

Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

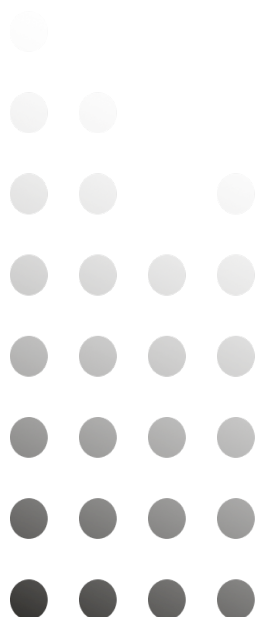


Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	5
Sustainable Development	10
Corporate Governance	
Corporate Governance Policy	15
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	16
Performance Report on Corporate Governance	29

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED

Symbol : EAST

Address : 976/1 SOI RAMA IX HOSPITAL, RIM KHLONG SAEN SEN ROAD BANG KA PI,
HUAI KHWANG

Province : Bangkok

Postcode : 10310

Business : The company is engaged in providing used motor vehicle hire purchase finance, car loan for vehicle acquisition to vehicle dealers, renewal services for vehicle insurance as well as third party liability insurance. The company has commenced its business undertaking since 1984 and become a registered entity in the securities exchange on 1 March 2004. The company provides vehicle registration, vehicle insurance, vehicle third party liability insurance, and life insurance renewal services which render customer conveniences and enable the company to earn supplementary income, and concurrently prevent possible risks against vehicles which are collateral of the company's credit extension, and hirers' life.

Registration Number : 0107546000288

Telephone : 0-2641-5252

Fax (if applicable) : -

Website : <https://www.eastautocash.com/>

Email : comsec@eastautocash.com

Total Shares Sold (shares)

Common Stock : 1,664,460,561

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	653,987.93	709,402.68	785,057.40
Hire purchase finance (Thousand baht)	468,272.18	530,822.85	567,321.14
Other (Thousand baht)	185,715.75	178,579.83	217,736.26

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Hire purchase finance (%)	71.60	74.83	72.26
Other (%)	28.40	25.17	27.74

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	653,987.93	709,402.68	785,057.40
Domestic (Thousand baht)	653,987.93	709,402.68	785,057.40
International (Thousand baht)	0.00	0.00	0.00

	2023	2024	2025
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

	2023	2024	2025
Total other income (Thousand baht)	185,715.75	178,579.83	217,736.26
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	185,715.75	178,579.83	217,736.26

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

	2023	2024	2025
Share of profit (Thousand baht)	5,950.53	1,646.43	1,171.87

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)	2023	2024	2025
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)

Risk related to the declining trend of used vehicle prices

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Product obsolescence

Financial Risk

- Fluctuation in return on assets or investment

Marketing risks and competition

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Competition risk

Operational Risk

- Reliance on employees in key positions
- Information security and cyber-attack

Financial Risk

- Income volatility

Operational risks resulted from non-performing credit risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Economic risk
- Climate change and disasters

Operational Risk

- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects

Financial Risk

- Default on payment or exchange of goods
- Income volatility

Risk from repossessed vehicle disposal

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Operational Risk

- Systems or internal control system
- Product obsolescence

Financial Risk

- Fluctuation in return on assets or investment

Risk Arising from the Volatility of Interest Rate

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Economic risk

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate

Liquidity Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large partners / distributors or few partners / distributors

Financial Risk

- Insufficient sources of funding
- Liquidity risk

Risks of Potential Increasing Future Debt Obligation

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations

Financial Risk

- Insufficient sources of funding

Risk on reliance on individuals with special expertise

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Competition risk

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

Risks on information technology and cyber security protection

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Information security and cyber-attack
- System disruption risk

Compliance Risk

- Violations of laws and regulations
- Legal risk

Risks from changing law and government policy

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance

Risk to Securities Holder (2.2.2)

Risk as a result of major investors holding shares in excess of 25% of ordinary shares issued and subscribed

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.eastautocash.com/IR_report_download
(if applicable)

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.eastautocash.com/IR_cor
(if applicable)

Company environmental guideline : Electricity Management, Water Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	0.00	0.00	0.00
Gasoline (Litres)	0.00	0.00	0.00
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**

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	380,817.00	364,897.00	266,972.00

Water management

• **Water consumption**

	2023	2024	2025
Total water withdrawal (Cubic meters)	1,115.46	826.00	826.00

Waste management

• **Waste from operations**

	2023	2024	2025
Non-hazardous waste (Kilograms)	0.00	0.00	0.00
Hazardous waste (Kilograms)	0.00	N/A	N/A
Total waste generated (Kilograms)	0.00	0.00	0.00

Greenhouse gas management

• **Greenhouse gas emissions**

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
Scope 2 (Tons of carbon dioxide equivalents)	0.00	192.00	0.00
Scope 3 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	192.00	0.00
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• **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.eastautocash.com/IR_cor

Company human right guideline : Employee Rights, 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

	2023	2024	2025
Number of male employees (Persons)	129	106	123
Number of female employees (Persons)	133	124	131
Total number of employees (Persons)	262	230	254

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	0.00	71,623,729.00	71,623,729.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	3.15	6.50	9.50

• Health, safety and work environment

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	7.63	11.30	8.66

• **Significant labor dispute**

	2023	2024	2025
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.eastautocash.com/IR_report_download

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	10	100.00
Number of male directors	9	90.00
Number of female directors	1	10.00
Number of executive directors	4	40.00
Number of non-executive directors	6	60.00
Number of independent directors	4	40.00

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. NAOFUMI NAKANISHI Gender: Male Age: 73 years old Highest level of education: Bachelor's degree Major: International Studies, Italian Language Thai nationality: No Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	27 Feb 2025	Economics, Banking, Finance & Securities, Finance

2.	Mr. DANUCHA VERAPONG Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Original director	11 Nov 2003	Information & Communication Technology, Strategic Management, Business Administration, Sustainability
3.	Mr. PRAPAKORN VEERAPONG Gender: Male Age: 55 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	15 Sep 2003	Information & Communication Technology, Risk Management, Strategic Management, Business Administration
4.	Mrs. PRAPASRI PERMSUP Gender: Female Age: 76 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	24 Apr 2018	Accounting, Business Administration, Risk Management, Strategic Management, Sustainability
5.	Mr. MASAYUKI NOZAWA Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Original director	15 May 2020	Information & Communication Technology, Strategic Management, Business Administration

6.	Assoc. Prof. Dr. SOMPONG PORNUPATHAM Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	23 Feb 2024	Accounting, Business Administration, Risk Management, Strategic Management
7.	Mr. SATOSHI UKAI Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	27 Feb 2025	Finance & Securities, Finance, Engineering
8.	Mr. HIROOMI YAMAMURA Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Information Science and Technology Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	27 Feb 2025	Information & Communication Technology
9.	Mr. MASAKI IGUCHI Gender: Male Age: 42 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	27 Feb 2025	Economics, Finance & Securities, Accounting, Finance

10. Mr. TAKETO AOKI	Director	28 Apr 2025	Economics, Finance & Securities, Finance, Strategic Management, Business Administration
Gender: Male	(Non-executive)		
Age: 50 years old			
Highest level of education: Bachelor's degree	Director type: Additional and newly-appointed directors		
Major: Economics			
Thai nationality: No			
Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Mr. WICHAI MAITHONG Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)	Date position was assumed: 23 Apr 2018 Date directorship ended: 26 Feb 2025	No replacement director
2. Mr. SORAPAS SUTTIENTKUL Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 28 Feb 2015 Date directorship ended: 22 Feb 2024	No replacement director
3. Mrs. DUANGRAT JAENG MONGKOL Gender: Female Age: 78 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 29 Aug 2003 Date directorship ended: 27 Feb 2025	No replacement director

4.	Mr. THAILUCK LEETAVORN	Director (Non-executive, Independent director)	Date position was assumed: 15 Aug 2017 Date directorship ended: 27 Feb 2025	No replacement director
	Gender: Male			
	Age: 77 years old			
	Highest level of education:			
	Master's degree			
	Major: Economics			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
5.	Mr. JATURONG PHOTHIRAK	Director (Non-executive)	Date position was assumed: 29 Apr 2023 Date directorship ended: 27 Feb 2025	No replacement director
	Gender: Male			
	Age: 48 years old			
	Highest level of education:			
	Master's degree			
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Other Information pertaining to committees

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

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. PRAPASRI PERMSUP [1] Gender: Female Age: 76 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	24 Apr 2018	Accounting, Business Administration, Risk Management, Strategic Management, Sustainability
2. Assoc. Prof. Dr. SOMPONG PORNUPATHAM [1] Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	23 Feb 2024	Accounting, Business Administration, Risk Management, Strategic Management
3. Mr. MASAKI IGUCHI [1] Gender: Male Age: 42 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	27 Feb 2025	Economics, Finance & Securities, Accounting, Finance

[1] A director with the accounting expertise needed to review financial statements

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

General information	Position	Tenure	Replacement Director
1. Mr. THAILUCK LEETAVORN [1] Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 15 Aug 2017 Date directorship ended: 27 Feb 2025	No replacement director
2. Mr. SORAPAS SUTTIENKUL [1] Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 24 Apr 2018 Date directorship ended: 22 Feb 2024	No replacement director

[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. DANUCHA VERAPONG Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	11 Nov 2003

2.	Mr. PRAPAKORN VEERAPONG Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	15 Sep 2003
3.	Mr. MASAYUKI NOZAWA Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	15 May 2020
4.	Mrs. Charatsang Yuampai Gender: Female Age: 54 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jun 2016
5.	Mr. SATOSHI UKAI Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	8 Apr 2025
6.	Mr. Kohei Yamada Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	8 Apr 2025

7.	Mr. Suguru Yanogawa Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Literature and Human Sciences Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	8 Apr 2025
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List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mrs. DUANGRAT JAENG MONGKOL Gender: Female Age: 78 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 15 Sep 2003 Date directorship ended: 27 Feb 2025	No replacement director
2. Mr. Mano Boonyasrisawasdi Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 17 Jan 2018 Date directorship ended: 26 Mar 2025	No replacement director
3. Ms. Yuvadee Thongthai Gender: Female Age: 44 years old Highest level of education: Master's degree Major: MBA in Finance and Banking Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 1 Sep 2018 Date directorship ended: 26 Mar 2025	No replacement director

4.	Ms. Kanchana Soponpongpiat	Member of the executive committee	Date position was assumed: 1 Nov 2016	No replacement director
	Gender: Female			
	Age: 62 years old			
	Highest level of education: Bachelor's degree		Date directorship ended: 26 Mar 2025	
	Major: Accounting			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mrs. PRAPASRI PERMSUP	Chairman
	Mr. PRAPAKORN VEERAPONG	Member
	Assoc. Prof. Dr. SOMPONG PORNUPATHAM	Member

Roles of Sub-committees

Sub-committees responsible for risk management : None

Sub-committees responsible for nomination : None

Sub-committees responsible for remuneration : None

Sub-committees responsible for corporate governance : None

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. PRAPAKORN VEERAPONG Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration	MANAGING DIRECTOR	29 Aug 2003	Information & Communication Technology, Risk Management, Strategic Management, Business Administration
2. Mrs. DUANGRAT JAENG MONGKOL Gender: Female Age: 78 years old Highest level of education: Bachelor's degree Major: Law	Member of the Executive Committee and Company Secretary	15 Sep 2003	Law, Accounting, Business Administration, Risk Management, Strategic Management
3. Mr. DANUCHA VERAPONG Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration	CHIEF EXECUTIVE OFFICER	11 Nov 2003	Information & Communication Technology, Strategic Management, Business Administration, Sustainability
4. Mrs. Charatsang Yuampai [1][2] Gender: Female Age: 54 years old Highest level of education: Bachelor's degree Major: Finance	Deputy Managing Director	1 Jun 2016	Accounting, Finance, Procurement, Data Analysis, Budgeting
5. Ms. Kanchana Soponpongpiat [2] Gender: Female Age: 62 years old Highest level of education: Bachelor's degree Major: Accounting	Director of Accounting and Finance	1 Nov 2016	Accounting, Finance, Data Management, Data Analysis, Audit

6.	Mr. Tiratee Patiparnwoharn Gender: Male Age: 40 years old Highest level of education: Bachelor's degree Major: Law	Deputy Managing Director	1 Nov 2016	Automotive, Marketing, Law, Data Management, Negotiation
7.	Mr. Mano Boonyasrisawasdi Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Business Administration	Director of Insurance	3 Jan 2018	Insurance, Information & Communication Technology, Marketing, Data Management, Strategic Management
8.	Ms. Yuvadee Thongthai Gender: Female Age: 44 years old Highest level of education: Master's degree Major: MBA in Finance and Banking	Credit Director 2	1 Sep 2018	Banking, Finance, Data Management, Data Analysis, Audit
9.	Ms. Sunee Kultrawuth Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Business Administration	Credit Director 1	1 Oct 2018	Economics, Banking, Finance & Securities, Data Analysis, Negotiation
10.	Mr. Toonpitak Vongsan Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Faculty of Public Administration	Marketing Director	1 Oct 2020	Automotive, Insurance, Marketing, Negotiation
11.	Mr. Nantachart Yingnork Gender: Male Age: 45 years old Highest level of education: Bachelor's degree Major: Business Administration	Marketing Director	1 Aug 2021	Insurance, Marketing, Data Management, Negotiation
12.	Mr. MASAYUKI NOZAWA Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Law	managing director	1 Apr 2022	Information & Communication Technology, Strategic Management, Business Administration

13.	Ms. Chamaiporn Petkhan Gender: Female Age: 53 years old Highest level of education: Bachelor's degree Major: Finance	Collection Director	1 Jul 2022	Human Resource Management, Data Management, Negotiation, Leadership
14.	Ms. Klaytawan Jaroenlaksa Gender: Female Age: 37 years old Highest level of education: Master's degree Major: Law	Director of Compliance & Legal	25 Jan 2023	Law

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 123

Number of female employees (persons) : 131

Total number of employees (persons) : 254

Employee Remuneration

Total employee remuneration : 71,623,729.00

Provident fund

Total number of employees (persons) : 254

Number of employees contributing to the PVD (persons) : 254

Percentage of employees who are members (%) : 91.00

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 newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NAOFUMI NAKANISHI Gender: Male Age: 73 years old Highest level of education: Bachelor's degree Major: International Studies, Italian Language Thai nationality: No Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 27 Feb 2025	Economics, Banking, Finance & Securities, Finance
2. Assoc. Prof. Dr. SOMPONG PORNUPATHAM Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 23 Feb 2024	Accounting, Business Administration, Risk Management, Strategic Management
3. Mr. SATOSHI UKAI Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 27 Feb 2025	Finance & Securities, Finance, Engineering

4.	Mr. HIROOMI YAMAMURA Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Information Science and Technology Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 27 Feb 2025	Information & Communication Technology
5.	Mr. MASAKI IGUCHI Gender: Male Age: 42 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 27 Feb 2025	Economics, Finance & Securities, Accounting, Finance

• List of newly appointed director (not being replaced the ex-director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. TAKETO AOKI Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Additional and newly-appointed directors	Date position was assumed: 28 Apr 2025	Economics, Finance & Securities, Finance, Strategic Management, Business Administration

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. NAOFUMI NAKANISHI	Chairman of the board	Non-participating
Mr. DANUCHA VERAPONG	Vice Chairman	Non-participating
Mr. PRAPAKORN VEERAPONG	Director	Non-participating
Mrs. PRAPASRI PERMSUP	Director	Non-participating

Mr. MASAYUKI NOZAWA	Director	Non-participating
Assoc. Prof. Dr. SOMPONG PORNUPATHAM	Director	Participating
Mr. SATOSHI UKAI	Director	Participating
Mr. HIROOMI YAMAMURA	Director	Non-participating
Mr. MASAKI IGUCHI	Director	Participating
Mr. TAKETO AOKI	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) : 5

Date of AGM meeting : 28 Apr 2025

EGM meeting : Yes

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. NAOFUMI NAKANISHI (Chairman of the board)	-	3/3	Participating	Non-participating
2.	Mr. DANUCHA VERAPONG (Vice Chairman)	-	4/4	Participating	Participating
3.	Mr. PRAPAKORN VEERAPONG (Director)	-	4/4	Participating	Participating
4.	Mrs. PRAPASRI PERMSUP (Director)	-	5/5	Participating	Participating
5.	Mr. MASAYUKI NOZAWA (Director)	-	4/4	Participating	Participating
6.	Assoc. Prof. Dr. SOMPONG PORNUPATHAM (Director)	-	4/5	Participating	Participating
7.	Mr. SATOSHI UKAI (Director)	-	3/3	Participating	Non-participating

8.	Mr. HIROOMI YAMAMURA (Director)	-	3/3	Participating	Non-participating
9.	Mr. MASAKI IGUCHI (Director)	-	3/3	Non-participating	Non-participating
10.	Mr. TAKETO AOKI (Director)	-	3/3	Participating	Non-participating
11.	Mr. WICHAI MAITHONG (Chairman of the board)	26 Feb 2025	0/4	Non-participating	Non-participating
12.	Mr. SORAPAS SUTTIENKUL (Director)	22 Feb 2024	1/4	Non-participating	Non-participating
13.	Mrs. DUANGRAT JAENG MONGKOL (Director)	27 Feb 2025	1/4	Non-participating	Participating
14.	Mr. THAILUCK LEETAVORN (Director)	27 Feb 2025	1/4	Non-participating	Participating
15.	Mr. JATURONG PHOTHIRAK (Director)	27 Feb 2025	1/4	Non-participating	Participating

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. NAOFUMI NAKANISHI (Chairman of the board)	-	15,000.00	500,000.00	No
2.	Mr. DANUCHA VERAPONG (Vice Chairman)	-	0.00	0.00	No
3.	Mr. PRAPAKORN VEERAPONG (Director)	-	0.00	0.00	No
4.	Mrs. PRAPASRI PERMSUP (Director)	-	28,000.00	600,000.00	No
5.	Mr. MASAYUKI NOZAWA (Director)	-	0.00	0.00	No
6.	Assoc. Prof. Dr. SOMPONG PORNUPATHAM (Director)	-	20,000.00	360,000.00	Yes
7.	Mr. SATOSHI UKAI (Director)	-	0.00	0.00	N/A
8.	Mr. HIROOMI YAMAMURA (Director)	-	0.00	0.00	N/A
9.	Mr. MASAKI IGUCHI (Director)	-	15,000.00	300,000.00	N/A
10.	Mr. TAKETO AOKI (Director)	-	0.00	0.00	N/A
11.	Mr. WICHAI MAITHONG (Chairman of the board)	26 Feb 2025	0.00	160,000.00	Yes
12.	Mr. SORAPAS SUTTIENKUL (Director)	22 Feb 2024	0.00	0.00	Yes
13.	Mrs. DUANGRAT JAENG MONGKOL (Director)	27 Feb 2025	0.00	0.00	No

14.	Mr. THAILUCK LEETAVORN (Director)	27 Feb 2025	7,000.00	100,000.00	No
15.	Mr. JATURONG PHOTHIRAK (Director)	27 Feb 2025	5,000.00	60,000.00	Yes

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) : 5

	List of directors	Termination date	Number of the audit committee meeting
1.	Mrs. PRAPASRI PERMSUP (Chairman of the audit committee)	-	5/5
2.	Assoc. Prof. Dr. SOMPONG PORNUPATHAM (Audit committee)	-	5/5
3.	Mr. MASAKI IGUCHI (Audit committee)	-	4/4
4.	Mr. THAILUCK LEETAVORN (Audit committee)	27 Feb 2025	1/1
5.	Mr. SORAPAS SUTTIENKUL (Audit committee)	22 Feb 2024	0/0