



# **Annual Registration Statement / Annual Report**

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

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

**AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED**

Fiscal Year End 29 February 2024



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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 : AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED

Symbol : AEONTS

Address : EXCHANGE TOWER, FLOOR 27, 388 SUKHUMVIT ROAD, KHLONG TOEI

Province : Bangkok

Postcode : 10110

Business : Credit Card, Personal Loan and Hire Purchase

Registration Number : 0107544000078

Telephone : 0-2665-0123;0-2302-4400

Website : [www.aeon.co.th](http://www.aeon.co.th)

Email : [ir@aeon.co.th](mailto:ir@aeon.co.th)

#### Total Shares Sold (shares)

Common Stock : 250,000,000

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)	20,791,422.00	22,331,665.00	21,965,263.00
Credit Card (Thousand baht)	6,462,205.00	7,641,755.00	7,818,745.00
Loan (Thousand baht)	10,367,574.00	10,384,552.00	9,950,408.00
Hire-purchase (Thousand baht)	1,073,176.00	1,028,530.00	997,868.00
Others (Thousand baht)	2,888,467.00	3,276,828.00	3,198,242.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Credit Card (%)	31.08	34.22	35.60
Loan (%)	49.86	46.50	45.30
Hire-purchase (%)	5.16	4.61	4.54
Others (%)	13.89	14.67	14.56

#### By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	20,791,422.00	22,331,665.00	21,965,263.00
Domestic (Thousand baht)	19,537,796.00	21,044,419.00	20,623,468.00
International (Thousand baht)	1,253,626.00	1,287,246.00	1,341,795.00
Myanmar (Thousand baht)	34,208.00	9,549.00	31,460.00
Cambodia (Thousand baht)	1,106,724.00	1,170,877.00	1,188,407.00

Laos (Thousand baht)	112,694.00	106,820.00	121,928.00
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	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	93.97	94.24	93.89
International (%)	6.03	5.76	6.11
Myanmar (%)	2.73	0.74	2.34
Cambodia (%)	88.28	90.96	88.57
Laos (%)	8.99	8.30	9.09

#### 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

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

	2021	2022	2023
Share of profit (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	0.00	0.00	0.00

# Risk Management



# Risk Management

## Risk Factors (2.2)

### Risk to Securities Holder (2.2.2)

#### Market Risk

Risk Management Measures: Yes

#### Related Risk Topics

- Other

#### Liquidity Risk

Risk Management Measures: Yes

#### Related Risk Topics

- Other

#### Credit Risk

Risk Management Measures: Yes

#### Related Risk Topics

- Other

#### Capital Risk

Risk Management Measures: Yes

#### Related Risk Topics

- Other

#### Fraudulent Risk

Risk Management Measures: Yes

#### Related Risk Topics

- Other

### **Operational Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Other

### **Risk of data loss or information leakage**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Other

### **Cyber Security Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Other

### **Compliance Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Other

### **Risk from natural disaster**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Other

### **Geopolitical Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Other

**Risk of an option to buy back Excess Defaulted Receivables from Special Purpose Vehicle Company Limited (SPV) under the Securitization plan**

**Risk Management Measures:** No

**Related Risk Topics**

- Other

**Risk from controlling of the major shareholder more than 50%**

**Risk Management Measures:** No

**Related Risk Topics**

- Return from investment of securities holder

**Emerging Risk**

**Risk Management Measures:** No

**Related Risk Topics**

- Other

# Sustainable Development

## Sustainable Development

### Sustainability Management Policy and Targets (3.1)

#### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

### Environmental Aspect (3.3)

#### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

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
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	72,495.03	62,221.45	92,805.03
Gasoline (Litres)	848,897.06	782,519.26	783,200.32
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	9,138,020.39	7,813,311.33	7,790,216.30

**Water management**

• **Water consumption**

	2021	2022	2023
Total water withdrawal (Cubic meters)	1,855.64	653.13	442.01

**Waste management**

• **Waste from operations**

	2021	2022	2023
Non-hazardous waste (Kilograms)	4,610.95	14,844.05	17,613.30
Hazardous waste (Kilograms)	0.00	31,258.25	1,661.89
<b>Total waste generated (Kilograms)</b>	<b>4,610.95</b>	<b>46,102.30</b>	<b>19,275.19</b>

**Greenhouse gas management**

• **Greenhouse gas emissions**

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Scope 1 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
Scope 2 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
Scope 3 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

- **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

Company human right guideline : Employee Rights, Child Labor, 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)	931	891	866
Number of female employees (Persons)	3,288	3,139	3,061
<b>Total number of employees (Persons)</b>	<b>4,219</b>	<b>4,030</b>	<b>3,927</b>

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	1,927,830,033.69	1,909,181,029.80	1,921,140,086.68

##### • Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	10.48	14.16	37.87
Employee development and training expenses (baht)	16,280,000.00	14,610,000.00	20,970,000.00

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

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	1	1	0



• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	14.67	21.79	18.77

• **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.aeon.co.th/aeon/aeon-info/corporate-governance/?language\\_id=4397539](https://www.aeon.co.th/aeon/aeon-info/corporate-governance/?language_id=4397539)

#### 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	10	83.33
Number of female directors	2	16.67
Number of executive directors	6	50.00
Number of non-executive directors	6	50.00
Number of independent directors	4	33.33

#### 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. MITSUGU TAMAI Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Chairman of the board (Non-executive)  Director type: Original director	24 Jun 2021	Strategic Management, Risk Management, Human Resource Management, Marketing, Digital Marketing, Finance, Negotiation, Data Analysis, Corporate Management, Leadership

2.	Mr. TSUTOMU OMODERA Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Vice Chairman (Executive)  Director type: Original director	24 Jun 2020	Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, Audit, Marketing, Data Analysis, Finance, Corporate Social Responsibility, Banking, Governance/ Compliance, Accounting, Leadership
3.	Ms. SUPORN WATTANAVEKIN Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	27 Jul 2001	Finance, Accounting, Leadership, Economics, Banking, Strategic Management, Corporate Management, Risk Management, Human Resource Management, Marketing, Data Analysis, Corporate Social Responsibility, Governance/ Compliance
4.	Mr. NUNTAWAT CHOTVIJIT Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	12 Jun 2014	Strategic Management, Corporate Management, Marketing, Finance, Human Resource Management, Data Analysis, Corporate Social Responsibility, Banking, Leadership
5.	Ms. SURIPORN THAMMAWATID Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	22 Jun 2018	Strategic Management, Risk Management, Corporate Management, Finance, Leadership, Statistics, Human Resource Management, Data Analysis, Banking, Business Administration, Economics

6.	Mr. KAZUMASA OSHIMA Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: No Residing in Thailand: Yes	Director (Executive)  Director type: Original director	21 Jun 2019	Business Administration, Economics, Banking, Finance, Governance/ Compliance, Budgeting, Internal Control, Risk Management, Strategic Management, Leadership, Change Management, Corporate Management
7.	Mr. JUNICHI IWAKAMI Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Director (Executive)  Director type: Original director	24 Jun 2021	Strategic Management, Data Management, Change Management, Risk Management, Data Analysis, Economics, Leadership, IT Management
8.	Mr. CHATCHAVAL JIARAVANON Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	27 Jul 2001	Law, Property Fund & REITs, Strategic Management, Data Management, Human Resource Management, Marketing, Digital Marketing, Leadership
9.	Dr. SUCHARIT KOONTANAKULVONG Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	17 Jun 2010	Strategic Management, Audit, Internal Control, Economics, Risk Management

10.	Dr. MONGKON LAOWORAPONG Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	22 Jun 2018	Risk Management, Audit, Finance, Banking, Accounting, Economics
11.	Mr. ITTINANT SUWANJUTHA Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	24 Jun 2021	Property Development, Finance, Food & Beverage
12.	Mr. RYUICHI HASUO Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Science Thai nationality: No Residing in Thailand: No	Director (Non-executive, Independent director)  Director type: Original director	24 Jun 2020	Automotive, Business Administration

## 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. Dr. SUCHARIT KOONTANAKULVONG Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	24 Jun 2021	Strategic Management, Audit, Internal Control, Economics, Risk Management
2. Dr. MONGKON LAOWORAPONG [1] Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	29 Apr 2019	Risk Management, Audit, Finance, Banking, Accounting, Economics
3. Mr. ITTINANT SUWANJUTHA Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	24 Jun 2021	Property Development, Finance, Food & Beverage

[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. TSUTOMU OMODERA Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Chairman of the executive committee	24 Jun 2020
2. Ms. SUPORN WATTANAVEKIN Gender: Female 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	18 Feb 2000
3. Mr. NUNTAWAT CHOTVIJIT Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	12 Jun 2014
4. Ms. SURIPORN THAMMAWATID Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	22 Jun 2018

5.	Mr. KAZUMASA OSHIMA Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	21 Jun 2019
6.	Mr. JUNICHI IWAKAMI Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	24 Jun 2021

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Compliance Committee	Mr. TSUTOMU OMODERA	Chairman
	Ms. SUPORN WATTANAVEKIN	Member
	Mr. NUNTAWAT CHOTVIJIT	Member
	Ms. SURIPORN THAMMAWATID	Member
	Mr. KAZUMASA OSHIMA	Member
	Mr. JUNICHI IWAKAMI	Member
	Ms. Supanee Asawasuan	Member
	Mr. Witchasorn Suwannakindra	Member
	Mr. Manavudhi Mingvanich	Member
	Mr. Tawatchai Peechat	Member
	Mrs. Chittiporn Inoue	Member
	Ms. Nadanong Chompong	Member
	Mr. Alongkorn Sattabusaya	Member
	Mr. Amorn Jirachaprasit	Member
	Ms. Gritsla Kommongkol	Member
	Mr. Kosei Yahiro	Member
	Ms. Ariya Lertsatira	Member
	Mr. Jakkapan Kittananun	Member
	Mr. Taveesak Phrusukarn	Member

Risk Management Committee	Mr. TSUTOMU OMODERA	Chairman
	Ms. SUPORN WATTANAVEKIN	Member
	Mr. NUNTAWAT CHOTVIJIT	Member
	Ms. SURIPORN THAMMAWATID	Member
	Mr. KAZUMASA OSHIMA	Member
	Mr. JUNICHI IWAKAMI	Member
	Ms. Supanee Asawasuan	Member
	Mr. Witchasorn Suwannakindra	Member
	Mr. Manavudhi Mingvanich	Member
	Mr. Tawatchai Peechapat	Member
	Mrs. Chittiporn Inoue	Member
	Ms. Nadanong Chompong	Member
	Mr. Alongkorn Sattabusaya	Member
	Mr. Amorn Jirachaprasit	Member
	Ms. Gritsla Kommongkol	Member
	Mr. Kosei Yahiro	Member
	Ms. Ariya Lertsatira	Member
	Mr. Jakkapan Kittananun	Member
	Mr. Taveesak Phrusukarn	Member

#### **Roles of Sub-committees**

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: None
Sub-committees responsible for remuneration	: None
Sub-committees responsible for corporate governance	: Compliance Committee
Sub-committees responsible for corporate sustainability development	: None

## 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. TSUTOMU OMODERA Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering	Vice Chairman of the Board and Managing Director	24 Jun 2020	Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, Audit, Marketing, Data Analysis, Finance, Corporate Social Responsibility, Banking, Governance/ Compliance, Accounting, Leadership
2. Ms. SUPORN WATTANAVEKIN Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration	Director	27 Jul 2001	Finance, Accounting, Leadership, Economics, Banking, Strategic Management, Corporate Management, Risk Management, Human Resource Management, Marketing, Data Analysis, Corporate Social Responsibility, Governance/ Compliance
3. Mr. NUNTAWAT CHOTVIJIT Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Director	12 Jun 2014	Strategic Management, Corporate Management, Marketing, Finance, Human Resource Management, Data Analysis, Corporate Social Responsibility, Banking, Leadership
4. Mr. KAZUMASA OSHIMA [1] Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Finance	Director and Chief Financial Officer	21 Jun 2019	Business Administration, Economics, Banking, Finance, Governance/ Compliance, Budgeting, Internal Control, Risk Management, Strategic Management, Leadership, Change Management, Corporate Management

5.	Ms. SURIPORN THAMMAWATID Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Management	Director	22 Jun 2018	Strategic Management, Risk Management, Corporate Management, Finance, Leadership, Statistics, Human Resource Management, Data Analysis, Banking, Business Administration, Economics
6.	Mr. JUNICHI IWAKAMI Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Economics	Director	24 Jun 2021	Strategic Management, Data Management, Change Management, Risk Management, Data Analysis, Economics, Leadership, IT Management
7.	Ms. Supanee Asawasuan Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Company secretary and Senior Executive Vice President	21 Sep 2009	Business Administration, Economics, Banking, Accounting, Finance, Corporate Social Responsibility, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance
8.	Mrs. Chittiporn Inoue Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Business Administration	SEVP Customer Service Department	27 Aug 2020	Business Administration
9.	Mr. Witchasorn Suwannakindra Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Public Administration	SEVP Business Control Management Department	1 Mar 2013	Business Administration
10.	Mr. Manavudhi Mingvanich Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Computer Science	SEVP System Development	21 Aug 2013	IT Management

11.	Mr. Tawatchai Peechapat Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Applied Statistics	SEVP IT Department	1 Apr 2018	Business Administration, Economics, Data Analysis, Statistics
12.	Ms. Nadanong Chompong Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Law	SEVP Legal Office	1 Sep 2021	Law
13.	Mr. Alongkorn Sattabusaya Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Finance	SEVP Corporate Governance and Control	1 Feb 2022	Business Administration, Economics, Finance
14.	Mr. Amorn Jirachaprasit Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Economics	SEVP Collection Department	1 Sep 2022	Business Administration, Economics
15.	Mr. Sitthipong Kanaraksunti Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Accounting	SEVP Head of Accounting	1 Mar 2023	Business Administration, Accounting, Finance
16.	Mr. Virach Sithivaraporn Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration	SEVP Marketing Department	1 Mar 2023	Marketing
17.	Mr. Chikafusa Nagai Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Business Administration	SEVP Information & Technology Service	30 Aug 2023	Business Administration, Finance, Information & Communication Technology

18. Mr. Hideki Tsukada	SEVP Digital	15 Nov 2023	Transportation & Logistics,
Gender: Male	Marketing &		Marketing, Digital Marketing
Age: 49 years old	Sustainability		
Highest level of education: Bachelor's degree			
Major: Engineering			

[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 : No

### Remuneration

	2021	2022	2023
Total executive remuneration (baht)	104,060,000.00	104,430,000.00	131,030,000.00

### Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : Yes

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 866

Number of female employees (persons) : 3,061

**Total number of employees (persons) : 3,927**



## Employee Remuneration

Total employee remuneration	: 1,921,140,086.68
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## Provident fund

Total number of employees (persons)	: 3,927
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Number of employees contributing to the PVD (persons)	: 2,631
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Percentage of employees who are members (%)	: 67.00
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# 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)

##### Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. MITSUGU TAMAI	Chairman of the board	Participating
Mr. TSUTOMU OMODERA	Vice Chairman	Participating
Ms. SUPORN WATTANAVEKIN	Director	Participating
Mr. NUNTAWAT CHOTVIJIT	Director	Participating
Ms. SURIPORN THAMMAWATID	Director	Participating
Mr. KAZUMASA OSHIMA	Director	Participating
Mr. JUNICHI IWAKAMI	Director	Participating
Mr. CHATCHAVAL JIARAVANON	Director	Non-participating
Dr. SUCHARIT KOONTANAKULVONG	Director	Participating
Dr. MONGKON LAOWORAPONG	Director	Participating
Mr. ITTINANT SUWANJUTHA	Director	Participating
Mr. RYUICHI HASUO	Director	Non-participating

##### Directors' performance assessment

Method used to evaluate directors' performance : 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) : 11

Date of AGM meeting : 20 Jun 2023

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. MITSUGU TAMAI (Chairman of the board)	-	11/11	Participating	Did not hold the meeting
2.	Mr. TSUTOMU OMODERA (Vice Chairman)	-	11/11	Participating	Did not hold the meeting
3.	Ms. SUPORN WATTANAVEKIN (Director)	-	11/11	Participating	Did not hold the meeting
4.	Mr. NUNTAWAT CHOTVIJIT (Director)	-	11/11	Participating	Did not hold the meeting
5.	Ms. SURIPORN THAMMAWATID (Director)	-	11/11	Participating	Did not hold the meeting
6.	Mr. KAZUMASA OSHIMA (Director)	-	11/11	Participating	Did not hold the meeting
7.	Mr. JUNICHI IWAKAMI (Director)	-	11/11	Participating	Did not hold the meeting
8.	Mr. CHATCHAVAL JIARAVANON (Director)	-	11/11	Non-participating	Did not hold the meeting
9.	Dr. SUCHARIT KOONTANAKULVONG (Director)	-	11/11	Participating	Did not hold the meeting
10.	Dr. MONGKON LAOWORAPONG (Director)	-	11/11	Participating	Did not hold the meeting
11.	Mr. ITTINANT SUWANJUTHA (Director)	-	10/11	Participating	Did not hold the meeting

12. Mr. RYUICHI HASUO (Director)	-	11/11	Participating	Did not hold the meeting
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## Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1. Mr. MITSUGU TAMAI (Chairman of the board)	-	0.00	0.00	No
2. Mr. TSUTOMU OMODERA (Vice Chairman)	-	0.00	2,150,000.00	No
3. Ms. SUPORN WATTANAVEKIN (Director)	-	0.00	1,550,000.00	No
4. Mr. NUNTAWAT CHOTVIJIT (Director)	-	0.00	1,450,000.00	No
5. Ms. SURIPORN THAMMAWATID (Director)	-	0.00	1,040,000.00	No
6. Mr. KAZUMASA OSHIMA (Director)	-	0.00	1,100,000.00	No
7. Mr. JUNICHI IWAKAMI (Director)	-	0.00	550,000.00	No
8. Mr. CHATCHAVAL JIARAVANON (Director)	-	1,896,000.00	819,000.00	No
9. Dr. SUCHARIT KOONTANAKULVONG (Director)	-	2,136,000.00	702,000.00	No
10. Dr. MONGKON LAOWORAPONG (Director)	-	1,644,000.00	702,000.00	No
11. Mr. ITTINANT SUWANJUTHA (Director)	-	1,515,000.00	622,000.00	No
12. Mr. RYUICHI HASUO (Director)	-	1,644,000.00	702,000.00	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) : 9

List of directors		Termination date	Number of the audit committee meeting
1.	Dr. SUCHARIT KOONTANAKULVONG (Chairman of the audit committee)	-	9/9
2.	Dr. MONGKON LAOWORAPONG (Audit committee)	-	9/9
3.	Mr. ITTINANT SUWANJUTHA (Audit committee)	-	9/9