



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

THE NAVAKIJ INSURANCE 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 : THE NAVAKIJ INSURANCE PUBLIC COMPANY LIMITED

Symbol : NKI

Address : 100/47-55 Sathorn Nakorn Tower, 25th-27th Floor, 90/3-6
Sathorn Thani Building, 1st Floor, North Sathorn Road, Silom,
Bangrak, Bangkok 10500

Province : Bangkok

Postcode : 10500

Business : Non-Life Insurance

Registration Number : 0107536000862

Telephone : 026647777

Fax (if applicable) : 026367999

Website : www.navakij.co.th

Email : office_president@navakij.co.th

Total Shares Sold (shares)

Common Stock : 37,000,000

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)	3,461,770.00	3,752,467.00	3,900,280.00
Fire Insurance (Thousand baht)	640,289.00	707,368.00	756,364.00
Marine Insurance (Thousand baht)	98,423.00	102,083.00	100,053.00
Motor Insurance (Thousand baht)	1,951,015.00	2,243,799.00	2,492,577.00
Miscellaneous (Thousand baht)	683,226.00	613,432.00	474,844.00
Investment Income (Thousand baht)	88,817.00	85,785.00	76,442.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Fire Insurance (%)	18.50	18.85	19.39
Marine Insurance (%)	2.84	2.72	2.57
Motor Insurance (%)	56.36	59.80	63.91
Miscellaneous (%)	19.74	16.35	12.17
Investment Income (%)	2.56	2.28	1.96

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	3,461,770.00	3,752,467.00	3,900,280.00
Domestic (Thousand baht)	3,461,770.00	3,752,467.00	3,900,280.00
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)	3,657.00	4,396.00	13,307.00
Other income from operations (Thousand baht)	3,657.00	4,396.00	13,307.00
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)	1,384.00	6,510.00	92.64

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	0.00	0.00	0.00

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)

Strategic Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Business operations of partners in the supply chain

Operational Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Human error in business operations
- Information security and cyber-attack

Compliance Risk

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Financial Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in return on assets or investment

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.navakij.co.th/public/core/uploaded/documents/23a923afad568ebd181670327b14fe85.pdf>

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.navakij.co.th/public/core/uploaded/documents/c25cabb266aa5a40342d0a8abee6f0bf.pdf>

Company environmental guideline : Electricity Management, Waste Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Diesel (Litres)	3,120.15	3,829.16	6,026.20
Gasoline (Litres)	19,590.79	22,661.74	23,668.72

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	601,619.00	607,016.00	613,097.00

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	4,406.00	6,193.00	6,012.00

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	N/A	N/A	18,200.00
Total waste generated (Kilograms)	0.00	0.00	18,200.00

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	266.00
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	415.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	198.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	879.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

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.navakij.co.th/public/core/uploaded/documents/8219eb6defe2332556bf0054c0ffb79f.pdf>

Company human right guideline : Employee Rights, Child Labor, 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)	201	207	207
Number of female employees (Persons)	355	347	352
Total number of employees (Persons)	556	554	559

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	189,513,400.00	206,908,200.00	303,700,000.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	3.91	1.45	4.45
Employee development and training expenses (baht)	1,106,943.00	1,016,242.00	1,776,080.00

• 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 (%)	11.87	11.37	11.09

• **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.navakij.co.th/public/core/uploaded/documents/2b9e75ee935034dc1bc754093e318dd4.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	13	100.00
Number of male directors	10	76.92
Number of female directors	3	23.08
Number of executive directors	4	30.77
Number of non-executive directors	9	69.23
Number of independent directors	5	38.46

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. Suchin Wanglee Gender: Male Age: 87 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	20 Oct 1967	Finance, Insurance, Leadership, Strategic Management, Corporate Management, Negotiation, Data Analysis, Governance/ Compliance, IT Management, Law

2.	Mr. Nipol T. Jeerawong Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Statistics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	19 May 1983	Insurance, Risk Management, Finance, Accounting, Governance/ Compliance, Corporate Social Responsibility, Corporate Management, Leadership, Budgeting, Human Resource Management, Data Analysis, Negotiation, Data Management, Project Management, Change Management, Strategic Management, Audit, Statistics, Law
3.	Mr. Vuttichai Wanglee Gender: Male Age: 82 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	6 Aug 1969	Insurance, Governance/ Compliance, Corporate Social Responsibility, Business Administration, Risk Management
4.	Mr. Kiet Srichomkwan Gender: Male Age: 86 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	23 Nov 1999	Insurance, Finance, Accounting, Governance/ Compliance, Corporate Social Responsibility, Sustainability, Fund Management, Corporate Management, Leadership, Audit, Internal Control, Budgeting, Business Administration

5.	<p>Mr. Pitiphong Bisalputra</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	25 Apr 2002	<p>Insurance, Risk Management, Governance/ Compliance, Law, Marketing, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Information & Communication Technology, Business Administration</p>
6.	<p>Ms. Jittinan Wanglee</p> <p>Gender: Female</p> <p>Age: 51 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	29 Apr 2003	<p>Governance/ Compliance, Brand Management, Business Administration</p>
7.	<p>Mr. Soo Lee Chan</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	29 Apr 2003	<p>Insurance, Finance, Accounting, Information & Communication Technology, Marketing, Digital Marketing, Project Management, Corporate Management, Leadership, Strategic Management, Business Administration</p>
8.	<p>Mrs. Wanida Chansikarin</p> <p>Gender: Female</p> <p>Age: 62 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</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>	18 Dec 2019	<p>Insurance, Finance, Accounting, Governance/ Compliance, Law, Data Analysis, Negotiation, Audit, Internal Control, Budgeting, Corporate Social Responsibility, Risk Management</p>

9.	<p>Dr. Saran Wanglee</p> <p>Gender: Male</p> <p>Age: 42 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	18 Dec 2019	<p>Insurance, Risk Management, Information & Communication Technology, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Statistics, Brand Management, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Finance, Negotiation, Business Administration</p>
10.	<p>Mrs. Phornpun Phornprapha</p> <p>Gender: Female</p> <p>Age: 70 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: Fine and Applied Arts</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	22 Feb 2022	<p>Accounting, Finance, Corporate Social Responsibility, Procurement, Data Analysis, Negotiation, Leadership, Audit, Business Administration</p>
11.	<p>Gen. Montree Sungkasap</p> <p>Gender: Male</p> <p>Age: 74 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Arts</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>	26 Apr 2022	<p>Governance/ Compliance, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Data Analysis, Negotiation, Project Management, Leadership, Strategic Management, Audit, Internal Control, Procurement, Statistics, Business Administration</p>
12.	<p>Mr. Anin Wanglee</p> <p>Gender: Male</p> <p>Age: 44 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	10 May 2023	<p>Insurance, Business Administration</p>

13.	Mr. Anak Wanglee	Director	10 May 2023	Accounting, Finance, Fund Management, Information & Communication Technology
	Gender: Male	(Executive)		
	Age: 46 years old			
	Highest level of education: Master's degree	Director type: Newly appointed director to replace ex-director		
	Major: Computer Science			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Mr. Thamnu Wanglee Gender: Male Age: 86 years old Highest level of education: Below a bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 1 Jan 1993 Date directorship ended: 21 Apr 2023	Mr. Anak Wanglee Date position was assumed: 10 May 2023
2. Ms. Charuwan Chabchamrun Gender: Female Age: 53 years old Highest level of education: Bachelor's degree Major: Faculty of Arts Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 26 Feb 2015 Date directorship ended: 21 Apr 2023	Mr. Anin Wanglee Date position was assumed: 10 May 2023

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	: 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. Mr. Kiet Srichomkwan Gender: Male Age: 86 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	9 Nov 2021	Insurance, Finance, Accounting, Governance/ Compliance, Corporate Social Responsibility, Sustainability, Fund Management, Corporate Management, Leadership, Audit, Internal Control, Budgeting, Business Administration
2. Mrs. Wanida Chansikarin [1] Gender: Female Age: 62 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	9 Nov 2021	Insurance, Finance, Accounting, Governance/ Compliance, Law, Data Analysis, Negotiation, Audit, Internal Control, Budgeting, Corporate Social Responsibility, Risk Management
3. Gen. Montree Sungkasap Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Arts Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	10 May 2022	Governance/ Compliance, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Data Analysis, Negotiation, Project Management, Leadership, Strategic Management, Audit, Internal Control, Procurement, Statistics, Business Administration

[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. Pitiphong Bisalputra Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	15 May 2014
2. Mrs. Nalina Bodharamik Gender: Female Age: 53 years old Highest level of education: Master's degree Major: M.B.A. Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 May 2014
3. Mr. Anak Wanglee Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 Aug 2019

4.	Mr. Anin Wanglee Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 Aug 2019
5.	Dr. Saran Wanglee Gender: Male Age: 42 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 Aug 2019

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

General information	Position	Tenure	Replacement Director
1. Ms. Anukul Thitikulrat Gender: Female Age: 61 years old Highest level of education: Master's degree Major: M.B.A. Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 15 May 2014 Date directorship ended: 31 Dec 2022	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
The Risk Management Committee	Mr. Nipol T. Jeerawong Mr. Pitiphong Bisalputra Mrs. Nalina Bodharamik Mr. Anak Wanglee Mr. Anin Wanglee	Chairman Member Member Member Member

The Investment Committee	Mr. Pitiphong Bisalputra	Chairman
	Mr. Nipol T. Jeerawong	Member
	Mr. Anak Wanglee	Member
The Executive Board	Mr. Pitiphong Bisalputra	Chairman
	Mrs. Nalina Bodharamik	Member
	Mr. Anak Wanglee	Member
	Mr. Anin Wanglee	Member
	Dr. Saran Wanglee	Member
The Remuneration, Nomination and Sustainable Development Committee	Gen. Montree Sungkasap	Chairman
	Mrs. Phornpun Phornprapha	Member
	Mr. Nipol T. Jeerawong	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: The Risk Management Committee
Sub-committees responsible for nomination	: The Remuneration, Nomination and Sustainable Development Committee
Sub-committees responsible for remuneration	: The Remuneration, Nomination and Sustainable Development Committee
Sub-committees responsible for corporate governance	: The Remuneration, Nomination and Sustainable Development Committee
Sub-committees responsible for corporate sustainability development	: The Remuneration, Nomination and Sustainable Development 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. Pitiphong Bisalputra Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration	CHAIRMAN OF THE EXECUTIVE BOARD	1 Sep 2008	Insurance, Risk Management, Governance/ Compliance, Law, Marketing, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Information & Communication Technology, Business Administration
2. Mrs. Nalina Bodharamik Gender: Female Age: 53 years old Highest level of education: Master's degree Major: M.B.A.	Executive Vice President	2 Jan 2013	Insurance
3. Mr. Anak Wanglee Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Computer Science	Executive Vice President	1 Apr 2019	Accounting, Finance, Fund Management, Information & Communication Technology
4. Mr. Anin Wanglee Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President	1 Apr 2019	Insurance, Business Administration

5.	Dr. Saran Wanglee Gender: Male Age: 42 years old Highest level of education: Doctoral degree Major: Business Administration	Executive Vice President	1 Apr 2019	Insurance, Risk Management, Information & Communication Technology, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Statistics, Brand Management, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Finance, Negotiation, Business Administration
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[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)	24,975,575.00	28,256,475.00	24,875,050.00

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)	: 207
Number of female employees (persons)	: 352
Total number of employees (persons)	: 559

Employee Remuneration

Total employee remuneration	: 303,700,000.00
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Provident fund

Total number of employees (persons)	: 559
Number of employees contributing to the PVD (persons)	: 406
Percentage of employees who are members (%)	: 72.63

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mrs. Maysa Suntranusorn	maysa_s@navakij.co.th	0 2664 7777 ต่อ 2548

- Company secretary

General information	Email	Telephone
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1.	Mrs. Charuwan Chabchamrun	charuwan_c@navakij.co.th	0 2664 7719
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• Head of internal audit

General information	Email	Telephone
1. Mr. Phisit Photisatian	phisit_p@navakij.co.th	0 2664 7778

• Head of compliance unit

General information	Email	Telephone
1. Ms. Charuwan Chabchamrun	charuwan_c@navakij.co.th	0 2664 7719

• Head of investor relations

General information	Email	Telephone
1. Ms. Charuwan Chabchamrun	charuwan_c@navakij.co.th	0 2664 7719

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Ms. Narissara chaisuwan Email: Narissara.chaisuwan@th.ey.com Telephone: 02-264-0777	2,565,000.00	Details: Fee for auditing the analysis report of accounting practices against the requirements of Thai Financial Reporting Standards No. 17 Total service fee (baht): 550,000.00

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. Mr. Suchin Wanglee Gender: Male Age: 87 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 20 Oct 1967	Finance, Insurance, Leadership, Strategic Management, Corporate Management, Negotiation, Data Analysis, Governance/ Compliance, IT Management, Law
2. Mr. Kiet Srichomkwan Gender: Male Age: 86 years old Highest level of education: Bachelor'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: 23 Nov 1999	Insurance, Finance, Accounting, Governance/ Compliance, Corporate Social Responsibility, Sustainability, Fund Management, Corporate Management, Leadership, Audit, Internal Control, Budgeting, Business Administration

3.	<p>Mr. Pitiphong Bisalputra</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 25 Apr 2002</p>	<p>Insurance, Risk Management, Governance/ Compliance, Law, Marketing, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Information & Communication Technology, Business Administration</p>
4.	<p>Dr. Saran Wanglee</p> <p>Gender: Male</p> <p>Age: 42 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 18 Dec 2019</p>	<p>Insurance, Risk Management, Information & Communication Technology, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Statistics, Brand Management, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Finance, Negotiation, Business Administration</p>
5.	<p>Mrs. Phornpun Phornprapha</p> <p>Gender: Female</p> <p>Age: 70 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: Fine and Applied Arts</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 22 Feb 2022</p>	<p>Accounting, Finance, Corporate Social Responsibility, Procurement, Data Analysis, Negotiation, Leadership, Audit, Business Administration</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. Anin Wanglee Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 10 May 2023	Insurance, Business Administration
2.	Mr. Anak Wanglee Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 10 May 2023	Accounting, Finance, Fund Management, Information & Communication Technology

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. Suchin Wanglee	Chairman of the board	Non-participating
Mr. Nipol T. Jeerawong	Director	Non-participating
Mr. Vuttichai Wanglee	Director	Non-participating
Mr. Kiet Srichomkwan	Director	Non-participating
Mr. Pitiphong Bisalputra	Director	Non-participating
Ms. Jittinan Wanglee	Director	Non-participating
Mr. Soo Lee Chan	Director	Non-participating
Mrs. Wanida Chansikarin	Director	Participating
Dr. Saran Wanglee	Director	Participating
Mrs. Phornpun Phornprapha	Director	Non-participating
Gen. Montree Sungkasap	Director	Participating
Mr. Anin Wanglee	Director	Non-participating

Mr. Anak Wanglee	Director	Participating
Mr. Thamnu Wanglee	Director	Non-participating
Ms. Charuwan Chabchamrun	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 8

Date of AGM meeting : 20 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. Suchin Wanglee (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2. Mr. Nipol T. Jeerawong (Director)	-	8/8	Participating	Did not hold the meeting
3. Mr. Vuttichai Wanglee (Director)	-	8/8	Participating	Did not hold the meeting
4. Mr. Kiet Srichomkwan (Director)	-	8/8	Participating	Did not hold the meeting
5. Mr. Pitiphong Bisalputra (Director)	-	7/7	Participating	Did not hold the meeting
6. Ms. Jittinan Wanglee (Director)	-	6/8	Participating	Did not hold the meeting

7.	Mr. Soo Lee Chan (Director)	-	8/8	Participating	Did not hold the meeting
8.	Mrs. Wanida Chansikarin (Director)	-	8/8	Participating	Did not hold the meeting
9.	Dr. Saran Wanglee (Director)	-	7/7	Participating	Did not hold the meeting
10.	Mrs. Phornpun Phornprapha (Director)	-	7/8	Participating	Did not hold the meeting
11.	Gen. Montree Sungkasap (Director)	-	8/8	Participating	Did not hold the meeting
12.	Mr. Anin Wanglee (Director)	-	4/4	Non-participating	Did not hold the meeting
13.	Mr. Anak Wanglee (Director)	-	4/4	Participating	Did not hold the meeting
14.	Mr. Thamnu Wanglee (Director)	21 Apr 2023	2/2	Participating	Did not hold the meeting
15.	Ms. Charuwan Chabchamrun (Director)	21 Apr 2023	2/2	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. Suchin Wanglee (Chairman of the board)	-	240,000.00	287,500.00	No
2.	Mr. Nipol T. Jeerawong (Director)	-	330,000.00	143,750.00	No
3.	Mr. Vuttichai Wanglee (Director)	-	160,000.00	143,750.00	No
4.	Mr. Kiet Srichomkwan (Director)	-	460,000.00	143,750.00	No
5.	Mr. Pitiphong Bisalputra (Director)	-	270,000.00	287,500.00	No
6.	Ms. Jittinan Wanglee (Director)	-	120,000.00	143,750.00	No
7.	Mr. Soo Lee Chan (Director)	-	160,000.00	143,750.00	No
8.	Mrs. Wanida Chansikarin (Director)	-	360,000.00	143,750.00	No

9.	Dr. Saran Wanglee (Director)	-	140,000.00	143,750.00	No
10.	Mrs. Phornpun Phornprapha (Director)	-	170,000.00	143,750.00	No
11.	Gen. Montree Sungkasap (Director)	-	420,000.00	143,750.00	No
12.	Mr. Anin Wanglee (Director)	-	90,000.00	N/A	No
13.	Mr. Anak Wanglee (Director)	-	150,000.00	N/A	No
14.	Mr. Thamnu Wanglee (Director)	21 Apr 2023	40,000.00	143,750.00	No
15.	Ms. Charuwan Chabchamrun (Director)	21 Apr 2023	40,000.00	143,750.00	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) : 10

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. Kiet Srichomkwan (Chairman of the audit committee)	-	10/10
2.	Mrs. Wanida Chansikarin (Audit committee)	-	10/10
3.	Gen. Montree Sungkasap (Audit committee)	-	10/10