exposure arises principally in lending activities that lead to loans and advances. There is also credit risk in off-balance sheet financial instruments, such as loan commitments. The lending activities are guided by the Company's credit policy to ensure that the overall objectives in the area of lending are achieved; i.e., that the loan portfolio is strong and credit risks are well diversified. The credit policy documents the lending policy, collateral policy and credit approval processes, including the Company's own internal grading system, and procedures implemented to ensure compliance with the NBC's guidelines.

### (a) Credit risk measurement

The Company assesses the probability of default of individual counterparties using internal rating tool. The Credit Committee of the Company is responsible for designing the tools and determining the risk rating policies for approval of the Board's Risk Committee. Management of the Company will implement the policies at branch levels.

Risk ratings are reviewed and updated regularly, and in events of (i) change of loan terms and conditions including extension; (ii) repayment irregularities or delinquencies and (iii) adverse information relating to the borrower or transaction.

### (b) Risk limit control and mitigation policies

The Company operates and provides loans and advances to individuals or small and medium-sized enterprises (SMEs) within the Kingdom of Cambodia. The Company manages, limits and controls the

concentration of credit risk whenever it is identified. Large exposure is defined by the NBC as overall credit exposure to any individual beneficiary which exceeds 10% of the Company's net worth.

The Company is required, under the conditions of NBC Prakas No. B7-06-226, to maintain at all times a maximum ratio of 20% between the Company's overall credit exposure to any single beneficiary and the Company's net worth. The aggregate of large credit exposure must not exceed 35% of the Company's net worth.

The Company employs a range of policies and practices to mitigate credit risk. The most traditional of these is the taking of security in the form of collateral for loans and advances to customers, which is common practice. The Company implements guidelines on the acceptability of specific classes of collateral or credit risk mitigation. The principal collateral types to secure for loans and advances to customers are:

- Mortgages over residential properties (land, building and other properties);
- Charges over business assets such as land and buildings; and
- Cash in the form of margin deposits.

### (c) Management of credit risk

- Developing and maintaining the Company's processes for measuring ECL: This includes processes for:
  - initial approval, regular validation and back-testing of the models used;
  - determining and monitoring significant increase in credit risk; and
  - incorporation of forward-looking information.

- Reviewing compliance of business units with agreed exposure limits, including those for selected industries and product types. Regular reports on the credit quality of local portfolios are provided to clients, which may require appropriate corrective action to be taken. These include reports containing estimates of ECL allowances.

- Providing advice, guidance and specialist skills to business units to promote best practice throughout the Company in the management of credit risk.

**(d) Concentration of risk**

Concentrations arise when a number of

counterparties are engaged in similar business activities, or activities in the same geographic region, or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Company's performance to developments affecting a particular industry or geographic location.

The Company monitors concentration of credit risk of counterparty by industry. An analysis of concentration of the credit risk as at the date of reporting period in the following tables.

**(e) Maximum exposure to credit risk before collateral held or other credit enhancements**

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Balances with the NBC (excluding statutory deposits)	7,620,128	31,044,401	25,331	102,464
Balances with banks	9,751,563	39,727,868	4,257,076	17,219,873
Loans and advances	93,721,475	381,821,289	68,017,215	275,129,634
Other assets	643,808	2,622,874	1,832,437	7,412,208
	<b>111,736,974</b>	<b>455,216,432</b>	<b>74,132,059</b>	<b>299,864,179</b>

(f) Concentration of risks of financial assets with credit risk exposure

	31 December 2021				
	Balances with the NBC US\$	Balances with banks US\$	Loans and advances US\$	Others US\$	Total US\$
Financial intermediaries	7,620,128	9,751,563	42,168	-	17,413,859
Household / family	-	-	46,300,815	-	46,300,815
Agriculture	-	-	28,457,256	-	28,457,256
Trade and commerce	-	-	12,045,600	-	12,045,600
Services	-	-	1,247,500	-	1,247,500
Construction	-	-	1,553,773	-	1,553,773
Transportations	-	-	102,710	-	102,710
Production / manufacturing	-	-	333,610	-	333,610
Others	-	-	3,638,043	643,808	4,281,851
	7,620,128	9,751,563	93,721,475	643,808	111,736,974
Allowance for ECL	-	(159,866)	(807,042)	-	(966,908)
Unearned loan processing fees	-	-	(639,956)	-	(639,956)
	<u>7,620,128</u>	<u>9,591,697</u>	<u>92,274,477</u>	<u>643,808</u>	<u>110,130,110</u>
<b>KHR'000 equivalent (Note 2.3)</b>	<b><u>31,044,401</u></b>	<b><u>39,076,574</u></b>	<b><u>375,926,219</u></b>	<b><u>2,622,874</u></b>	<b><u>448,670,068</u></b>

	31 December 2020				
	Balances with the NBC US\$	Balances with banks US\$	Loans and advances US\$	Others US\$	Total US\$
Financial intermediaries	25,331	4,257,076	56,080	-	4,338,487
Household / family	-	-	35,466,739	-	35,466,739
Agriculture	-	-	18,992,876	-	18,992,876
Trade and commerce	-	-	9,093,960	-	9,093,960
Services	-	-	1,179,203	-	1,179,203
Construction	-	-	733,394	-	733,394
Transportations	-	-	165,835	-	165,835
Production / manufacturing	-	-	69,726	-	69,726
Others	-	-	2,259,402	1,832,437	4,091,839
	25,331	4,257,076	68,017,215	1,832,437	74,132,059
Allowance for ECL	-	(50,086)	(566,241)	-	(616,327)
Unearned loan processing fees	-	-	(455,075)	-	(455,075)
	<u>25,331</u>	<u>4,206,990</u>	<u>66,995,899</u>	<u>1,832,437</u>	<u>73,060,657</u>
<b>KHR'000 equivalent (Note 2.3)</b>	<b><u>102,464</u></b>	<b><u>17,017,275</u></b>	<b><u>270,998,411</u></b>	<b><u>7,412,208</u></b>	<b><u>295,530,358</u></b>

(g) Credit quality by class of financial assets

	31 December 2021			
	Stage 1	Stage 2	Stage 3	Total
	US\$	US\$	US\$	US\$
Balances with the NBC (excluding statutory deposits)	7,620,128	-	-	7,620,128
Balances with banks	9,751,563	-	-	9,751,563
Loans and advances	81,220,984	11,472,712	1,027,779	93,721,475
Other assets	643,808	-	-	643,808
	<b>99,236,483</b>	<b>11,472,712</b>	<b>1,027,779</b>	<b>111,736,974</b>
Allowance for ECL	(438,440)	(220,069)	(308,399)	(966,908)
Unearned loan processing fees	(639,956)	-	-	(639,956)
	<b>98,158,087</b>	<b>11,252,643</b>	<b>719,380</b>	<b>110,130,110</b>
	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>KHR'000 equivalent (Note 2.3)</b>	<b>399,896,046</b>	<b>45,843,268</b>	<b>2,930,754</b>	<b>448,670,068</b>

	31 December 2020			
	Stage 1	Stage 2	Stage 3	Total
	US\$	US\$	US\$	US\$
Balances with the NBC (excluding statutory deposits)	25,331	-	-	25,331
Balances with banks	4,257,076	-	-	4,257,076
Loans and advances	52,572,229	14,811,656	633,330	68,017,215
Other assets	1,832,437	-	-	1,832,437
	<b>58,687,073</b>	<b>14,811,656</b>	<b>633,330</b>	<b>74,132,059</b>
Allowance for ECL	(201,362)	(212,986)	(201,979)	(616,327)
Unamortised loan processing fees	(455,075)	-	-	(455,075)
	<b>58,030,636</b>	<b>14,598,670</b>	<b>431,351</b>	<b>73,060,657</b>
	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>KHR'000 equivalent (Note 2.3)</b>	<b>234,733,923</b>	<b>59,051,620</b>	<b>1,744,815</b>	<b>295,530,358</b>

The Company applies a three-stage approach based on the change in credit quality since initial recognition.

Allowance for ECL will be made based on the following three-stage approach which reflects the change in credit quality of the financial instrument since initial recognition:

**(i) Stage 1: 12-month ECL – not credit-impaired**

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 ECL associated with the probability of default events occurring within next 12 months will be recognised.

## (ii) Stage 2: Lifetime ECL – not credit-impaired

For exposures where there has been a significant increase in credit risk since initial recognition but that are not credit-impaired, a lifetime ECL will be recognised.

## (iii) Stage 3: Lifetime ECL – credit-impaired

Financial assets are assessed as credit-impaired when one or more events that have detrimental impact on the estimated future cash flows of that asset have occurred. For financial assets that are credit-impaired, a lifetime ECL will be recognised.

Below is a table showing a summary of credit risk status and period for ECL calculation by stages:

Short-term facilities (one year or less)

Stage Credit risk status	Grade	DPD	Default indicator
1 No significant increase in credit risk	Normal	$0 \leq \text{DPD} \leq 14$	Performing
2 Credit risk increased significantly	Special mention	$15 \leq \text{DPD} \leq 30$	Underperforming
3 Credit impaired assets	Substandard	$31 \leq \text{DPD} \leq 60$	Nonperforming
	Doubtful	$61 \leq \text{DPD} \leq 90$	
	Loss	$\text{DPD} \geq 91$	

Long-term facilities (more than one year)

Stage Credit risk status	Grade	DPD	Default indicator
1 No significant increase in credit risk	Normal	$0 \leq \text{DPD} \leq 29$	Performing
2 Credit risk increased significantly	Special mention	$30 \leq \text{DPD} \leq 89$	Underperforming
3 Credit impaired assets	Substandard	$90 \leq \text{DPD} \leq 179$	Nonperforming
	Doubtful	$180 \leq \text{DPD} \leq 359$	
	Loss	$\text{DPD} \geq 360$	

The Company uses the day past due (“DPD”) information and NBC’s classification for staging criteria. Also, the Company will incorporate credit scoring or more forward-looking elements in the future when information is more readily available. Upon the implementation of credit scoring system, if the risk level drops by two or more notches as compared to the risk level at origination, the accounts have to be classified under stage 2.

The definition of default used for these purposes shall be applied consistently to all financial assets unless information becomes available that demonstrates that another default definition is more appropriate for a particular financial instrument.

## (iv) Incorporation of forward-looking information

The Company incorporates forward-looking information into both the assessment of whether the credit risk of an instrument has increased significantly since its initial recognition and the measurement of ECL.

External information considered includes economic data and forecasts published by governmental bodies and monetary authorities in the countries where the Company operates, supranational organizations such as the International Monetary Fund, and selected private-sector and academic forecasters.

The Company has identified and documented key drivers of credit risk and credit losses for each portfolio of financial instruments in accordance with each country and, using an analysis of historical data, has estimated relationships between macro-economic variables and credit risk and credit losses.

## (g) Repossessed collateral

During the year, the Company did not repossess any collateral held as security

## MARKET RISK

The Company takes on exposure to market risk, which is the risk that the fair value or future cash flow of a financial instrument will fluctuate because of changes in market prices. Market risk arises from open positions in interest rates, currency and equity products, all of which are exposed to general and specific market movements and changes in the level of volatility of market rates or prices such as interest rates, credit spreads, foreign exchange rates and equity prices.

The Company does not use derivative financial instruments such as foreign exchange contract and interest rate swaps to hedge its risk exposure.

### (i) Foreign exchange risk

Foreign exchange risk arises from future commercial transactions and recognized assets and liabilities denominated in a currency that is not the Company's functional currency.

The Company maintains a policy of not exposing itself to large foreign exchange positions. Any foreign currency exchange open positions are monitored against the operating requirements, pre-determined position limits and cut-loss limits.

### Concentration of currency risk

	31 December 2021			
	KHR	US\$	Others	Total
<b>Financial assets</b>				
Balances with the NBC				
(excluding statutory deposits)	2,904,777	4,715,351	-	7,620,128
Balances with banks	3,574,624	6,176,939	-	9,751,563
Loans and advances	52,852,784	35,954,649	4,914,042	93,721,475
Other assets	-	643,808	-	643,808
	<u>59,332,185</u>	<u>47,490,747</u>	<u>4,914,042</u>	<u>111,736,974</u>
<b>Financial liabilities</b>				
Deposits from customers	6,444,829	28,115,318	501,409	35,061,556
Deposits from other financial institutions	-	3,915,487	-	3,915,487
Borrowings	28,529,388	11,020,148	-	39,549,536
Lease liabilities	-	6,568,492	-	6,568,492
Other liabilities	-	151,062	-	151,062
	<u>34,974,217</u>	<u>49,770,507</u>	<u>501,409</u>	<u>85,246,133</u>
<b>Net asset (liability) position</b>	<u>24,357,968</u>	<u>(2,279,760)</u>	<u>4,412,633</u>	<u>26,490,841</u>
<b>KHR'000 (Note 2.3)</b>	<u>99,234,362</u>	<u>(9,287,742)</u>	<u>17,977,067</u>	<u>107,923,686</u>

## (i) Foreign exchange risk (Continued)

	31 December 2020			
	KHR	US\$	Others	Total
<b>Financial assets</b>				
Balances with the NBC				
(excluding statutory deposits)	-	25,331	-	25,331
Balances with banks	760,222	3,496,854	-	4,257,076
Loans and advances	37,353,913	27,324,404	3,338,898	68,017,215
Other assets	-	1,832,437	-	1,832,437
	<u>38,114,135</u>	<u>32,679,026</u>	<u>3,338,898</u>	<u>74,132,059</u>
<b>Financial liabilities</b>				
Deposits from customers	435,295	5,135,409	787	5,571,491
Borrowings	23,169,227	7,010,580	-	30,179,807
Lease liabilities	-	7,664,831	-	7,664,831
Other liabilities	-	514,464	-	514,464
	<u>23,604,522</u>	<u>20,325,284</u>	<u>787</u>	<u>43,930,593</u>
<b>Net asset (liability) position</b>	<u>14,509,613</u>	<u>12,353,742</u>	<u>3,338,111</u>	<u>30,201,466</u>
<b>KHR'000 equivalent (Note 2.3)</b>	<u>58,691,385</u>	<u>49,970,886</u>	<u>13,502,659</u>	<u>122,164,930</u>

## SENSITIVITY ANALYSIS

Considering that other risk variables remain constant, the foreign currency revaluation sensitivity for the Company as at reporting date is summarised as follows (only exposures in currencies that accounts for more than 5 percent of the net open positions are shown in its specific currency in the table below. For other currencies, these exposures are grouped as 'Others'):

	31 December 2021		31 December 2020	
	- 1%	+ 1%	- 1%	+ 1%
	Depreciation	Appreciation	Depreciation	Appreciation
	US\$	US\$	US\$	US\$
KHR	(243,580)	243,580	(145,096)	145,096
Other	(44,126)	44,126	(33,381)	33,381
	<u>(287,706)</u>	<u>287,706</u>	<u>(178,477)</u>	<u>178,477</u>
<b>KHR'000 (Note 2.3)</b>	<u>(1,172,114)</u>	<u>1,172,114</u>	<u>(721,939)</u>	<u>721,939</u>

## **(ii) Price risk**

The Company is not exposed to price risk of securities because it does not hold any investments classified in the statement of financial position as marketable securities.

## **(iii) Interest rate risk**

Interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Interest margins may increase as a result of changes and may reduce losses in the event that unexpected movements arise. The management of the Company at this stage have a policy to set limits on the level of mismatch of interest rate re-pricing that may be undertaken; which regularly monitors the mismatch by the management and head office.

The Company has no significant financial assets and liabilities with floating interest rates. Balances with the NBC, balances with banks, and loans and advances earn fixed interest rates and deposits from customers, deposits from other financial institutions and borrowings have fixed interest rates.

## **LIQUIDITY RISK**

Liquidity risk is the risk of the Company being unable to meet its payment obligations associated with its financial liabilities when they fall due and to replace funds when they are withdrawn. The consequence of this may be the failure to meet obligations to repay depositors and fulfil commitments to lend.

### **(i) Liquidity risk management process**

The Company's management monitor balance sheet liquidity and manages the concentration and profile of debt maturities through the gap analysis. Periodic reporting on the movement in loans and advances are monitored and liquidity requirements are adjusted to ensure sufficient liquid assets to meet financial commitments and obligation.

Monitoring and reporting take the form of the

reviewing of the daily cash position and projections for the next day, week and month, as these are key years for liquidity management. Management monitors the movement of the main depositors and lenders and projections of their withdrawals.

### **(ii) Funding approach**

The Company's main sources of liquidity arise from the shareholders' paid-up capital, borrowings from social lenders and financial institutions, deposits from banks and deposits from customers. The sources of liquidity are reviewed regularly through management's review of the maturity of term deposits and key depositors.

### **(iii) Non-derivative cash flows**

The table on the following page presents the cash flows payable by the Company under non-derivative financial liabilities by remaining contractual maturities at the balance sheet date. The amounts disclosed in the table are the contractual undiscounted cash flows, whereas the Company manages the inherent liquidity risk based on the expected undiscounted cash flows.

The table below summarises the Company's assets and liabilities based on remaining contractual maturities. The expected cash flows of these assets and liabilities could vary significantly from what is shown in the table. For example, deposits from other financial institutions and deposits from customers are not all expected to be withdrawn immediately.

## LIQUIDITY RISK

2021

	On demand US\$	Up to 1 month US\$	>1-3 months US\$	>3-6 months US\$	>6-12 months US\$	>1 to 5 years US\$	Over 5 years US\$	Total US\$
<b>Financial assets</b>								
Balances with the NBC (excluding statutory deposits)	7,620,128	-	-	-	-	-	-	7,620,128
Balances with banks	9,751,563	-	-	-	-	-	-	9,751,563
Loans and advances (*)	761,825	811,641	2,866,224	9,324,764	27,574,939	73,864,129	6,073,025	121,276,547
Other assets (*)	73,248	49,654	6,209	-	53,629	525,697	96,375	804,812
<b>Total financial assets</b>	<b>18,206,764</b>	<b>861,295</b>	<b>2,872,433</b>	<b>9,324,764</b>	<b>27,628,568</b>	<b>74,389,826</b>	<b>6,169,400</b>	<b>139,453,050</b>
<b>Financial liabilities</b>								
Deposits from customers (*)	6,306,008	376,602	1,290,714	1,452,228	12,207,865	18,778,034	-	40,411,451
Deposits from other financial institutions (*)	22,624	-	700,358	-	3,375,134	-	-	4,098,116
Borrowings (*)	406,275	192,125	84,968	2,623,065	1,888,164	26,291,335	9,110,577	40,596,509
Lease liabilities (**)	-	-	477,415	769,167	1,457,553	5,062,734	48,205	7,815,074
Other liabilities	151,062	-	-	-	-	-	-	151,062
<b>Total financial liabilities</b>	<b>6,885,969</b>	<b>568,727</b>	<b>2,553,455</b>	<b>4,844,460</b>	<b>18,928,716</b>	<b>50,132,103</b>	<b>9,158,782</b>	<b>93,072,212</b>
<b>Net liquidity surplus</b>	<b>11,320,795</b>	<b>292,568</b>	<b>318,978</b>	<b>4,480,304</b>	<b>8,699,852</b>	<b>24,257,723</b>	<b>(2,989,382)</b>	<b>46,380,838</b>
<b>KHR'000 equivalent (Note 2.3)</b>	<b>46,120,919</b>	<b>1,191,922</b>	<b>1,299,516</b>	<b>18,252,758</b>	<b>35,443,197</b>	<b>98,825,964</b>	<b>(12,178,742)</b>	<b>188,955,534</b>

## LIQUIDITY RISK

2020

	On demand US\$	Up to 1 month US\$	>1-3 months US\$	>3-6 months US\$	>6-12 months US\$	>1 to 5 years US\$	Over 5 years US\$	Total US\$
<b>Financial assets</b>								
Balances with the NBC (excluding statutory deposits)	25,331	-	-	-	-	-	-	25,331
Balances with banks	4,257,076	-	-	-	-	-	-	4,257,076
Loans and advances (*)	418,492	528,119	2,504,664	7,157,365	18,622,929	56,214,284	5,964,449	91,410,302
Other assets (*)	1,525,302	5,909	-	-	75,004	363,342	72,669	2,042,226
<b>Total financial assets</b>	<b>6,226,201</b>	<b>534,028</b>	<b>2,504,664</b>	<b>7,157,365</b>	<b>18,697,933</b>	<b>56,577,626</b>	<b>6,037,118</b>	<b>97,734,935</b>
<b>Financial liabilities</b>								
Deposits from other financial institutions (*)	4,173,228	7,419	348,604	23,965	650,228	467,401	-	5,670,845
Borrowings (*)	-	10,140	30,421	60,843	72,027	25,955,872	4,391,434	30,520,737
Lease liabilities (**)	-	26,100	471,450	1,400,776	875,043	2,471,583	5,707,666	10,952,618
Other liabilities	514,464	-	-	-	-	-	-	514,464
<b>Total financial liabilities</b>	<b>4,687,692</b>	<b>43,659</b>	<b>850,475</b>	<b>1,485,584</b>	<b>1,597,298</b>	<b>28,894,856</b>	<b>10,099,100</b>	<b>47,658,664</b>
<b>Net liquidity surplus</b>	<b>1,538,509</b>	<b>490,369</b>	<b>1,654,189</b>	<b>5,671,781</b>	<b>17,100,635</b>	<b>27,682,770</b>	<b>(4,061,982)</b>	<b>50,076,271</b>
<b>KHR'000 equivalent (Note 2.3)</b>	<b>6,267,886</b>	<b>1,997,763</b>	<b>6,739,166</b>	<b>23,106,837</b>	<b>69,667,986</b>	<b>112,779,607</b>	<b>(16,548,513)</b>	<b>204,010,732</b>

## COMMITMENTS AND CONTINGENCIES

During the year, the Company pursued legal claims against borrowers in default. Majority of these claims are still being negotiated and/or disputed by borrowers, thus, neither the ultimate outcome of these claims, nor the amounts recoverable can be determined at this time.

### (b) Tax contingency

The taxation system in Cambodia has undergone numerous changes and is characterized by either often unclear, contradictory and/or differing interpretations existing among numerous taxation authorities and jurisdictions. Taxes are subject to review and investigation by a number of authorities, who are enabled by law to impose severe fines, penalties and interest charges. These facts may create tax risks in Cambodia substantially more significant than in other countries.

Management believes that it has adequately provided for tax liabilities based on its interpretation of tax legislation. However, the relevant authorities may have differing interpretations and the effects since the incorporation of the Company and its subsidiaries could be significant.

## FAIR VALUES OF FINANCIAL ASSETS AND LIABILITIES

Financial instruments comprise financial assets, financial liabilities and off-balance sheet instruments. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Company has access at that date. The information presented herein represents the estimates of fair values as at the financial position date.

Quoted and observable market prices, where available, are used as the measure of fair values of the financial instruments. Where such quoted and observable market prices are not available, fair values are estimated based on a range of methodologies and assumptions regarding risk characteristics of various financial instruments, discount rates, estimates of future cash flows and other factors.

Fair value information for non-financial assets and liabilities are excluded as they do not fall within the

scope of CIFRS 7: Financial Instruments Disclosures which requires the fair value information to be disclosed. These include investment in subsidiaries and property and equipment.

The fair value of the Company's financial instruments such as balances with the NBC, balances with banks, other assets, deposits from banks and customers, other liabilities and borrowings are not materially sensitive to shifts in market profit rate because of the limited term to maturity of these instruments. As such, the carrying value of these financial assets and liabilities at financial position date approximate their fair values.

The methods and assumptions used by the Company in estimating the fair value of the financial instruments are:

### ***Balances with the NBC and banks***

The carrying amounts approximate the fair values due to the short-term nature of these accounts.

### ***Loans and advances***

The fair value is estimated by discounting the estimated future cash flows using the prevailing market rates of financing with similar credit risks and maturities.

### ***Deposits and borrowings***

The estimated fair value of demand deposits with no stated maturity, which includes noninterest-bearing deposits, is the amount repayable on demand. The estimated fair value of long-term fixed interest-bearing deposits and other borrowings without quoted market price is based on discounted cash flows using interest rates for new debts with similar remaining maturity.

### ***Other assets and liabilities***

Due to their short duration, the carrying amounts of other liabilities in the statement of financial position are considered to be reasonable approximation of their fair values.

### ***Fair value hierarchy***

CIFRS 7 specifies a hierarchy of valuation techniques based on whether the inputs to those valuation techniques are observable or unobservable. Observable inputs reflect market data obtained from independent sources and unobservable inputs

reflect the Company's market assumptions. The fair value hierarchy is as follows:

- **Level 1** – Quoted price (unadjusted) in active markets for the identical assets or liabilities. This level includes listed equity securities and debt instruments.
- **Level 2** – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).
- **Level 3** – Inputs for asset or liability that are not based on observable market data (unobservable inputs). This level includes equity instruments and debt instruments with significant unobservable components.

The table below summarizes the fair value of financial assets which are not carried at fair value in the statements of financial position at the reporting date analyzed by various levels within the fair value hierarchy.

There have been no transfers between level 1 and level 2 fair value movements, and no transfers into and out of level 3 fair value measurement during the year ended 31 December 2021.

### **EVENTS AFTER THE REPORTING PERIOD**

Other than as disclosed elsewhere in these financial statements, at the date of this report, there were no other events which occurred subsequent to 31 December 2021 that had significant impact on the statement of financial position of the Company as at 31 December 2021, and its financial performance for the year then ended.

# ***FUTURE ACCOUNT***

*Able to plan financially for loved ones*

**9.25%** *Per Annum*



# FINANCIAL STATEMENT AND INDEPENDENT AUDIT REPORT



Independent auditor's report

Statement of financial position

Statement of comprehensive income

Statement of changes in equity

Statement of cash flows

Notes to the financial statements

# INDEPENDENT AUDITORS REPORT

## INDEPENDENT AUDITORS'S REPORT

The Shareholder of Mohanokor Microfinance Institution Plc.

## OUR OPINION

We have audited the financial statements of Mohanokor Microfinance Institution Plc. (“the Company”), which comprise the statement of financial position as at 31 December 2021, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements give a true and fair view of the financial position of the Company as at 31 December 2021, and its financial performance and its cash flows for the year then ended in accordance with Cambodian International Financial Reporting Standards (“CIFRSs”).

## 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 Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics for Professional Accountants and Auditors issued by the Ministry of Economy and Finance of Cambodia, together with the ethical requirements that are relevant to our audit of the financial statements in Cambodia, and

we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## OTHER MATTER.

The financial statements of the Company as at 31 December 2020 and for the year then ended were audited by another auditor who expressed an unmodified opinion on those statements on 24 June 2021.

## INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITOR’S REPORT THEREON

The other information obtained at the date of the auditor’s report is the Report of the Board of Directors. Management is responsible for the other information.

Our opinion on the 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 financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, 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 THE MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS**

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

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

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

## **AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

Our objectives are to obtain reasonable assurance about whether the 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 financial statements.

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

- \* Identify and assess the risks of material misstatement of the 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 Company's internal control.

- \* Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- \* Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report

to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

\* Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.



Sinratana Lan  
Partner

**Ernst & Young (Cambodia) Ltd.**  
Certified Public Accountants  
Registered Auditors

Phnom Penh, Kingdom of Cambodia

29 July 2022

# STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2021

NOTE	31 December 2021		31 December 2020		1 January 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
						(As restated - Note 3.19)
<b>ASSETS</b>						
Cash on hand	5	4,365,147	17,783,609	228,026	922,365	314,722
Balances with the National Bank of Cambodia	6	13,367,791	54,460,381	3,025,331	12,237,464	1,511,269
Balances with banks	7	9,591,697	39,076,574	4,206,990	17,017,275	5,665,743
Loans and advances - net	8	92,274,477	375,926,219	66,995,899	270,998,411	57,113,132
Property and equipment	9	3,583,634	14,599,725	2,806,262	11,351,330	1,300,011
Intangible assets	10	1,079,967	4,399,786	866,634	3,505,535	570,095
Right-of-use assets	11	6,063,475	24,702,597	7,221,473	29,210,858	7,828,318
Deferred tax assets	16	345,767	1,408,655	83,438	337,507	231,294
Other assets	12	1,482,099	<b>6,038,071</b>	2,354,123	9,522,428	4,392,464
<b>TOTAL ASSETS</b>		<b>132,154,054</b>	<b>538,395,617</b>	<b>87,788,176</b>	<b>355,103,173</b>	<b>78,927,048</b>
						<b>321,627,721</b>

# STATEMENT OF FINANCIAL POSITION (CONTINUED)

## AS AT 31 DECEMBER 2021

	NOTE	31 December 2021	31 December 2020	1 January 2020
		US\$	US\$	US\$
		KHR'000 equivalent (Note 2.3)	KHR'000 equivalent (Note 2.3)	KHR'000 equivalent (Note 2.3)
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>				
<b>LIABILITIES</b>				
Deposits from customers	13	35,061,556	5,571,491	-
Deposits from other financial institutions	14	3,915,487	-	-
Borrowings	15	39,549,536	30,179,807	28,098,155
Income tax payable	16	835,365	411,170	1,313,184
Lease liabilities	11	6,568,492	7,664,831	8,108,997
Other liabilities	17	450,886	977,628	730,553
<b>TOTAL LIABILITIES</b>		<b>86,381,322</b>	<b>44,804,927</b>	<b>38,250,889</b>
<b>SHAREHOLDERS' EQUITY</b>				
Share capital	18	30,000,000	30,000,000	30,000,000
Retained earnings		14,902,157	12,359,154	9,896,051
Regulatory reserve	19	870,575	624,095	780,108
Cumulative currency translation differences		-	(98,633)	1,195,477
<b>TOTAL SHAREHOLDERS' EQUITY</b>		<b>45,772,732</b>	<b>42,983,249</b>	<b>40,676,159</b>
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>		<b>132,154,054</b>	<b>87,788,176</b>	<b>78,927,048</b>

(As restated - Note 3.19)

(As restated - Note 3.19)

# STATEMENT OF COMPREHENSIVE INCOME

## AS AT 31 DECEMBER 2021

	NOTE	2021		2020	
		US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
				(As restated - Note 3.19)	
Interest income	20	21,220,096	86,323,351	16,949,837	69,104,485
Interest expense	21	(4,190,764)	(17,048,028)	(3,386,577)	(13,807,074)
<b>Net interest income</b>		<b>17,029,332</b>	<b>69,275,323</b>	<b>13,563,260</b>	<b>55,297,411</b>
Fee and commission income	22	591,684	2,406,971	257,493	1,049,799
Fee and commission expense	22	(37,066)	(150,784)	(11,740)	(47,864)
<b>Net fee and commission income</b>		<b>554,618</b>	<b>2,256,187</b>	<b>245,753</b>	<b>1,001,935</b>
Other operating income	23	158,352	644,176	167,861	684,369
Other gain/(loss) - net	24	(427,517)	(1,739,139)	189,367	772,049
<b>Total operating income</b>		<b>17,314,785</b>	<b>70,436,547</b>	<b>14,166,241</b>	<b>57,755,764</b>
General and administrative expenses	25	(13,151,025)	(53,498,370)	(10,809,301)	(44,069,520)
Provision for expected credit losses	26	(364,903)	(1,484,425)	(371,797)	(1,515,816)
<b>Income before tax</b>		<b>3,798,857</b>	<b>15,453,752</b>	<b>2,985,143</b>	<b>12,170,428</b>
Income tax expense	16	(1,009,374)	(4,106,133)	(678,053)	(2,764,422)
<b>Net income for the year</b>		<b>2,789,483</b>	<b>11,347,619</b>	<b>2,307,090</b>	<b>9,406,006</b>
<b>Other comprehensive income</b>					
Currency translation difference		-	1,263,248	-	(1,294,110)
<b>Total comprehensive income for the year</b>		<b>2,789,483</b>	<b>12,610,867</b>	<b>2,307,090</b>	<b>8,111,896</b>

# STATEMENT OF CHANGES IN EQUITY

## AS AT 31 DECEMBER 2021

	Share capital		Retained earnings		Regulatory reserve		Cumulative currency translation differences		Total
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)	US\$
<b>As at 1 January 2021,</b>									
as previously reported	30,000,000	121,350,000	10,999,106	44,548,826	-	-	40,999,106	165,841,384	
Effect of transition to CIFRS	-	-	1,984,143	8,067,051	-	-	1,984,143	8,067,051	
Transfer to regulatory reserve	-	-	(624,095)	(2,524,933)	624,095	2,524,933	-	-	
Currency translation difference	-	-	-	-	-	-	(41,191)	(41,191)	
<b>As at 1 January 2021</b>									
(as restated - Note 3.19)	<u>30,000,000</u>	<u>121,350,000</u>	<u>12,359,154</u>	<u>50,090,944</u>	<u>624,095</u>	<u>2,524,933</u>	<u>42,983,249</u>	<u>173,867,244</u>	
Net profit for the year	-	-	2,789,483	11,347,619	-	-	2,789,483	11,347,619	
Currency translation difference	-	-	-	-	-	-	1,263,248	1,263,248	
Total comprehensive income for the year	-	-	2,789,483	11,347,619	-	-	2,789,483	12,610,867	
Transfer to regulatory reserve	-	-	(246,480)	(1,002,681)	246,480	1,002,681	-	-	
<b>As at 31 December 2021</b>	<u>30,000,000</u>	<u>121,350,000</u>	<u>14,902,157</u>	<u>60,435,882</u>	<u>870,575</u>	<u>3,527,614</u>	<u>45,772,732</u>	<u>186,478,111</u>	
<b>As at 1 January 2020,</b>									
as previously reported	30,000,000	122,250,000	9,784,107	39,595,276	-	-	39,784,107	162,120,236	
Effect of transition to CIFRS	-	-	892,052	3,614,595	-	-	892,052	3,614,595	
Transfer to regulatory reserve	-	-	(780,108)	(3,160,998)	780,108	3,160,998	-	-	
Currency translation difference	-	(900,000)	-	-	-	-	920,517	20,517	
<b>As at 1 January 2020</b>									
(as restated - Note 3.19)	<u>30,000,000</u>	<u>121,350,000</u>	<u>9,896,051</u>	<u>40,048,873</u>	<u>780,108</u>	<u>3,160,998</u>	<u>1,195,477</u>	<u>165,755,348</u>	
Net profit for the year	-	-	2,307,090	9,406,006	-	-	2,307,090	9,406,006	
(as restated - Note 3.19)	-	-	2,307,090	9,406,006	-	-	2,307,090	9,406,006	
Currency translation difference	-	-	-	-	-	-	(1,294,110)	(1,294,110)	
Total comprehensive income for the year	-	-	2,307,090	9,406,006	-	-	2,307,090	8,111,896	
(as restated - Note 3.19)	-	-	2,307,090	9,406,006	-	-	2,307,090	8,111,896	
Transfer from regulatory reserve	-	-	156,013	636,065	(156,013)	(636,065)	-	-	
<b>As at 31 December 2020</b>									
(as restated - Note 3.19)	<u>30,000,000</u>	<u>121,350,000</u>	<u>12,359,154</u>	<u>50,090,944</u>	<u>624,095</u>	<u>2,524,933</u>	<u>42,983,249</u>	<u>173,867,244</u>	

# STATEMENT OF CASH FLOWS

## AS AT 31 DECEMBER 2021

	NOTE	2021		2020	
		US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
<b>OPERATING ACTIVITIES</b>		(As restated - Note 3.19)			
Income before tax		3,798,857	15,453,752	2,985,143	12,170,428
Adjustments for:					
Depreciation of right-of-use assets	25	2,382,949	9,693,837	2,277,389	9,284,915
Depreciation and amortisation	25	1,160,594	4,721,296	720,220	2,936,337
Provision for expected credit losses	26	364,903	1,484,425	371,797	1,515,816
Remeasurement loss (gain) of employee benefits		306,634	1,247,387	(23,168)	(94,456)
Unrealized exchange loss on borrowings	15	153,455	624,255	243,820	994,054
Write-off of loans and advances	8	14,322	58,262	382,895	1,561,063
Gain on disposal of property and equipment	9,24	(5,950)	(24,205)	(5,200)	(21,200)
Changes in operating assets and liabilities:					
Loans and advances		(25,548,023)	(103,929,358)	(10,654,205)	(43,437,194)
Other assets		841,529	3,423,340	2,004,750	8,173,366
Deposits from customers and other financial institutions					
		33,405,552	135,893,786	5,571,491	22,714,969
Other liabilities		(833,376)	(3,390,174)	270,243	1,101,781
<b>Net cash provided by operations</b>		<b>16,041,446</b>	<b>65,256,603</b>	<b>4,145,175</b>	<b>16,899,879</b>
Income tax paid	16	(847,508)	(3,447,663)	(1,432,211)	(5,839,124)
<b>Net cash provided by operating activities</b>		<b>15,193,938</b>	<b>61,808,940</b>	<b>2,712,964</b>	<b>11,060,755</b>
<b>INVESTING ACTIVITIES</b>					
<b>Acquisition of:</b>					
Property and equipment	9	(1,796,277)	(7,307,255)	(2,138,503)	(8,718,677)
Intangible assets	10	(358,863)	(1,459,855)	(389,449)	(1,587,784)
Statutory deposits with the NBC	6	(2,747,663)	(11,177,493)	(1,500,000)	(6,115,500)
Proceeds from disposal of property and equipment					
	9	9,791	39,830	10,142	41,349
<b>Net cash used in investing activities</b>		<b>(4,893,012)</b>	<b>(19,904,773)</b>	<b>(4,017,810)</b>	<b>(16,380,612)</b>

# STATEMENT OF CASH FLOWS

## AS AT 31 DECEMBER 2021

	NOTE	2021		2020	
		US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
<b>FINANCING ACTIVITIES</b>		(As restated - Note 3.19)			
Proceeds from borrowings	15	13,369,469	54,387,000	9,914,005	40,419,398
Settlement of borrowings	15	(4,153,195)	(16,895,197)	(8,076,173)	(32,926,557)
Repayment of principal portion of lease liabilities	11	(2,290,795)	(9,318,954)	(2,081,119)	(8,484,722)
<b>Net cash provided by (used in) financing activities</b>		<b>6,925,479</b>	<b>28,172,849</b>	<b>(243,287)</b>	<b>(991,881)</b>
<b>Net increase (decrease) in cash</b>		<b>17,226,405</b>	<b>70,077,016</b>	<b>(1,548,133)</b>	<b>(6,311,738)</b>
Cash at beginning of year		4,510,433	18,244,702	6,058,566	24,688,656
Currency translation difference		-	234,160	-	(132,216)
<b>Cash at end of year</b>	5	<b>21,736,838</b>	<b>88,555,878</b>	<b>4,510,433</b>	<b>18,244,702</b>
<b>OPERATIONAL CASH FLOWS FROM</b>					
<b>INTEREST</b>					
Interest received		20,964,125	85,282,061	16,376,357	66,766,407
Interest paid		3,690,623	15,013,454	3,385,119	13,801,130



### 3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

NOTE	As at 31 December 2020		As at 1 January 2020	
	Previous GAAP US\$	Reclassification and remeasurement US\$	Previous GAAP US\$	Reclassification and remeasurement US\$
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>				
<b>LIABILITIES</b>				
Deposits from customers	(i) 5,571,491	-	5,571,491	-
Borrowings	(i) 30,179,807	-	30,179,807	28,098,155
Income tax payable	(ii)(b) 411,170	-	411,170	1,313,184
Lease liabilities	(i) -	7,664,831	7,664,831	-
Other liabilities	977,628	-	977,628	730,553
<b>Total liabilities</b>	<b>37,140,096</b>	<b>7,664,831</b>	<b>44,804,927</b>	<b>8,108,997</b>
<b>SHAREHOLDERS' EQUITY</b>				
Share capital	30,000,000	-	30,000,000	-
Retained earnings	(i)(ii)(iii) 10,999,106	1,360,048	12,359,154	111,944
Regulatory reserve	(i)(c) -	624,095	624,095	780,108
<b>Total shareholders' equity</b>	<b>40,999,106</b>	<b>1,984,143</b>	<b>42,983,249</b>	<b>892,052</b>
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>	<b>78,139,202</b>	<b>9,648,974</b>	<b>87,788,176</b>	<b>9,001,049</b>

### 3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 December 2020				
	NOTE	Previous GAAP US\$	Reclassification and remeasurement US\$	CIFRSs for the year ended 31 December 2020 US\$
Interest income	(c)	16,916,257	33,580	16,949,837
Interest expense	(ii)(b)	(2,662,979)	(723,598)	(3,386,577)
<b>Net interest income</b>		<b>14,253,278</b>	<b>(690,018)</b>	<b>13,563,260</b>
Fees and commission income		257,493	-	257,493
Fees and commission expense		(11,740)	-	(11,740)
<b>Net fees and commission income</b>		<b>245,753</b>	<b>-</b>	<b>245,753</b>
Other operating income		167,861	-	167,861
Other gain/(loss) – net		189,367	-	189,367
<b>Total operating income</b>		<b>14,856,259</b>	<b>(690,018)</b>	<b>14,166,241</b>
General and administrative expenses	(ii)(b)	(11,336,630)	527,329	(10,809,301)
Provisions for expected credit losses	(i)(a,b)	(1,971,310)	1,599,513	(371,797)
<b>Income before income tax</b>		<b>1,548,319</b>	<b>1,436,824</b>	<b>2,985,143</b>
Income tax expense	(iii)	(333,320)	(344,733)	(678,053)
<b>Net income for the year</b>		<b>1,214,999</b>	<b>1,092,091</b>	<b>2,307,090</b>
Other comprehensive income		-	-	-
Currency translation difference		-	-	-
<b>Total comprehensive income for the year</b>		<b>1,214,999</b>	<b>1,092,091</b>	<b>2,307,090</b>

For the year ended 31 December 2020				
	Original classification under previous GAAP	New classification under CIFRS 9	Original carrying amount under previous GAAP US\$	New carrying amount under CIFRS 9 US\$
<b>Financial assets</b>				
Balances with the NBC	Loans and receivables	Amortised cost	11,269	11,269
Balances with banks	Loans and receivables	Amortised cost	5,732,575	5,665,743
Loans and advances	Loans and receivables	Amortised cost	55,151,985	57,113,132
Other assets(*)	Loans and receivables	Amortised cost	3,991,266	3,825,549
<b>Total financial assets</b>			<b>64,887,095</b>	<b>66,615,693</b>
<b>KHR'000 equivalent (Note 2.3)</b>			<b>264,414,912</b>	<b>271,458,949</b>
<b>Financial liabilities</b>				
Borrowings	Amortised cost	Amortised cost	28,098,155	28,098,155
Lease liabilities	-	Amortised cost	-	8,108,997
Other liabilities(**)	Amortised cost	Amortised cost	537,402	537,402
<b>Total financial liabilities</b>			<b>28,635,557</b>	<b>36,744,554</b>
<b>KHR'000 equivalent (Note 2.3)</b>			<b>116,689,895</b>	<b>149,734,058</b>

## 5. CASH ON HAND

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Head office	33,433	136,206	42,106	170,319
Branches	4,331,714	17,647,403	185,920	752,046
	<u>4,365,147</u>	<u>17,783,609</u>	<u>228,026</u>	<u>922,365</u>

The above amounts are analyzed by currency as follows:

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
US\$	3,068,150	12,499,643	83,534	337,895
KHR	990,572	4,035,590	67,595	273,422
THB	306,425	1,248,376	76,897	311,048
	<u>4,365,147</u>	<u>17,783,609</u>	<u>228,026</u>	<u>922,365</u>

For the purpose of the statement of cash flows, cash comprise:

	2021		2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Cash on hand	4,365,147	17,783,609	228,026	922,365
Balances with the NBC				
Current accounts	7,620,128	31,044,401	25,331	102,464
Balances with banks				
Current accounts	3,663,950	14,926,932	3,219,892	13,024,463
Savings accounts	6,087,613	24,800,936	1,037,184	4,195,410
	<u>21,736,838</u>	<u>88,555,878</u>	<u>4,510,433</u>	<u>18,244,702</u>

## 6. BALANCES WITH THE NATIONAL BANK OF CAMBODIA

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Current accounts				
US\$	4,715,351	19,210,340	25,331	102,464
KHR	2,904,777	11,834,061	-	-
Statutory deposits				
Reserve requirement	2,747,663	11,193,980	-	-
Capital guarantee	3,000,000	12,222,000	3,000,000	12,135,000
	<u>13,367,791</u>	<u>54,460,381</u>	<u>3,025,331</u>	<u>12,237,464</u>

## 7. BALANCES WITH BANKS

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Current accounts	3,663,950	14,926,932	3,219,892	13,024,463
Savings accounts	6,087,613	24,800,936	1,037,184	4,195,410
	<u>9,751,563</u>	<u>39,727,868</u>	<u>4,257,076</u>	<u>17,219,873</u>
Allowance for ECL	<u>(159,866)</u>	<u>(651,294)</u>	<u>(50,086)</u>	<u>(202,598)</u>
	<u>9,591,697</u>	<u>39,076,574</u>	<u>4,206,990</u>	<u>17,017,275</u>

## 8. LOANS AND ADVANCES - NET

The Company's loans and advances are as follows:

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Term loans				
Group	56,792,467	231,372,511	28,004,746	113,279,197
Individual	36,026,049	146,770,123	39,365,481	159,233,371
<b>Total</b>	<b>92,818,516</b>	<b>378,142,634</b>	<b>67,370,227</b>	<b>272,512,568</b>
Accrued interest receivable	902,959	3,678,655	646,988	2,617,066
<b>Loans and advances-gross</b>	<b>93,721,475</b>	<b>381,821,289</b>	<b>68,017,215</b>	<b>275,129,634</b>
Unearned loan processing fees	(639,956)	(2,607,181)	(455,075)	(1,840,778)
<b>Carrying amount</b>	<b>93,081,519</b>	<b>379,214,108</b>	<b>67,562,140</b>	<b>273,288,856</b>
Allowance for ECL	<u>(807,042)</u>	<u>(3,287,889)</u>	<u>(566,241)</u>	<u>(2,290,445)</u>
<b>Net carrying amount</b>	<b><u>92,274,477</u></b>	<b><u>375,926,219</u></b>	<b><u>66,995,899</u></b>	<b><u>270,998,411</u></b>

## 8. LOANS AND ADVANCES - NET (CONTINUED)

Movements of allowance for ECL are as follows:

	2021			
	Stage 1 US\$	Stage 2 US\$	Stage 3 US\$	Total US\$
Balance as at 1 January (as restated – Note 3.19)	151,276	212,986	201,979	566,241
Newly-originated assets that remained in Stage 1 as at 31 December	258,677	-	-	258,677
Newly-originated assets that moved to Stage 2 and Stage 3 as at 31 December	-	207,793	39,616	247,409
Effect of collections and other movements in receivable balance	(34,057)	(20,282)	(155,732)	(210,071)
Impact on ECL of exposures transferred between stages	(77,426)	(159,855)	196,389	(40,892)
Transfers to Stage 1	23,257	(500)	(22,757)	-
Transfers to Stage 2	(13)	91,413	(91,400)	-
Transfers to Stage 3	(43,140)	(111,486)	154,626	-
Amounts written-off	-	-	(14,322)	(14,322)
<b>Allowance for ECL</b>	<b>278,574</b>	<b>220,069</b>	<b>308,399</b>	<b>807,042</b>
<b>KHR'000 equivalent (Note 2.3)</b>	<b>1,134,910</b>	<b>896,561</b>	<b>1,256,418</b>	<b>3,287,889</b>

	2020			
	Stage 1 US\$	Stage 2 US\$	Stage 3 US\$	Total US\$
Balance as at 1 January (as restated – Note 3.19)	157,006	25,402	378,185	560,593
Newly-originated assets that remained in Stage 1 as at 31 December	130,256	-	-	130,256
Newly-originated assets that moved to Stage 2 and Stage 3 as at 31 December	-	212,868	46,265	259,133
Effect of collections and other movements in receivable balance	(41,020)	(41,256)	155,700	73,424
Impact on ECL of exposures transferred between stages	(117,458)	82,512	(39,324)	(74,270)
Transfers to Stage 1	43,512	(118)	(43,394)	-
Transfers to Stage 2	-	12,432	(12,432)	-
Transfers to Stage 3	(21,020)	(78,854)	99,874	-
Amounts written-off	-	-	(382,895)	(382,895)
<b>Allowance for ECL</b>	<b>151,276</b>	<b>212,986</b>	<b>201,979</b>	<b>566,241</b>
<b>KHR'000 equivalent (Note 2.3)</b>	<b>611,911</b>	<b>861,528</b>	<b>817,006</b>	<b>2,290,445</b>

## 8. LOANS AND ADVANCES - NET (CONTINUED)

Further analyses of loans and advances are follows:

### (i) Staging of the loan portfolio, including accrued interest receivable

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Stage 1	81,220,984	330,894,289	52,572,229	212,654,666
Stage 2	11,472,712	46,739,828	14,811,656	59,913,149
Stage 3	<u>1,027,779</u>	<u>4,187,172</u>	<u>633,330</u>	<u>2,561,819</u>
	<b><u>93,721,475</u></b>	<b><u>381,821,289</u></b>	<b><u>68,017,215</u></b>	<b><u>275,129,634</u></b>

### (ii) By industry sector

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Household/family	46,300,815	188,629,520	35,466,739	143,462,959
Agriculture	28,457,256	115,934,861	18,992,876	76,826,183
Trade and commerce	12,045,600	49,073,774	9,093,960	36,785,068
Services	1,247,500	5,082,315	1,179,203	4,769,876
Construction	1,553,773	6,330,071	733,394	2,966,579
Transportations	102,710	418,441	165,835	670,803
Production/ manufacturing	333,610	1,359,127	69,726	282,042
Financial institutions	42,168	171,792	56,080	226,844
Others	<u>3,638,043</u>	<u>14,821,388</u>	<u>2,259,402</u>	<u>9,139,280</u>
	<b><u>93,721,475</u></b>	<b><u>381,821,289</u></b>	<b><u>68,017,215</u></b>	<b><u>275,129,634</u></b>

### (iii) By currency

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
US\$	35,954,649	146,479,240	27,324,404	110,527,214
KHR	52,852,784	215,322,242	37,353,913	151,096,578
THB	<u>4,914,042</u>	<u>20,019,807</u>	<u>3,338,898</u>	<u>13,505,842</u>
	<b><u>93,721,475</u></b>	<b><u>381,821,289</u></b>	<b><u>68,017,215</u></b>	<b><u>275,129,634</u></b>

## 8. LOANS AND ADVANCES - NET (CONTINUED)

(iv) By residency, relationship, and exposure

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Residency				
Residents	<u>93,721,475</u>	<u>381,821,289</u>	<u>68,017,215</u>	<u>275,129,634</u>
Relationship				
External parties	<u>92,398,258</u>	<u>376,430,503</u>	<u>67,046,481</u>	<u>271,203,015</u>
Employee	<u>1,323,217</u>	<u>5,390,786</u>	<u>970,734</u>	<u>3,926,619</u>
	<u>93,721,475</u>	<u>381,821,289</u>	<u>68,017,215</u>	<u>275,129,634</u>
Exposure				
Non-large	<u>93,721,475</u>	<u>381,821,289</u>	<u>68,017,215</u>	<u>275,129,634</u>

Based on NBC Prakas No. B7-06-226, large exposure is defined as the overall gross exposure resulting from banking and financial institution's operations with one single beneficiary, where such exposure exceeds 10% of the institution's net worth. Exposure means the higher of two items: (a) the outstanding loans or commitments, and (b) the authorized loans or commitments.

Annual interest rates range as follows:

	2021	2020
US\$	9.6% - 18.0%	1.4% - 18.0%
KHR	14.4% - 18.0%	8.0% - 18.0%
THB	15.6% - 18.0%	15.6% - 18.0%

## 9. PROPERTY AND EQUIPMENT

2021

	Leasehold improvement US\$	Computer and office equipment US\$	Furniture and fixtures US\$	Motor vehicles US\$	Work-in-progress US\$	Total US\$
<b>Cost</b>						
As at 1 January	577,439	2,515,698	423,118	789,729	196,818	4,502,802
Additions	400,471	858,310	150,761	187,838	198,897	1,796,277
Transfers	30,910	111,000	-	-	(141,910)	-
Disposals	-	(14,450)	(345)	(26,648)	-	(41,443)
As at 31 December	<b>1,008,820</b>	<b>3,470,558</b>	<b>573,534</b>	<b>950,919</b>	<b>253,805</b>	<b>6,257,636</b>
<b>Less accumulated depreciation</b>						
As at 1 January	298,242	809,080	181,517	407,701	-	1,696,540
Depreciation (Note 25)	174,178	668,409	76,085	96,392	-	1,015,064
Disposals	-	(14,450)	(345)	(22,807)	-	(37,602)
As at 31 December	<b>472,420</b>	<b>1,463,039</b>	<b>257,257</b>	<b>481,286</b>	<b>-</b>	<b>2,674,002</b>
<b>Net book value</b>						
As at 31 December	<b>536,400</b>	<b>2,007,519</b>	<b>316,277</b>	<b>469,633</b>	<b>253,805</b>	<b>3,583,634</b>
<b>KHR '000 equivalent (Note 2.3)</b>	<b>2,185,294</b>	<b>8,178,632</b>	<b>1,288,512</b>	<b>1,913,285</b>	<b>1,034,002</b>	<b>14,599,725</b>

## 9. PROPERTY AND EQUIPMENT

	2020					
	Leasehold improvement US\$	Computer and office equipment US\$	Furniture and fixtures US\$	Motor vehicles US\$	Work-in-progress US\$	Total US\$
<b>Cost</b>						
As at 1 January	454,183	927,760	224,590	612,589	176,408	2,395,530
Additions	123,256	1,116,131	201,248	198,498	499,370	2,138,503
Transfers	-	478,960	-	-	(478,960)	-
Disposals	-	(7,153)	(2,720)	(21,358)	-	(31,231)
As at 31 December	<b>577,439</b>	<b>2,515,698</b>	<b>423,118</b>	<b>789,729</b>	<b>196,818</b>	<b>4,502,802</b>
<b>Less accumulated depreciation</b>						
As at 1 January	138,700	518,518	123,066	315,235	-	1,095,519
Depreciation (Note 25)	159,542	297,325	61,071	109,372	-	627,310
Disposals	-	(6,763)	(2,620)	(16,906)	-	(26,289)
As at 31 December	<b>298,242</b>	<b>809,080</b>	<b>181,517</b>	<b>407,701</b>	<b>-</b>	<b>1,696,540</b>
<b>Net book value</b>						
As at 31 December	<b>279,197</b>	<b>1,706,618</b>	<b>241,601</b>	<b>382,028</b>	<b>196,818</b>	<b>2,806,262</b>
<b>KHR'000 equivalent (Note 2.3)</b>	<b>1,129,352</b>	<b>6,903,270</b>	<b>977,276</b>	<b>1,545,303</b>	<b>796,129</b>	<b>11,351,330</b>

## 10. INTANGIBLE ASSET

	2021		
	Software US\$	Work-in- progress US\$	Total US\$
<b>Cost</b>			
As at 1 January	949,226	345,639	1,294,865
Additions	329,423	29,440	358,863
Transfer	375,079	(375,079)	-
As at 31 December	<u>1,653,728</u>	<u>-</u>	<u>1,653,728</u>
<b>Less accumulated amortisation</b>			
As at 1 January	428,231	-	428,231
Amortisation (Note 25)	145,530	-	145,530
As at 31 December	<u>573,761</u>	<u>-</u>	<u>573,761</u>
<b>Net book value</b>			
As at 31 December	<u>1,079,967</u>	<u>-</u>	<u>1,079,967</u>
<b>KHR'000 equivalent (Note 2.3)</b>	<u>4,399,786</u>	<u>-</u>	<u>4,399,786</u>

	2020		
	Software US\$	Work-in- progress US\$	Total US\$
<b>Cost</b>			
As at 1 January	905,416	-	905,416
Additions	43,810	345,639	389,449
As at 31 December	<u>949,226</u>	<u>345,639</u>	<u>1,294,865</u>
<b>Less accumulated amortisation</b>			
As at 1 January	335,321	-	335,321
Amortisation (Note 25)	92,910	-	92,910
As at 31 December	<u>428,231</u>	<u>-</u>	<u>428,231</u>
<b>Net book value</b>			
As at 31 December	<u>520,995</u>	<u>345,639</u>	<u>866,634</u>
<b>KHR'000 equivalent (Note 2.3)</b>	<u>2,107,425</u>	<u>1,398,110</u>	<u>3,505,535</u>

## 11. LEASES

### Right-of-use asset

	2021		2020		1 January 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
<b>Cost</b>						
As at 1 January	13,171,105	53,277,120	11,517,357	46,933,230	9,603,328	38,586,172
Additions	1,224,951	4,983,101	1,670,544	6,810,808	1,914,029	7,755,646
Expiration/termination	(218,847)	(890,270)	(16,796)	(68,477)	-	-
Currency translation difference	-	(502,272)	-	(398,441)	-	591,412
As at 31 December	<b>14,177,209</b>	<b>56,867,679</b>	<b>13,171,105</b>	<b>53,277,120</b>	<b>11,517,357</b>	<b>46,933,230</b>
<b>Less: accumulated depreciation</b>						
As at 1 January	5,949,632	24,066,262	3,689,039	15,032,834	2,663,293	10,701,111
Depreciation (Note 25)	2,382,949	9,693,837	2,277,389	9,284,915	1,025,746	4,156,323
Expiration/termination	(218,847)	(890,270)	(16,796)	(68,477)	-	-
Currency translation difference	-	(704,747)	-	(183,010)	-	175,400
As at 31 December	<b>8,113,734</b>	<b>32,165,082</b>	<b>5,949,632</b>	<b>24,066,262</b>	<b>3,689,039</b>	<b>15,032,834</b>
<b>Net book value</b>						
As at 31 December	<b>6,063,475</b>	<b>24,702,597</b>	<b>7,221,473</b>	<b>29,210,858</b>	<b>7,828,318</b>	<b>31,900,396</b>

(As restated - Note 3.19)

(As restated - Note 3.19)



## 11. LEASES (CONTINUED)

The amounts recognized in the statement of comprehensive income are as follows:

	2021		2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Depreciation of right-of-use assets (Note 25)	2,382,949	9,693,837	2,277,389	9,284,915
Interest expense on lease liabilities (Note 21)	634,675	2,581,858	723,598	2,950,108
Rental expense for leases of low-value assets (Note 25)	272,916	1,110,222	235,683	960,880
<b>Total amount recognized in the statement of comprehensive income</b>	<b>3,290,540</b>	<b>13,385,917</b>	<b>3,236,670</b>	<b>13,195,903</b>

## 12. OTHER ASSETST

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Advances and deposits	674,080	2,746,202	352,307	1,425,082
Prepayments	711,667	2,899,331	465,693	1,883,728
Receivable from related parties	37,258	151,789	1,523,352	6,161,959
Others	59,094	240,749	12,771	51,659
	<b>1,482,099</b>	<b>6,038,071</b>	<b>2,354,123</b>	<b>9,522,428</b>

## 13. TDEPOSITS FROM CUSTOMERS

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Savings deposits	6,135,638	24,996,589	4,170,314	16,868,920
Term deposits	28,925,918	117,844,190	1,401,177	5,667,761
	<b>35,061,556</b>	<b>142,840,779</b>	<b>5,571,491</b>	<b>22,536,681</b>

Further analyses of deposits from customers are as follows:

### (i) By type of customers

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Individual	33,881,494	138,033,207	2,759,522	11,162,266
Residential institutions	1,180,062	4,807,572	2,811,969	11,374,415
	<b>35,061,556</b>	<b>142,840,779</b>	<b>5,571,491</b>	<b>22,536,681</b>

### 13. DEPOSITS FROM CUSTOMERS (CONTINUED)

#### (ii) By currency

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
US\$	28,115,318	114,541,806	5,135,409	20,772,729
Khmer Riels	6,444,829	26,256,233	435,295	1,760,768
Thai baths	501,409	2,042,740	787	3,184
	<u>35,061,556</u>	<u>142,840,779</u>	<u>5,571,491</u>	<u>22,536,681</u>

#### (iii) Annual interest rates

Savings deposits and term deposits from customers bear interest as follows:

	2021	2020
Savings deposits	3.25%	3.00%
Term deposits	5.50% - 7.50%	0.70% - 1.50%

### 14. DEPOSITS FROM OTHER FINANCIAL INSTITUTIONS

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Savings deposits	8,353	34,030	-	-
Term deposits	3,907,134	15,917,664	-	-
	<u>3,915,487</u>	<u>15,951,694</u>	<u>-</u>	<u>-</u>

Further analyses of deposits from other financial institutions are as follows:

#### (i) By currency

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
US\$	<u>3,915,487</u>	<u>15,951,694</u>	<u>-</u>	<u>-</u>

#### (iii) Annual interest rates

Savings deposits and term deposits from other financial institutions bear interest as follows:

	2021	2020
Savings deposits	2.0%-3.25%	3.00%
Term deposits	5.25% - 7.75%	0.70% - 1.50%

## 15 . BORROWINGS

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Borrowings	39,536,136	161,070,218	30,313,723	122,619,009
Accrued interest payable	406,275	1,655,165	100,043	404,674
	<b>39,942,411</b>	<b>162,725,383</b>	<b>30,413,766</b>	<b>123,023,683</b>
unamortized fees	(392,875)	(1,600,573)	(233,959)	(946,364)
	<b>39,549,536</b>	<b>161,124,810</b>	<b>30,179,807</b>	<b>122,077,319</b>

Movements of borrowings are as follows:

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
As at 1 January	30,179,807	122,077,319	28,098,155	114,499,982
Additions	13,369,469	54,387,000	9,914,005	40,419,398
Repayments	(4,153,195)	(16,895,197)	(8,076,173)	(32,926,557)
Foreign exchange revaluation	153,455	624,255	243,820	994,054
Currency translation difference	-	931,433	-	(909,558)
<b>As at 31 December</b>	<b>39,549,536</b>	<b>161,124,810</b>	<b>30,179,807</b>	<b>122,077,319</b>

Further analyses of borrowings are as follows:

### (i) By residency and relationship

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Residency				
Residents	34,599,536	140,958,510	30,179,807	122,077,319
Non-residents	4,950,000	20,166,300	-	-
	<b>39,549,536</b>	<b>161,124,810</b>	<b>30,179,807</b>	<b>122,077,319</b>

### Relationship

Non-related parties	<b>39,549,536</b>	<b>161,124,810</b>	<b>30,179,807</b>	<b>122,077,319</b>
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### (ii) By currency

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
US\$	11,020,148	44,896,083	7,010,580	28,357,796
KHR	28,529,388	116,228,727	23,169,227	93,719,523
	<b>39,549,536</b>	<b>161,124,810</b>	<b>30,179,807</b>	<b>122,077,319</b>

## 15 . BORROWINGS(CONTINUED)

### (iii) Annual interest rates

Borrowings bear interest as follows:

	2021	2020
US\$	7.5% - 9.5%	2% - 7.8%
KHR	8.75% - 9.0%	2% - 8%

## 16. INCOME TAX

Components of income tax expense are as follows:

	2021		2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Current tax	1,271,703	5,173,288	530,197	2,161,613
Deferred tax	(262,329)	(1,067,155)	147,856	602,809
	<u>1,009,374</u>	<u>4,106,133</u>	<u>678,053</u>	<u>2,764,422</u>

### 16.1 CURRENT INCOME TAX

	2021		2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Income before tax	<u>3,798,857</u>	<u>15,453,752</u>	<u>2,985,143</u>	<u>12,170,428</u>
Income tax expense at applicable tax rate of 20%	759,771	3,090,748	597,029	2,434,087
Non-deductible expenses	<u>249,603</u>	<u>1,015,385</u>	<u>81,024</u>	<u>330,335</u>
Effective income tax	<u>1,009,374</u>	<u>4,106,133</u>	<u>678,053</u>	<u>2,764,422</u>

### 16.1 CURRENT INCOME TAX

	2021		2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Income before tax	3,798,857	15,453,752	2,985,143	12,170,428
Income tax expense at applicable tax rate of 20%	759,771	3,090,748	597,029	2,434,087
Non-deductible expenses	<u>249,603</u>	<u>1,015,385</u>	<u>81,024</u>	<u>330,335</u>
Effective income tax	<u>1,009,374</u>	<u>4,106,133</u>	<u>678,053</u>	<u>2,764,422</u>
As at 1 January	411,170	1,663,183	1,313,184	5,351,224
Current income tax expense	1,271,703	5,173,288	530,197	2,161,613
Payments during the year	(847,508)	(3,447,663)	(1,432,211)	(5,839,124)
Exchange difference on translation	-	14,469	-	(10,530)
As at 31 December	<u>835,365</u>	<u>3,403,277</u>	<u>411,170</u>	<u>1,663,183</u>

## 16. INCOME TAX (CONTINUED)

### 16.2 DEFERRED TAX ASSETS/(LIABILITIES) - NET

	2021		2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Deferred tax assets	1,670,565	6,805,882	1,721,780	6,964,600
Deferred tax liabilities	(1,324,798)	(5,397,227)	(1,638,342)	(6,627,093)
<b>Deferred tax assets – net</b>	<b>345,767</b>	<b>1,408,655</b>	<b>83,438</b>	<b>337,507</b>

Deferred tax assets/(liabilities) are attributable to the following:

	2021		2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
<b>Deferred tax assets</b>				
Lease liabilities	1,313,698	5,352,006	1,532,966	6,200,847
Unamortised processing fees	127,991	521,435	91,015	368,156
Unrealized foreign exchange loss	93,690	381,693	-	-
Unamortised borrowing fees	78,575	320,115	46,792	189,274
Provision for employee benefits	31,788	129,504	29,539	119,485
Allowance for ECL	24,823	101,129	21,468	86,838
	<b>1,670,565</b>	<b>6,805,882</b>	<b>1,721,780</b>	<b>6,964,600</b>
<b>Deferred tax liabilities</b>				
Right-of-use assets	(1,212,695)	(4,940,519)	(1,444,295)	(5,842,173)
Accelerated tax depreciation and amortisation	(112,103)	(456,708)	(155,707)	(629,835)
Unrealized foreign exchange gain	-	-	(38,340)	(155,085)
	<b>(1,324,798)</b>	<b>(5,397,227)</b>	<b>(1,638,342)</b>	<b>(6,627,093)</b>
<b>Deferred tax assets – net</b>	<b>345,767</b>	<b>1,408,655</b>	<b>83,438</b>	<b>337,507</b>

Movements of deferred tax are as follows:

	2021		2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
<b>As at 1 January</b>				
(as restated – Note 3.19)	83,438	337,507	231,294	942,523
Recognised in profit or loss	262,329	1,067,155	(147,856)	(602,809)
Currency translation difference	-	3,993	-	(2,207)
<b>As at 31 December</b>	<b>345,767</b>	<b>1,408,655</b>	<b>83,438</b>	<b>337,507</b>

## 17. OTHER LIABILITIES

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Accounts payable	122,902	500,703	475,735	1,924,348
Accrued salary, bonuses and other employee benefits	187,105	762,266	406,973	1,646,206
Accrued expenses	28,160	114,724	38,729	156,659
Taxes payable	41,015	167,095	51,825	209,632
Others	71,704	292,122	4,366	17,660
	<b>450,886</b>	<b>1,836,910</b>	<b>977,628</b>	<b>3,954,505</b>

## 18. SHARE CAPITAL

	2021		2020	
	Number of shares	Ownership	Number of shares	Ownership
Authorised, issued and fully paid ordinary shares of US\$1 each	<b>30,000,000</b>	<b>121,350,000</b>	<b>30,000,000</b>	<b>121,350,000</b>

Ownership and number of shares are presented below:

12,000,000	40%	12,000,000	40%
4,500,000	15%	4,500,000	15%
4,500,000	15%	4,500,000	15%
4,500,000	15%	4,500,000	15%
4,500,000	15%	4,500,000	15%
<b>30,000,000</b>	<b>100%</b>	<b>30,000,000</b>	<b>100%</b>

## 20. INTEREST INCOME

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Loans and advances	21,168,427	86,113,161	16,827,920	68,607,430
Balances with the NBC	1,498	6,094	-	-
Balances with banks	1,385	5,634	59,021	240,629
Others	48,786	198,462	62,896	256,426
	<b>21,220,096</b>	<b>86,323,351</b>	<b>16,949,837</b>	<b>69,104,485</b>

## 21. INTEREST EXPENSE

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Borrowings	2,675,472	10,883,820	2,649,074	10,800,275
Lease liabilities	634,675	2,581,858	723,598	2,950,108
Term deposit	721,548	2,935,257	2,301	9,381
Savings deposit	159,069	647,093	11,604	47,310
	<u>4,190,764</u>	<u>17,048,028</u>	<u>3,386,577</u>	<u>13,807,074</u>

## 22. NET FEE AND COMMISSION INCOME

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Fee and commission income				
Penalty fee	535,057	2,176,612	205,513	837,877
Referral fee	41,630	169,351	-	-
Others	14,997	61,008	51,980	211,922
	<u>591,684</u>	<u>2,406,971</u>	<u>257,493</u>	<u>1,049,799</u>
Fee and commission expense	(37,066)	(150,784)	(11,740)	(47,864)
<b>Net fee and commission income</b>	<u><b>554,618</b></u>	<u><b>2,256,187</b></u>	<u><b>245,753</b></u>	<u><b>1,001,935</b></u>

## 23. OTHER OPERATING INCOME

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Recovery on loans and advances previously written off	103,551	421,246	97,453	397,316
Other income	54,801	222,930	70,408	287,053
	<u>158,352</u>	<u>644,176</u>	<u>167,861</u>	<u>684,369</u>

## 24. OTHER GAIN/(LOSS) - NET

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Foreign exchange (loss)/gain - net	(433,467)	(1,763,344)	184,167	750,849
Gain on disposal of property and equipment	5,950	24,205	5,200	21,200
	<u>(427,517)</u>	<u>(1,739,139)</u>	<u>189,367</u>	<u>772,049</u>

## 25. GENERAL AND ADMINISTRATIVE EXPENSES

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Salary and other staff benefits	6,009,791	24,447,830	5,392,547	21,985,414
Depreciation of right-of-use assets (Note 11)	2,382,949	9,693,837	2,277,389	9,284,915
Depreciation and amortisation (Notes 9 and 10)	1,160,594	4,721,296	720,220	2,936,337
Transportation and travel	409,542	1,666,017	405,072	1,651,479
Repair and maintenance	381,615	1,552,410	201,092	819,852
Office supplies	368,391	1,498,615	106,032	432,292
Advertising and marketing	314,756	1,280,427	163,218	665,440
Utilities	311,205	1,265,982	234,622	956,554
Rental expense on leases of low-value assets (Note 11)	272,916	1,110,222	235,683	960,880
License fee	233,099	948,247	79,125	322,593
Professional and legal fees	208,916	849,870	193,621	789,393
Non-capitalized assets	180,052	732,452	227,133	926,021
Communication	154,555	628,730	125,074	509,927
Security	151,385	615,834	162,611	662,965
Insurance	127,596	519,061	123,888	505,091
Business and entertainment	35,309	143,637	13,665	55,712
Others	448,354	1,823,903	148,309	604,655
	<b>13,151,025</b>	<b>53,498,370</b>	<b>10,809,301</b>	<b>44,069,520</b>

## 26. PROVISION FOR EXPECTED CREDIT LOSSES

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Loan and advances	255,123	1,037,840	388,543	1,584,090
Balances with banks	109,780	446,585	(16,746)	(68,274)
	<b>364,903</b>	<b>1,484,425</b>	<b>371,797</b>	<b>1,515,816</b>

## 27. RELATED PARTY DISCLOSURES

### 27.1 RELATED PARTIES AND RELATIONSHIPS

The related parties of and their relationship with the Company are as follows:

Relationship	Related party
Related companies	Entities under the shareholders
Key management personnel	All directors of the Company who make critical decisions in relation to the strategic direction of the Company and senior management staff.

### 27.2 OUTSTANDING BALANCES WITH RELATED PARTIES

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Receivables from shareholders (i) (Note 12)	37,258	151,789	1,523,352	6,161,959
Loans to key management (ii)	264,757	1,078,620	107,869	436,330
Accrued interest receivable	283	1,153	1,123	4,543

### 27.3 SIGNIFICANT TRANSACTIONS WITH RELATED PARTIES

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
<b>Key management</b>				
Interest income	3,468	14,107	144,304	588,327

#### Shareholders' immediate family members

Office rental	204,000	829,872	204,000	831,708
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#### Entities under the same shareholders

Office rental	2,130,249	8,665,852	1,445,595	5,893,691
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### 27.3 SIGNIFICANT TRANSACTIONS WITH RELATED PARTIES

	31 December 2021		31 December 2020	
	US\$	KHR'000 equivalent (Note 2.3)	US\$	KHR'000 equivalent (Note 2.3)
Salaries and benefits	427,950	1,740,901	612,125	2,495,634
Other long-term benefits	52,767	214,656	52,767	215,131

## 28. MATURITY PROFILE OF ASSETS AND LIABILITIES

2021

	Within one year US\$	Beyond one year US\$	Total US\$	Within one year US\$	Beyond one year US\$	Total US\$
<b>Financial assets</b>						
Cash on hand	4,365,147	-	4,365,147	228,026	-	228,026
Balances with the NBC	7,620,128	-	7,620,128	25,331	-	25,331
Balances with banks	9,751,563	-	9,751,563	4,257,076	-	4,257,076
Loans and advances	37,427,141	55,654,378	93,081,519	26,449,534	41,112,606	67,562,140
Other assets	182,740	461,068	643,808	1,606,215	226,222	1,832,437
	<b>59,346,719</b>	<b>56,115,446</b>	<b>115,462,165</b>	<b>32,566,182</b>	<b>41,338,828</b>	<b>73,905,010</b>
<b>Non-financial assets</b>						
Balances with the NBC	-	5,747,663	5,747,663	-	3,000,000	3,000,000
Property and equipment	-	6,257,636	6,257,636	-	4,502,802	4,502,802
Intangible asset	-	1,653,728	1,653,728	-	1,294,865	1,294,865
Right-of-use assets	-	14,177,209	14,177,209	-	13,171,105	13,171,105
Deferred tax assets	-	345,767	345,767	-	83,438	83,438
Other assets	-	838,291	838,291	-	521,686	521,686
	-	<b>29,020,294</b>	<b>29,020,294</b>	-	<b>22,573,896</b>	<b>22,573,896</b>
	<b>59,346,719</b>	<b>85,135,740</b>	<b>144,482,459</b>	<b>32,566,182</b>	<b>63,912,724</b>	<b>96,478,906</b>
Less: Allowance for expected credit losses			966,908			616,327
Accumulated depreciation and amortisation			11,361,497			8,074,403
<b>Total assets</b>			<b>132,154,054</b>			<b>87,788,176</b>
<b>KHR '000 equivalent (Note 2.3)</b>			<b>538,395,617</b>			<b>355,103,173</b>

## 28. MATURITY PROFILE OF ASSETS AND LIABILITIES (CONTINUED)

	2020				Total US\$	Beyond one year US\$	Total US\$
	Within one year US\$	Beyond one year US\$	Within one year US\$	Beyond one year US\$			
<b>Financial liabilities</b>	21,006,063	14,055,493	35,061,556	5,198,940	372,551	5,571,491	
Deposits from customers	3,915,487	-	3,915,487	-	-	-	
Deposits from other financial institutions	4,675,304	34,874,232	39,549,536	100,043	30,079,764	30,179,807	
Borrowings	2,226,720	4,341,772	6,568,492	2,301,919	5,362,912	7,664,831	
Lease liabilities	151,062	-	151,062	514,464	-	514,464	
Other liabilities	<b>31,974,636</b>	<b>53,271,497</b>	<b>85,246,133</b>	<b>8,115,366</b>	<b>35,815,227</b>	<b>43,930,593</b>	
<b>Non-financial liabilities</b>							
Income tax payable	835,365	-	835,365	411,170	-	411,170	
Other liabilities	228,120	71,704	299,824	458,798	4,366	463,164	
	<b>1,063,485</b>	<b>71,704</b>	<b>1,135,189</b>	<b>869,968</b>	<b>4,366</b>	<b>874,334</b>	
<b>Total liabilities</b>	<b>33,038,121</b>	<b>53,343,201</b>	<b>86,381,322</b>	<b>8,985,334</b>	<b>35,819,593</b>	<b>44,804,927</b>	
<b>KHR'000 equivalent (Note 2.3)</b>	<b>134,597,305</b>	<b>217,320,201</b>	<b>351,917,506</b>	<b>36,345,676</b>	<b>144,890,253</b>	<b>181,235,929</b>	

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