



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

BANK OF AYUDHYA PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : BANK OF AYUDHYA PUBLIC COMPANY LIMITED

Symbol : BAY

Address : 1222 RAMA III ROAD, BANGPHONGPHANG, YAN NAWA

Province : Bangkok

Postcode : 10120

Business : Commercial Bank

Registration Number : 0107536001079

Telephone : 0-2296-2000, 0-2683-1000

Fax (if applicable) : 0-2683-1304

Website : www.krungsri.com

Email : irgroup@krungsri.com

Total Shares Sold (shares)

Common Stock : 7,355,761,773

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	151,931,817.20	145,358,830.21	187,190,351.22
Interest Income (Thousand baht)	99,803,754.56	105,428,251.79	139,250,871.33
Non-Interest income (Thousand baht)	52,128,062.64	39,930,578.42	47,939,479.89

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Interest Income (%)	65.69	72.53	74.39
Non-Interest income (%)	34.31	27.47	25.61

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	151,931,817.20	145,358,830.21	187,190,351.22
Domestic (Thousand baht)	144,226,999.59	135,245,346.10	161,879,106.38
International (Thousand baht)	7,704,817.61	10,113,484.11	25,311,244.83

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	94.93	93.04	86.48
International (%)	5.07	6.96	13.52

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	4,170,541.00	2,265,711.00	3,554,943.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

Share of profit of joint ventures and associates accounted for using equity method

	2021	2022	2023
Share of profit (Thousand baht)	1,930,464.65	1,556,501.13	1,583,025.94

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	N/A	N/A	N/A

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.krungsri.com/th/esg/disclosure/sustainability-reports>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.krungsri.com/th/esg/sustainable-banking/esg/environment>

Company environmental guideline : Electricity Management, Fuel Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Diesel (Litres)	272,459.28	287,739.95	373,134.58
Gasoline (Litres)	2,584,544.41	2,880,608.90	3,324,758.05

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	67,447,931.75	70,353,942.95	86,082,238.83

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	134,421.00	294,542.00	369,135.05

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	204,831.01	371,471.50	605,129.37
Hazardous waste (Kilograms)	659.18	4,191.98	1,669.55
Total waste generated (Kilograms)	205,490.19	375,663.48	606,798.92

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	43,972.65
Scope 1 (Tons of carbon dioxide equivalents)	8,905.00	8,421.00	8,601.00
Scope 2 (Tons of carbon dioxide equivalents)	37,675.00	37,866.00	43,032.00
Scope 3 (Tons of carbon dioxide equivalents)	25,876.00	19,264.00	30,120.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	72,456.00	65,551.00	81,753.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : Bureau Veritas Certification (Thailand) Ltd.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.krungsri.com/th/esg/sustainable-banking/esg/social>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	4,298	4,286	4,375
Number of female employees (Persons)	9,795	9,474	9,577
Total number of employees (Persons)	14,093	13,760	13,952

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	13,121,622,924.24	14,713,163,492.78	15,795,066,024.47

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	58.26	58.44	57.10

• Health, safety and work environment

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	1	2	2

• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	7.98	10.61	8.16

• **Significant labor dispute**

	2021	2022	2023
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.krungsri.com/Krungsri2020/media/KrungsriAboutUs/cg-principles/th/cg-principles-th-2024.pdf>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	12	100.00
Number of male directors	9	75.00
Number of female directors	3	25.00
Number of executive directors	2	16.67
Number of non-executive directors	10	83.33
Number of independent directors	5	41.67

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NORIAKI GOTO Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Chairman of the board (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	25 Jul 2023	Business Administration, Law, Banking, Leadership

2.	Mr. JAMLONG ATIKUL Gender: Male Age: 75 years old Highest level of education: Doctoral degree Major: City and Regional Planning Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Original director	1 Nov 2018	Economics, Banking, Accounting, Finance, Audit, Internal Control
3.	Mr. KENICHI YAMATO Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	15 May 2023	Economics, Banking, Leadership
4.	Mrs. TONGURAI LIMPITI Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	2 Jan 2020	Banking, Accounting, Finance, Audit, Governance/ Compliance, Risk Management, Internal Control
5.	Mr. WITTAYA WATCHARAWITTAYAKUL Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	28 Apr 2022	Banking, Accounting, Finance, Engineering, Audit, Internal Control

6.	<p>Mr. JIRO OMORI</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	20 Jul 2022	Economics, Banking, Risk Management, Governance/ Compliance
7.	<p>Mr. VIRAT PHAIRATPHIBOON</p> <p>Gender: Male</p> <p>Age: 75 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics and Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	2 Dec 1998	Audit, Finance, Banking, Governance/ Compliance, Economics, Accounting, Risk Management, Internal Control
8.	<p>Mr. SAKDA THANITCUL</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	1 Sep 2022	Law, Finance, Audit, Accounting, Internal Control, Banking
9.	<p>Ms. NOPPORN TIRAWATTANAGOOL</p> <p>Gender: Female</p> <p>Age: 69 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	8 Apr 2010	Banking, Accounting, Risk Management, Governance/ Compliance

10.	Mr. MASAKAZU OSAWA Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Law Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	22 Apr 2023	Law, Banking, Finance
11.	Mr. PORNSANONG TUCHINDA Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration (Finance and Management) Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	1 Oct 2015	Banking, Finance, Risk Management, Governance/ Compliance
12.	Ms. DUANGDAO WONGPANITKRIT Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Financial Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	28 Mar 2016	Banking, Accounting, Finance, Business Administration

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. KARUN KITTISATAPORN Gender: Male Age: 76 years old Highest level of education: Master's degree Major: International Trade Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)	Date position was assumed: 9 Apr 2008 Date directorship ended: 25 Jul 2023	Mr. NORIAKI GOTO Date position was assumed: 25 Jul 2023

2.	Mr. DAISUKE EJIMA Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Vice Chairman (Non-executive)	Date position was assumed: 20 Jul 2022 Date directorship ended: 2 Mar 2023	Mr. MASAKAZU OSAWA Date position was assumed: 22 Apr 2023
3.	Mr. SEIICHIRO AKITA Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Science in Management Thai nationality: No Residing in Thailand: No	Director (Executive)	Date position was assumed: 15 May 2019 Date directorship ended: 15 May 2023	Mr. KENICHI YAMATO Date position was assumed: 15 May 2023

Other Information pertaining to committees

The Chairman is an independent director	: Yes
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. TONGURAI LIMPITI [1] Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	1 Feb 2020	Banking, Accounting, Finance, Audit, Governance/ Compliance, Risk Management, Internal Control
2. Mr. JAMLONG ATIKUL [1] Gender: Male Age: 75 years old Highest level of education: Doctoral degree Major: City and Regional Planning Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	1 Nov 2018	Economics, Banking, Accounting, Finance, Audit, Internal Control
3. Mr. WITTAYA WATCHARAWITTAYAKUL [1] Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	28 Apr 2022	Banking, Accounting, Finance, Engineering, Audit, Internal Control

4.	Mr. SAKDA THANITCUL [1] Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	1 Sep 2022	Law, Finance, Audit, Accounting, Internal Control, Banking
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[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. KENICHI YAMATO Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Chairman of the executive committee	15 May 2023
2. Mr. Bunsei Okubo Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	12 May 2023
3. Mr. Phonganant Thanattrai Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2021

4.	Mr. Sayam Prasitsirigul Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2021
5.	Ms. DUANGDAO WONGPANITKRIT Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Financial Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2013
6.	Mr. Chandrashekar Subramanian Krishoolndmangalam Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Commerce Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	3 Jan 2007
7.	Mr. Pairote Chuenkrut Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2020
8.	Mr. Vasin Udomratchatavanich Gender: Male Age: 51 years old Highest level of education: Doctoral degree Major: Technology Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jun 2019

9.	Mr. Kittichai Singha Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Arts (International Affairs and Diplomacy) Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Dec 2022
10.	Mr. Prakob Phiencharoen Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration/ Economic Law Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2022
11.	Ms. Duangkamol Limpuangthip Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Finance and International Business Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2022
12.	Mr. Hirotaka Kuroki Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	1 Jan 2023

List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
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1.	Mr. SEIICHIRO AKITA Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Science in Management Thai nationality: No Residing in Thailand: No	Chairman of the executive committee	Date position was assumed: 15 May 2019 Date directorship ended: 15 May 2023	Mr. KENICHI YAMATO Date position was assumed: 15 May 2023
2.	Mr. Yoshiyuki Horio Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Industrial Engineering Thai nationality: No Residing in Thailand: No	Member of the executive committee	Date position was assumed: 26 Jun 2020 Date directorship ended: 12 May 2023	Mr. Bunsei Okubo Date position was assumed: 12 May 2023

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. JAMLONG ATIKUL	Chairman
	Mr. VIRAT PHAIRATPHIBOON	Member
	Ms. NOPPORN TIRAWATTANAGOOL	Member
	Mr. MASAKAZU OSAWA	Member
Risk and Compliance Committee	Mr. VIRAT PHAIRATPHIBOON	Chairman
	Ms. NOPPORN TIRAWATTANAGOOL	Member
	Mr. JIRO OMORI	Member
	Mr. PORNSANONG TUCHINDA	Member

Sustainability Committee	Mr. KENICHI YAMATO	Chairman
	Mr. Pairote Chuenkrut	Vice chairman
	Mr. Bunsei Okubo	Member
	Mr. Phonganant Thanattrai	Member
	Mr. Sayam Prasitsirigul	Member
	Ms. DUANGDAO WONGPANITKRIT	Member
	Mr. Chandrashekar Subramanian	Member
	Krishoolndmangalam	Member
	Mr. Vasin Udomratchatavanich	Member
	Mr. Kittichai Singha	Member
	Mr. Prakob Phiencharoen	Member
	Ms. Duangkamol Limpuangthip	Member
	Mr. Hirotaka Kuroki	

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk and Compliance Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Risk and Compliance Committee
Sub-committees responsible for corporate sustainability development	: Sustainability Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KENICHI YAMATO Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Economics	PRESIDENT AND CHIEF EXECUTIVE OFFICER	15 May 2023	Economics, Banking, Leadership
2. Ms. DUANGDAO WONGPANITKRIT [1] Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Financial Accounting	Chief Financial Officer	1 Jan 2013	Banking, Accounting, Finance, Business Administration
3. Mr. Bunsei Okubo Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Economics	Head of JPC/MNC Banking	12 May 2023	Banking, Economics
4. Mr. Phonganant Thanattrai Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration	Head of Retail and Consumer Banking	1 Jan 2021	Banking, Marketing, Business Administration
5. Mr. Sayam Prasitsirigul Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Finance	Chief Information and Digital Officer	1 Jan 2021	Banking, Finance, Engineering

6.	Mr. Chandrashekar Subramanian Krishoolndmangalam Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Commerce	Chief Risk Officer	3 Jan 2007	Banking, Commerce, Risk Management, Finance
7.	Ms. Puntipa Hannoraseth Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Business Administration	Head of Internal Audit Group	27 Apr 2009	Accounting, Banking, Business Administration, Internal Control, Audit
8.	Mr. Pairote Chuenkrut Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Chief Strategy Officer	1 Jan 2020	Banking, Accounting, Business Administration, Strategic Management
9.	Mr. Vasin Udomratchatavanich Gender: Male Age: 51 years old Highest level of education: Doctoral degree Major: Technology Management	Chief Human Resources Officer	1 Jun 2019	Banking, Engineering, Finance, Human Resource Management
10.	Mr. Prakob Phiencharoen Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration/ Economic Law	Head of Corporate and Investment Banking Group	1 Jul 2021	Banking, Law, Engineering, Business Administration
11.	Ms. Duangkamol Limpuangthip Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Finance and International Business	Head of SME Banking Group	1 Sep 2020	Banking, Commerce, Accounting, Finance

12.	Mr. Kittichai Singha Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Arts (International Affairs and Diplomacy)	Chief Compliance Officer	1 Dec 2022	Banking, Governance/ Compliance
13.	Mr. Hirotaka Kuroki Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Economics	Head of Global Markets Group	1 Jan 2023	Banking, Economics
14.	Mr. Wirote Chuenratanakul Gender: Male Age: 56 years old Highest level of education: Master's degree Major: MBA. (Finance)	Head of Operations Group	1 Jan 2020	Banking, Finance, Business Administration, Commerce, Accounting
15.	Mr. Yoshio Ueyama Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Economics	Chief Credit Officer	3 Jan 2018	Banking, Economics
16.	Mr. Thitivorn Chothayaporn Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Law	Head of Legal Group	1 Jan 2020	Banking, Law
17.	Ms. Ninlawan Jeeraboon Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Business Administration	Head of Transaction Banking Group	1 Jan 2023	Banking, Accounting, Business Administration, Finance
18.	Mrs. Thidarat Sethavaravichit Gender: Female Age: 54 years old Highest level of education: Master's degree Major: EMBA/ Law	Executive Vice President, Head of Corporate Secretariat Department	1 Apr 2023	Law, Banking, Business Administration

- [1] Highest responsibility in accounting and finance
 [2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : Yes

Remark : The Board of Directors must perform to ensure a proper mechanism for the nomination and remuneration of the President and Chief Executive Officer including senior executives.

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	185,344,864.57	238,098,621.22	258,698,563.54

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 4,375

Number of female employees (persons) : 9,577

Total number of employees (persons) : 13,952

Employee Remuneration

Total employee remuneration : 15,795,066,024.47

Provident fund

Total number of employees (persons) : 13,952

Number of employees contributing to the PVD (persons) : 12,975

Percentage of employees who are members (%) : 93.00

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. TONGURAI LIMPITI Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 2 Jan 2020	Banking, Accounting, Finance, Audit, Governance/ Compliance, Risk Management, Internal Control
2. Mr. VIRAT PHAIRATPHIBOON Gender: Male Age: 75 years old Highest level of education: Bachelor's degree Major: Economics and Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 2 Dec 1998	Audit, Finance, Banking, Governance/ Compliance, Economics, Accounting, Risk Management, Internal Control
3. Ms. DUANGDAO WONGPANITKRIT Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Financial Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 28 Mar 2016	Banking, Accounting, Finance, Business Administration

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NORIAKI GOTO Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Chairman of the board (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 25 Jul 2023	Business Administration, Law, Banking, Leadership
2. Mr. KENICHI YAMATO Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 15 May 2023	Economics, Banking, Leadership
3. Mr. MASAKAZU OSAWA Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Law Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 22 Apr 2023	Law, Banking, Finance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. NORIAKI GOTO	Chairman of the board	Participating
Mr. JAMLONG ATIKUL	Vice Chairman	Participating
Mr. KENICHI YAMATO	Director	Participating
Mrs. TONGURAI LIMPITI	Director	Participating
Mr. WITTAYA WATCHARAWITTAYAKUL	Director	Participating

Mr. JIRO OMORI	Director	Participating
Mr. VIRAT PHAIRATPHIBOON	Director	Participating
Mr. SAKDA THANITCUL	Director	Participating
Ms. NOPPORN TIRAWATTANAGOOL	Director	Participating
Mr. MASAKAZU OSAWA	Director	Participating
Mr. PORNSANONG TUCHINDA	Director	Participating
Ms. DUANGDAO WONGPANITKRIT	Director	Participating
Mr. KARUN KITTISATAPORN	Chairman of the board	Participating
Mr. DAISUKE EJIMA	Vice Chairman	Non-participating
Mr. SEIICHIRO AKITA	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment), Cross-assessment (Assessment of another director)
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Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times)	: 16
Date of AGM meeting	: 27 Apr 2023
EGM meeting	: Yes

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. NORIAKI GOTO (Chairman of the board)	-	8/8	Non-participating	Non-participating
2. Mr. JAMLONG ATIKUL (Vice Chairman)	-	16/16	Participating	Participating
3. Mr. KENICHI YAMATO (Director)	-	11/11	Non-participating	Non-participating

4.	Mrs. TONGURAI LIMPITI (Director)	-	16/16	Participating	Participating
5.	Mr. WITTAYA WATCHARAWITTAYAKUL (Director)	-	16/16	Participating	Participating
6.	Mr. JIRO OMORI (Director)	-	16/16	Participating	Participating
7.	Mr. VIRAT PHAIRATPHIBOON (Director)	-	16/16	Non-participating	Participating
8.	Mr. SAKDA THANITCUL (Director)	-	16/16	Participating	Participating
9.	Ms. NOPPORN TIRAWATTANAGOOL (Director)	-	16/16	Participating	Participating
10.	Mr. MASAKAZU OSAWA (Director)	-	11/12	Participating	Non-participating
11.	Mr. PORNSANONG TUCHINDA (Director)	-	16/16	Participating	Participating
12.	Ms. DUANGDAO WONGPANITKRIT (Director)	-	16/16	Participating	Participating
13.	Mr. KARUN KITTISATAPORN (Chairman of the board)	25 Jul 2023	4/8	Participating	Participating
14.	Mr. DAISUKE EJIMA (Vice Chairman)	2 Mar 2023	2/2	Non-participating	Participating
15.	Mr. SEIICHIRO AKITA (Director)	15 May 2023	5/5	Participating	Participating

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 14

	List of directors	Termination date	Number of the audit committee meeting
1.	Mrs. TONGURAI LIMPITI (Chairman of the audit committee)	-	13/14
2.	Mr. JAMLONG ATIKUL (Audit committee)	-	13/14
3.	Mr. WITTAYA WATCHARAWITTAYAKUL (Audit committee)	-	14/14
4.	Mr. SAKDA THANITCUL (Audit committee)	-	14/14