



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**TMBThanachart Bank 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 : TMBThanachart Bank Public Company Limited

Symbol : TTB

Address : 3000 Phahon Yothin Road, Chomphon, Chatuchak

Province : Bangkok

Postcode : 10900

Business : Commercial bank's businesses in accordance with Financial Institutions Businesses Act and the businesses concerning financial services under the permission of the Ministry of Finance, the Bank of Thailand, and other parties concerned.

Registration Number : 0107537000017

Telephone : 0-2299-1111

Fax (if applicable) : -

Website : [www.ttbbank.com](http://www.ttbbank.com)

Email : [ir.ttb@ttbank.com](mailto:ir.ttb@ttbank.com)

#### Total Shares Sold (shares)

Common Stock : 97,101,487,977

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)	82,717,668.00	83,496,565.00	96,532,433.00
Interest Income (Thousand baht)	64,239,369.00	65,626,627.00	79,133,805.00
Fee and Service Income (Thousand baht)	15,189,834.00	14,025,343.00	14,006,711.00
Other Non-Interest Income (Thousand baht)	3,288,465.00	3,844,595.00	3,391,917.00

  

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Interest Income (%)	77.66	78.60	81.98
Fee and Service Income (%)	18.36	16.80	14.51
Other Non-Interest Income (%)	3.98	4.60	3.51

#### By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	82,717,668.00	83,496,565.00	96,532,433.00
Domestic (Thousand baht)	82,717,668.00	83,496,565.00	96,532,433.00
International (Thousand baht)	0.00	0.00	0.00

  

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

**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)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

**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

# Risk Management

# Risk Management

## Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

### Credit Risk

Risk Management Measures: Yes

#### Related Risk Topics

Financial Risk

- Default on payment or exchange of goods
- Other

### Market Risk

Risk Management Measures: Yes

#### Related Risk Topics

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

### Liquidity Risk

Risk Management Measures: Yes

#### Related Risk Topics

Financial Risk

- Insufficient sources of funding

### ความเสี่ยงที่มีใช้ด้านการเงิน

Risk Management Measures: Yes

#### Related Risk Topics

Operational Risk

- Reliance on employees in key positions



- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Property lease agreement execution
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact from population structure
- Corruption
- System disruption risk

#### **Reputational Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Damage to company image and reputation

#### **Strategic Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations

- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation
- Economic risk
- ESG risk
- Climate change and disasters

#### **Risk from economic condition**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Volatility in the industry in which the company operates
- Economic risk

#### **Risk from Material Changes in Regulations**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Other

## Emerging Risk

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack
- Impact on the environment
- Impact from population structure

## Risk to Securities Holder (2.2.2)

### Shareholder risk

**Risk Management Measures:** Yes

### Related Risk Topics

- Return from investment of securities holder

# 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.ttbbank.com/th/sustainability/policies-and-reporting/reporting-and-publications>

### 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.ttbbank.com/th/sustainability/environmental-sustainability/environmental-management>

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)	31,165.41	49,872.81	63,019.56
Gasoline (Litres)	57,918.07	82,706.22	1,491,374.20

Remark : Gasoline fuel disclosed in this report includes Gasoline and ethanol-blended fuels (Gasohol 91, Gasohol 95, E20, E85).

The fuel consumption in 2023 covers TMBThanachart office buildings, branches, and subsidiaries (Phahonyothin Asset Management Company Limited, TMBThanachart Broker Company Limited, ttb consumer company limited).

###### • Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	11,466,000.00	11,271,000.00	56,660,334.10

Remark : The electricity consumption in 2023 covers TMBThanachart office buildings, branches, data centers, and subsidiaries (Phahonyothin Asset Management Company Limited, TMBThanachart Broker Company Limited, ttb consumer company limited).

## Water management

### • Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	87,706.00	77,293.00	270,913.00

Remark : The water withdrawal in 2023 covers TMBThanachart office buildings, branches, and subsidiaries (Phahonyothin Asset Management Company Limited, TMBThanachart Broker Company Limited, ttb consumer company limited).

## Waste management

### • Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	N/A	N/A	173,662.61
Hazardous waste (Kilograms)	N/A	N/A	223.24
<b>Total waste generated (Kilograms)</b>	<b>0.00</b>	<b>0.00</b>	<b>173,885.85</b>

## Greenhouse gas management

### • Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	9,588.72	7,580.10	7,412.24
Remark : The reduction targets of 12% greenhouse gas emissions cover only in the head office building compared to 2019 baseline year.			
Scope 1 (Tons of carbon dioxide equivalents)	297.90	676.00	3,041.80
Scope 2 (Tons of carbon dioxide equivalents)	5,731.90	5,634.00	21,600.36
Scope 3 (Tons of carbon dioxide equivalents)	116.00	117.00	8,015.52
Remark : Scope 3 emissions are calculated from activities: paper usage, waste management, business travel and transportation operated by external parties, leased assets, and LPG usage by lessee.			
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>6,145.80</b>	<b>6,427.00</b>	<b>32,657.68</b>

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : EY Office Limited

## 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://media.ttbbank.com/1/sustainability/th\\_human\\_rights\\_policy.pdf](https://media.ttbbank.com/1/sustainability/th_human_rights_policy.pdf)

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)	4,644	4,619	4,786
Number of female employees (Persons)	10,458	10,001	10,534
<b>Total number of employees (Persons)</b>	<b>15,102</b>	<b>14,620</b>	<b>15,320</b>

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	12,800,964,990.00	14,405,026,391.00	15,931,151,770.00

##### • Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	46.00	61.00	39.00
Employee development and training expenses (baht)	67,167,862.00	112,630,000.00	115,157,300.00

##### • Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	0	0	0
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	12.95	20.50	17.27

• **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.ttbbank.com/th/about-us/corporate-governance-policy>

#### 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	14	100.00
Number of male directors	11	78.57
Number of female directors	3	21.43
Number of executive directors	1	7.14
Number of non-executive directors	13	92.86
Number of independent directors	5	35.71

#### 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. EKNITI NITITHANPRAPAS Gender: Male Age: 52 years old Highest level of education: Doctoral degree Major: Ph.D. (Economics / Macroeconomics and International Finance), Claremont Graduate University, USA Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Re-elected as director	13 Feb 2020	Finance, Banking, Governance/ Compliance

2.	<p>Mr. SUPHADEJ POONPIPAT</p> <p>Gender: Male</p> <p>Age: 73 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Science (Economics), University of Wisconsin, USA</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	3 Dec 2019	Strategic Management, Marketing, Risk Management, Banking, Finance
3.	<p>Mr. PHILIPPE G.J.E.O. DAMAS</p> <p>Gender: Male</p> <p>Age: 73 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Business Administration (Accounting &amp; International Finance), Columbia University, New York, USA</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>	28 Dec 2007	Strategic Management, Governance/ Compliance, Project Management
4.	<p>Mr. YOKPORN TANTISAWETRAT</p> <p>Gender: Male</p> <p>Age: 68 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Economics, Thammasat University</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>	1 Jun 2015	Strategic Management, Risk Management

5.	<p>Mr. PITI TANTAKASEM</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Doctor of Philosophy (Ph. D.), Strategic Management, Bangkok University in Collaboration with University of Nebraska-Lincoln, USA</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	1 Jan 2018	Strategic Management, Risk Management, Banking
6.	<p>Mr. SOMJATE MOOSIRILERT</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Management, Sasin Graduate Institute of Business Administration of Chulalongkorn University</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	3 Dec 2019	Strategic Management, Risk Management, Governance/ Compliance, Banking, Finance, Human Resource Management
7.	<p>Mr. TEERANUN SRIHONG</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Business Administration, University of Michigan – Ann Arbor, USA</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	17 Dec 2019	IT Management, Risk Management, Human Resource Management, Banking

8.	<p>Mr. PRINYA HOM-ANEK</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education:</p> <p>Doctoral degree</p> <p>Major: Honorary Doctorate Degree of Science, Rajamangala University of Technology Suvarnabhumi</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>	17 Dec 2019	IT Management, Risk Management, Internal Control
9.	<p>Mrs. CHANANYARAK PHETCHARAT</p> <p>Gender: Female</p> <p>Age: 60 years old</p> <p>Highest level of education:</p> <p>Master's degree</p> <p>Major: Master of Management Information System, University of West Virginia, USA</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 Apr 2020	Finance, Marketing, IT Management
10.	<p>Mr. WILLEM FREDERIK NAGEL</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education:</p> <p>Master's degree</p> <p>Major: Master of Economics, University of Amsterdam</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	23 Apr 2020	Banking, Risk Management, IT Management
11.	<p>GEN. APINUN KUMPROH</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education:</p> <p>Master's degree</p> <p>Major: Master of Political Science (Public Administration), Thammasat University</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>	8 Mar 2021	Strategic Management, Human Resource Management



12.	<p>Mrs. PATRICIA MONGKHONVANIT</p> <p>Gender: Female</p> <p>Age: 52 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Laws (Tax), London School of Economics and Political Science, University of London, United Kingdom</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 Nov 2021	Law, Economics, Audit, Banking
13.	<p>Mrs. CHARITA LEELAYUDTH</p> <p>Gender: Female</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: M.A. Business administration, Chulalongkorn University</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>	3 Feb 2022	Risk Management, Internal Control, Audit
14.	<p>Mr. JOHANNES FRANCISCUS GRISEL</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Business Administration, Nyenrode University, The Netherlands</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	1 Jul 2023	Banking, Risk Management

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

General information	Position	Tenure	Replacement Director
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1.	Mr. MICHAL JAN SZCZUREK	Director	Date position was	Mr. Johannes Franciscus
	Gender: Male	(Non-executive)	assumed:	Grisel
	Age: 52 years old		17 Dec 2019	Date position was assumed:
	Highest level of education:		Date directorship	1 Jul 2023
	Master's degree		ended:	
	Major: Master of Economics,		1 Jul 2023	
	Warsaw University			
	Thai nationality: No			
	Residing in Thailand: No			

## Other Information pertaining to committees

The Chairman is an independent director : No

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 : No

## 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.	<p>Mrs. CHARITA LEELAYUDTH [1]</p> <p>Gender: Female</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: M.A. Business administration, Chulalongkorn University</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	3 Feb 2022	Risk Management, Internal Control, Audit
2.	<p>Mr. PRINYA HOM-ANEK</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Honorary Doctorate Degree of Science, Rajamangala University of Technology Suvarnabhumi</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	18 Dec 2019	IT Management, Risk Management, Internal Control

3.	Mrs. CHANANYARAK PHETCHARAT	Audit committee	1 Apr 2020	Finance, Marketing, IT Management
	Gender: Female	(Non-executive,		
	Age: 60 years old	Independent director)		
	Highest level of education:			
	Master's degree	Director type: Original		
	Major: Master of Management	director		
	Information System, University			
	of West Virginia, USA			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

[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. PHILIPPE G.J.E.O. DAMAS	Chairman of the executive committee	15 Jan 2008
	Gender: Male		
	Age: 73 years old		
	Highest level of education: Master's degree		
	Major: Master of Business		
	Administration (Accounting & International Finance), Columbia		
	University, New York, USA		
	Thai nationality: No		
	Residing in Thailand: No		
2.	Mr. SUPHADEJ POONPIPAT	Vice-chairman of the executive committee	4 Dec 2019
	Gender: Male		
	Age: 73 years old		
	Highest level of education: Master's degree		
	Major: Master of Science (Economics),		
	University of Wisconsin, USA		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

3.	<p>Mr. SOMJATE MOOSIRILERT</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Management, Sasin Graduate Institute of Business Administration of Chulalongkorn University</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>4 Dec 2019</p>
4.	<p>Mrs. PATRICIA MONGKHONVANIT</p> <p>Gender: Female</p> <p>Age: 52 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Laws (Tax), London School of Economics and Political Science, University of London, United Kingdom</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>25 Nov 2021</p>
5.	<p>Mr. PITI TANTAKASEM</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Doctor of Philosophy (Ph.D.), Strategic Management, Bangkok University in Collaboration with University of Nebraska-Lincoln, USA</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>1 Jan 2018</p>
6.	<p>Mr. Johannes Franciscus Grisel</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Member of the executive committee</p>	<p>1 Jul 2023</p>

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

General information	Position	Tenure	Replacement Director
1. Mr. MICHAL JAN SZCZUREK Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Master of Economics, Warsaw University Thai nationality: No Residing in Thailand: No	Member of the executive committee	Date position was assumed: 17 Dec 2019 Date directorship ended: 1 Jul 2023	Mr. Johannes Franciscus Grisel Date position was assumed: 1 Jul 2023

**Other sub-committees**

**Sub-committees information**

Name of sub-committees	List of directors	Position
Board of Executive Directors	Mr. PHILIPPE G.J.E.O. DAMAS Mr. SUPHADEJ POONPIPAT Mr. SOMJATE MOOSIRILERT Mrs. PATRICIA MONGKHONVANIT Mr. Johannes Franciscus Grisel Mr. PITI TANTAKASEM	Chairman Vice chairman Member Member Member Member
Audit Committee	Mrs. CHARITA LEELAYUDTH Mrs. CHANANYARAK PHETCHARAT Mr. PRINYA HOM-ANEK	Chairman Member Member
Nomination, Remuneration and Corporate Governance Committee	Mr. PHILIPPE G.J.E.O. DAMAS Mr. SOMJATE MOOSIRILERT Mrs. PATRICIA MONGKHONVANIT Mr. TEERANUN SRIHONG Mr. WILLEM FREDERIK NAGEL	Chairman Member Member Member Member
Risk Oversight Committee	Mr. WILLEM FREDERIK NAGEL Mr. TEERANUN SRIHONG Mr. PRINYA HOM-ANEK Mr. YOKPORN TANTISAWETRAT Mr. PITI TANTAKASEM Mr. Johannes Franciscus Grisel Mr. Vikran Paovarojkit	Chairman Member Member Member Member Member Member

Credit Committee	Mr. YOKPORN TANTISAWETRAT	Chairman
	Mr. SOMJATE MOOSIRILERT	Member
	Mr. PITI TANTAKASEM	Member
	Mr. Johannes Franciscus Grisel	Member
	Mr. Vikran Paovarojkit	Member
IT Oversight Committee	Mr. TEERANUN SRIHONG	Chairman
	Mr. PRINYA HOM-ANEK	Member
	Mrs. CHANANYARAK PHETCHARAT	Member
	Mrs. PATRICIA MONGKHONVANIT	Member
	Mr. WILLEM FREDERIK NAGEL	Member
	Mr. PITI TANTAKASEM	Member

## Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Oversight Committee
Sub-committees responsible for nomination	: Nomination, Remuneration and Corporate Governance Committee
Sub-committees responsible for remuneration	: Nomination, Remuneration and Corporate Governance Committee
Sub-committees responsible for corporate governance	: Nomination, Remuneration and Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Nomination, Remuneration and Corporate Governance 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. PITI TANTAKASEM Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Doctor of Philosophy (Ph.D.), Strategic Management, Bangkok University in Collaboration with University of Nebraska-Lincoln, USA	CHIEF EXECUTIVE OFFICER	1 Jan 2018	Strategic Management, Risk Management, Banking
2. Mrs. Prapasiri Kositthanakorn Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Master of Business Administration (MBA), Assumption University	Chief of Staff	1 Apr 2018	Banking, Finance & Securities, Accounting, Finance, Risk Management, Budgeting
3. Mr. Anuwat Luengtaweekul Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Master of Business Administration (MBA), Rangsit University	Chief Auto Lending Officer	1 Jan 2020	Banking, Finance & Securities, Insurance, Accounting, Finance, Procurement, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance
4. Mrs. Kanchana Rojvatunyu Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Master of Business Administration (MBA), Sasin Graduate Institute of Business Administration of Chulalongkorn University	Chief Market and Experience Officer	1 Jan 2020	Banking, Marketing, Digital Marketing, Brand Management, Leadership, Strategic Management



5.	<p>Mrs. Pittimart Sanguansook</p> <p>Gender: Female</p> <p>Age: 59 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Bachelor of Accounting, Thammasat University</p>	Chief Audit Officer	1 May 2020	Banking, Internal Control
6.	<p>Mr. Sutthikan Rungsritthong</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Computer Science – Software Engineering, The University of Texas at Arlington, USA</p>	Chief Information Officer	1 Sep 2021	Banking, Information & Communication Technology, IT Management, Project Management, Risk Management
7.	<p>Mrs. Rattana Arkachaisri</p> <p>Gender: Female</p> <p>Age: 55 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Bachelor of Arts, Hotel Management, Kasetsart University</p>	Chief Operating Officer	1 Sep 2021	Banking, Law, Data Analysis, Negotiation, Corporate Management, Change Management, Leadership, Strategic Management
8.	<p>Mr. Saranya Phuphatana</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Business Administration at The University of Houston</p>	Chief Commercial Banking Officer	1 Apr 2022	Banking, Finance & Securities, Accounting, Finance, IT Management, Risk Management
9.	<p>Mr. Thakorn Piyapan</p> <p>Gender: Male</p> <p>Age: 52 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Finance, University of Colorado at Denver, USA</p>	President and Acting Chief Retail Banking Officer	1 May 2022	Banking, Marketing, Leadership, Strategic Management

10.	Mr. Vikran Paovarojkit Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Master of Business Administration, Michigan State University	Chief Risk Officer	1 Jun 2023	Banking, Corporate Management, Risk Management
11.	Ms. Somkid Preechasammakul [1] Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Master of Business Administration (Finance), Sasin Graduation Institution of Business Administration of Chulalongkorn University	Chief Financial Officer	1 Jan 2023	Business Administration, Banking, Finance, Data Analysis, Budgeting

[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

### Remuneration

	2021	2022	2023
Total executive remuneration (baht)	315,490,762.62	377,353,424.02	383,000,000.00

### Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : Yes

Employee Joint Investment Program (EJIP) : Yes

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons)	: 4,786
Number of female employees (persons)	: 10,534
<b>Total number of employees (persons)</b>	<b>: 15,320</b>

#### Employee Remuneration

Total employee remuneration	: 15,931,151,770.00
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#### Provident fund

Total number of employees (persons)	: 15,320
Number of employees contributing to the PVD (persons)	: 14,767
Percentage of employees who are members (%)	: 96.39

## Other Significant Information (7.6)

### Other significant information

#### Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Somkid Preechasammakul	somkid.pre@ttbbank.com	02-299-2135
2. Mr. Mate Kanokpibool	mate.kan@ttbbank.com	02-299-2926

- Company secretary

General information	Email	Telephone
1. Mrs. Manika Sitthichai	manika.sit@ttbbank.com	02-299-1402

• Head of internal audit

General information	Email	Telephone
1. Mrs. Pitimart Saguansook	pittimart.san@ttbbank.com	02-242-3266

• Head of compliance unit

General information	Email	Telephone
1. Mrs. Chirdprapa Chaladsoontornvatee	chirdprapa.cha@ttbbank.com	02-299-2300

• Head of investor relations

General information	Email	Telephone
1. Ms. Dararat Urapanthamat	ir.ttb@ttbbank.com	02-242-3475

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
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1.	KPMG PHOOMCHAI AUDIT COMPANY LIMITED	1. Mr. Waiyawat Kosamarnchaiyakij Email: waiyawat@kpmg.co.th Telephone: 084 439-3050	15,250,000.00	Details: Special Purpose Audit Engagement and Engagement to Perform Agreed-Upon Procedures) Total service fee (baht): 850,000.00
		2. Ms. Pantip Gulsantithamrong Email: pantip@kpmg.co.th Telephone: 084 439-3053		
		3. Mrs. Wilai Buranakittisopon Email: wilai@kpmg.co.th Telephone: 085 980-2100		
		4. Mr. Chokechai Ngamwutikul Email: chokechai@kpmg.co.th Telephone: 085 524-1555		

# 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. Mr. EKNITI NITITHANPRAPAS Gender: Male Age: 52 years old Highest level of education: Doctoral degree Major: Ph.D. (Economics / Macroeconomics and International Finance), Claremont Graduate University, USA Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Re-elected as director	Date position was assumed: 13 Feb 2020	Finance, Banking, Governance/ Compliance
2. Mr. YOKPORN TANTISAWETRAT Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Master of Economics, Thammasat University Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 1 Jun 2015	Strategic Management, Risk Management

3.	<p>Mr. SOMJATE MOOSIRILERT</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Management, Sasin Graduate Institute of Business Administration of Chulalongkorn University</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 3 Dec 2019</p>	<p>Strategic Management, Risk Management, Governance/ Compliance, Banking, Finance, Human Resource Management</p>
4.	<p>GEN. APINUN KUMPROH</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Political Science (Public Administration), Thammasat University</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 8 Mar 2021</p>	<p>Strategic Management, Human Resource Management</p>
5.	<p>Mrs. PATRICIA MONGKHONVANIT</p> <p>Gender: Female</p> <p>Age: 52 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Laws (Tax), London School of Economics and Political Science, University of London, United Kingdom</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 2 Nov 2021</p>	<p>Law, Economics, Audit, Banking</p>

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

General information	Position	Date position was assumed	Experience and expertise
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1.	Mr. JOHANNES FRANCISCUS GRISEL Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Master of Business Administration, Nyenrode University, The Netherlands Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Jul 2023	Banking, Risk Management
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### Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. EKNITI NITITHANPRAPAS	Chairman of the board	Participating
Mr. SUPHADEJ POONPIPAT	Vice Chairman	Participating
Mr. PHILIPPE G.J.E.O. DAMAS	Director	Participating
Mr. YOKPORN TANTISAWETRAT	Director	Participating
Mr. PITI TANTAKASEM	Director	Participating
Mr. SOMJATE MOOSIRILERT	Director	Participating
Mr. TEERANUN SRIHONG	Director	Participating
Mr. PRINYA HOM-ANEK	Director	Participating
Mrs. CHANANYARAK PHETCHARAT	Director	Participating
Mr. WILLEM FREDERIK NAGEL	Director	Participating
GEN. APINUN KUMPROH	Director	Participating
Mrs. PATRICIA MONGKHONVANIT	Director	Participating
Mrs. CHARITA LEELAYUDTH	Director	Participating
Mr. JOHANNES FRANCISCUS GRISEL	Director	Participating
Mr. MICHAL JAN SZCZUREK	Director	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)

## Meeting attendance and remuneration to each Board member (8.1.2)

### Meeting attendance of the board of directors

Number of board meetings (times) : 15

Date of AGM meeting : 5 Apr 2023

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. EKNITI NITITHANPRAPAS (Chairman of the board)	-	15/15	Participating	Did not hold the meeting
2.	Mr. SUPHADEJ POONPIPAT (Vice Chairman)	-	15/15	Participating	Did not hold the meeting
3.	Mr. PHILIPPE G.J.E.O. DAMAS (Director)	-	14/15	Participating	Did not hold the meeting
4.	Mr. YOKPORN TANTISAWETRAT (Director)	-	15/15	Participating	Did not hold the meeting
5.	Mr. PITI TANTAKASEM (Director)	-	15/15	Participating	Did not hold the meeting
6.	Mr. SOMJATE MOOSIRILERT (Director)	-	15/15	Participating	Did not hold the meeting
7.	Mr. TEERANUN SRIHONG (Director)	-	15/15	Participating	Did not hold the meeting
8.	Mr. PRINYA HOM-ANEK (Director)	-	15/15	Participating	Did not hold the meeting

9.	Mrs. CHANANYARAK PHETCHARAT (Director)	-	15/15	Participating	Did not hold the meeting
10.	Mr. WILLEM FREDERIK NAGEL (Director)	-	14/15	Participating	Did not hold the meeting
11.	GEN. APINUN KUMPROH (Director)	-	15/15	Participating	Did not hold the meeting
12.	Mrs. PATRICIA MONGKHONVANIT (Director)	-	15/15	Participating	Did not hold the meeting
13.	Mrs. CHARITA LEELAYUDTH (Director)	-	15/15	Participating	Did not hold the meeting
14.	Mr. JOHANNES FRANCISCUS GRISEL (Director)	-	8/8	Participating	Did not hold the meeting
15.	Mr. MICHAL JAN SZCZUREK (Director)	1 Jul 2023	6/7	Participating	Did not hold the meeting

#### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. EKNITI NITITHANPRAPAS (Chairman of the board)	-	4,360,000.00	4,236,987.87	No
2.	Mr. SUPHADEJ POONPIPAT (Vice Chairman)	-	2,590,000.00	2,824,658.58	No
3.	Mr. PHILIPPE G.J.E.O. DAMAS (Director)	-	5,648,800.00	2,824,658.58	No
4.	Mr. YOKPORN TANTISAWETRAT (Director)	-	3,573,000.00	2,824,658.58	No
5.	Mr. PITI TANTAKASEM (Director)	-	0.00	0.00	No
6.	Mr. SOMJATE MOOSIRILERT (Director)	-	3,822,600.00	2,824,658.58	No
7.	Mr. TEERANUN SRIHONG (Director)	-	3,764,400.00	2,824,658.58	No
8.	Mr. PRINYA HOM-ANEK (Director)	-	3,150,000.00	2,824,658.58	No
9.	Mrs. CHANANYARAK PHETCHARAT (Director)	-	2,603,400.00	2,824,658.58	No
10.	Mr. WILLEM FREDERIK NAGEL (Director)	-	3,679,800.00	2,824,658.58	No
11.	GEN. APINUN KUMPROH (Director)	-	1,338,000.00	2,824,658.58	No

12.	Mrs. PATRICIA MONGKHONVANIT (Director)	-	3,508,200.00	2,824,658.58	No
13.	Mrs. CHARITA LEELAYUDTH (Director)	-	2,799,600.00	2,589,270.37	No
14.	Mr. JOHANNES FRANCISCUS GRISEL (Director)	-	0.00	0.00	No
15.	Mr. MICHAL JAN SZCZUREK (Director)	1 Jul 2023	0.00	0.00	No

## 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. CHARITA LEELAYUDTH (Chairman of the audit committee)	-	14/14
2.	Mr. PRINYA HOM-ANEK (Audit committee)	-	14/14
3.	Mrs. CHANANYARAK PHETCHARAT (Audit committee)	-	14/14