



# **Annual Registration Statement / Annual Report**

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

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

**BANGKOK COMMERCIAL ASSET MANAGEMENT PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2024



## Table of Contents

	Page
<b>Business Operations and Performance</b>	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	8
<b>Corporate Governance</b>	
Corporate Governance Policy	13
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	14
Performance Report on Corporate Governance	26

# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : BANGKOK COMMERCIAL ASSET MANAGEMENT PUBLIC COMPANY LIMITED

Symbol : BAM

Address : 99 Surasak Rd, Silom, Bang Rak

Province : Bangkok

Postcode : 10500

Business : Management of non-performing loans (NPLs) and non-performing assets (NPAs)

Registration Number : 0107558000482

Telephone : 0-2267-1900

Fax (if applicable) : 0-2266-3377

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

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

#### Total Shares Sold (shares)

Common Stock : 3,232,042,300

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2022	2023	2024
Total revenue from operations (Thousand baht)	12,780,632.32	12,004,586.84	12,811,075.68
Management of non-performing loans (NPLs) and non-performing assets (NPAs) (Thousand baht)	12,603,605.68	11,908,166.79	12,662,701.71
Other (Thousand baht)	177,026.64	96,420.05	148,373.97

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Management of non-performing loans (NPLs) and non-performing assets (NPAs) (%)	98.61	99.20	98.84
Other (%)	1.39	0.80	1.16

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	12,780,632.32	12,004,586.84	12,811,075.68
Domestic (Thousand baht)	12,780,632.32	12,004,586.84	12,782,544.15
International (Thousand baht)	0.00	0.00	0.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	99.78
International (%)	0.00	0.00	0.00

**Other income as specified in the financial statements**

	2022	2023	2024
Total other income (Thousand baht)	0.00	0.00	28,531.53
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	28,531.53

**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 : Yes

(Unit : Thousand baht)	2022	2023	2024
R&D expenses in the past 3 years	25,000.00	35,000.00	52,413.00

# 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

- Volatility in the industry in which the company operates
- Government policy
- Changes in technologies
- Business operations of partners in the supply chain
- Economic risk
- New business risk

### Operational Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Operational Risk

- Systems or internal control system
- Human error in business operations
- Safety, occupational health, and working environment
- Corruption



## **Financial Risk**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

## **Compliance Risk**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Compliance Risk

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

## **Reputation Risk**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Operational Risk

- Human error in business operations

## **Information Technology Risk**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Operational Risk

- Human error in business operations
- Information security and cyber-attack
- System disruption risk
- Other

#### Compliance Risk

- Other

### ESG Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

##### Strategic Risk

- ESG risk
- Climate change and disasters

##### Operational Risk

- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact on human rights
- Corruption

#### Compliance Risk

- Corporate Governance

### PDPA Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

##### Operational Risk

- Information security and cyber-attack

#### Compliance Risk

- Violations of laws and regulations

### **Risk to Securities Holder (2.2.2)**

#### **Risk from the control of Major Shareholder**

**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 (if applicable) : <https://www.bam.co.th/corporate/images/attachments/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9E%E0%B8%B1%E0%B8%92%E0%B8%99%E0%B8%B2%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A2%E0%B8%B1%E0%B9%88%E0%B8%87%E0%B8%A2%E0%B8%B7%E0%B8%99%E0%B8%82%E0%B8%AD%E0%B8%87%E0%B8%AD%E0%B8%87%E0%B8%84%E0%B9%8C%E0%B8%81%E0%B8%A3.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 (if applicable) : <https://www.bam.co.th/corporate/images/attachments/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%94%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%AA%E0%B8%B4%E0%B9%88%E0%B8%87%E0%B9%81%E0%B8%A7%E0%B8%94%E0%B8%A5%E0%B9%89%E0%B8%AD%E0%B8%A1.pdf>

Company environmental guideline : 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

	2022	2023	2024
Diesel (Litres)	6,296.93	8,156.21	7,738.15
Gasoline (Litres)	161,281.55	187,398.38	180,163.24

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	1,994,000.00	1,837,000.00	1,946,000.00

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	28,384.00	25,470.00	25,746.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	108,164.30	119,060.60	121,354.96
Hazardous waste (Kilograms)	221.77	74.88	292.56
<b>Total waste generated (Kilograms)</b>	<b>108,386.07</b>	<b>119,135.48</b>	<b>121,647.52</b>

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	499.00	439.98	424.95
Scope 2 (Tons of carbon dioxide equivalents)	973.00	918.32	972.81
Scope 3 (Tons of carbon dioxide equivalents)	247.00	278.38	295.28
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>1,719.00</b>	<b>1,636.68</b>	<b>1,693.04</b>

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

Third-party verification : Yes

Name of verifying organization : Greenhouse Gas Management Certification Unit, School of Energy and  
Environment University of Phayao

## 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.bam.co.th/corporate/images/attachments/%E0%B8%99%E0%B9%82%E0%B8%99%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%94%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%AA%E0%B8%B4%E0%B8%97%E0%B8%98%E0%B8%B4%E0%B8%A1%E0%B8%99%E0%B8%B8%E0%B8%A9%E0%B8%A2%E0%B8%8A%E0%B8%99.pdf>

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

### Results with Respect to the Social Aspect (3.4.2)

#### Information about employees

##### • Total number of employees

	2022	2023	2024
Number of male employees (Persons)	574	563	563
Number of female employees (Persons)	711	723	728
<b>Total number of employees (Persons)</b>	<b>1,285</b>	<b>1,286</b>	<b>1,291</b>

##### • Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	1,374,265,214.79	1,238,105,868.63	1,226,207,329.77

##### • Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	34.00	42.00	42.00
Employee development and training expenses (baht)	40,720,897.53	31,530,073.41	16,390,505.29

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



	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	0	0	1

• Employee retention

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	7.86	7.00	9.45

• Significant labor dispute

	2022	2023	2024
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.bam.co.th/corporate/images/attachments/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%94%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%97%E0%B8%B5%E0%B9%88%E0%B8%94%E0%B8%B5.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	11	100.00
Number of male directors	7	63.64
Number of female directors	4	36.36
Number of executive directors	1	9.09
Number of non-executive directors	10	90.91
Number of independent directors	5	45.45

#### 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. Mrs. TONGURAI LIMPITI Gender: Female Age: 68 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)  Director type: Original director	17 Apr 2017	Finance, Accounting, Banking, IT Management, Business Administration

2.	Mr. BUNYONG VISATEMONGKOLCHAI Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: No	Vice Chairman (Non-executive)  Director type: Original director	2 Jul 2021	Law, Finance, Banking, Business Administration
3.	Mr. YOS KIMSAWATDE Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Management Information Systems Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	14 Nov 2017	IT Management, Statistics, Business Administration
4.	Mr. VASANT THIENHOM Gender: Male Age: 69 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	1 Dec 2017	Law, Finance, Governance/ Compliance
5.	Mr. BUNDIT ANANTAMONGKOL Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	5 Apr 2019	Finance, Fund Management, Insurance, IT Management, Business Administration

6.	<p>Mr. SATORN TOPOTHAI</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	3 Apr 2020	<p>Law, Finance, Banking, Business Administration, Human Resource Management</p>
7.	<p>Mr. PISIT SEREWIWATTANA</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management and Human Relation</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	5 Mar 2021	<p>Finance, Banking, Business Administration, Human Resource Management</p>
8.	<p>Mr. THAKORN PIYAPAN</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</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>	22 Apr 2022	<p>Banking, Finance, IT Management, Insurance, Human Resource Management</p>
9.	<p>Mrs. VARUNEE SUCHITVAS</p> <p>Gender: Female</p> <p>Age: 61 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	23 Feb 2024	<p>Accounting, Business Administration, Risk Management, Audit</p>

10.	<p>Mrs. SIRIVIPA SUPANTANET</p> <p>Gender: Female</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	22 Apr 2024	Finance, Accounting, Law, Business Administration, Governance/ Compliance
11.	<p>Ms. PIYAWAN LAMKITCHA</p> <p>Gender: Female</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	1 May 2024	Finance, Accounting, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
<p>1. Mrs. MANEERAT SRISAOVAJATI</p> <p>Gender: Female</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p>	<p>Date position was assumed: 27 Jun 2018</p> <p>Date directorship ended: 22 Apr 2024</p>	<p>Mrs. SIRIVIPA SUPANTANET</p> <p>Date position was assumed: 22 Apr 2024</p>
<p>2. Mr. SONGPOL CHEVAPANYAROJ</p> <p>Gender: Male</p> <p>Age: 52 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p>	<p>Date position was assumed: 1 Nov 2019</p> <p>Date directorship ended: 16 Feb 2024</p>	<p>Mrs. VARUNEE SUCHITVAS</p> <p>Date position was assumed: 23 Feb 2024</p>



3.	Mr. TIBORDEE WATTANAKUL	Director	Date position was assumed:	Ms. PIYAWAN LAMKITCHA
	Gender: Male	(Non-executive)	7 Jan 2022	Date position was assumed:
	Age: 52 years old			1 May 2024
	Highest level of education:		Date directorship ended:	
	Doctoral degree		1 Mar 2024	
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

### 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.	<p>Mr. VASANT THIENHOM</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	1 Dec 2017	Law, Finance, Governance/ Compliance
2.	<p>Mr. YOS KIMSAWATDE</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management Information Systems</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	14 Nov 2017	IT Management, Statistics, Business Administration
3.	<p>Mrs. VARUNEE SUCHITVAS [1]</p> <p>Gender: Female</p> <p>Age: 61 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	23 Feb 2024	Accounting, Business Administration, Risk Management, Audit

4.	Mrs. SIRIVIPA SUPANTANET [1] Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	22 Apr 2024	Finance, Accounting, Law, Business Administration, Governance/ Compliance
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[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. Mrs. MANEERAT SRISAOVAJATI [1] Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 6 Jul 2018  Date directorship ended: 22 Apr 2024	No replacement director
2. Mr. SONGPOL CHEVAPANYAROJ Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 1 Nov 2019  Date directorship ended: 16 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.	<p>Mr. SATORN TOPOTHAI</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>7 Aug 2020</p>
2.	<p>Mr. PISIT SEREWIWATTANA</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management and Human Relation</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the executive committee</p>	<p>6 May 2022</p>
3.	<p>Mr. BUNDIT ANANTAMONGKOL</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>5 Apr 2019</p>
4.	<p>Mr. Vichan Amornrojanavong</p> <p>Gender: Male</p> <p>Age: 73 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>Member of the executive committee</p>	<p>29 Apr 2016</p>
5.	<p>Ms. PIYAWAN LAMKITCHA</p> <p>Gender: Female</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>6 Dec 2024</p>

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

General information	Position	Tenure	Replacement Director
1. Mr. BUNYONG VISATEMONGKOLCHAI Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: No	Chairman of the executive committee	Date position was assumed: 6 Jul 2012 Date directorship ended: 30 Nov 2024	Mr. PISIT SEREWIWATTANA Date position was assumed: 6 Dec 2024

#### Other sub-committees

#### Sub-committees information

Name of sub-committees	List of directors	Position
The Risk Oversight Committee	Mr. THAKORN PIYAPAN	Chairman
	Mrs. SIRIVIPA SUPANTANET	Member
	Mr. BUNDIT ANANTAMONGKOL	Member
The Nomination and Remuneration Committee	Mr. VASANT THIENHOM	Chairman
	Mr. SATORN TOPOTHAI	Member
	Ms. Voraprapa Nakavachara	Member
	Mrs. VARUNEE SUCHITVAS	Member
	Mr. YOS KIMSAWATDE	Member
The Corporate Governance and Sustainability Committee	Mr. YOS KIMSAWATDE	Chairman
	Mrs. SIRIVIPA SUPANTANET	Member
	Ms. PIYAWAN LAMKITCHA	Member
	Mrs. VARUNEE SUCHITVAS	Member

#### Roles of Sub-committees

Sub-committees responsible for risk management : The Risk Oversight Committee

Sub-committees responsible for nomination : The Nomination and Remuneration Committee

Sub-committees responsible for remuneration : The Nomination and Remuneration Committee

Sub-committees responsible for corporate governance

: The Corporate Governance and Sustainability Committee

Sub-committees responsible for corporate sustainability development

: The Corporate Governance and Sustainability Committee

## Executives (7.4)

### List and positions of the executive (7.4.1)

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. BUNDIT ANANTAMONGKOL Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Finance	CHIEF EXECUTIVE OFFICE	1 Jan 2021	Finance, Fund Management, Insurance, IT Management, Business Administration
2. Mr. Choopong Phokhasawadi Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Economics	Senior Executive Vice President, BU Head of Bangkok and Vicinity 1	1 Oct 2016	Economics, Property Development, Negotiation
3. Mr. Weeravej Sirichatchai Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Law	Senior Executive Vice President, Chief Strategy & Communication Corporate Supporting Group, Company Secretary	1 Mar 2020	Law, Corporate Management, Banking, Governance/ Compliance
4. Mr. Thanakorn Wangpipatwong Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Information technology	Senior Executive Vice President, Chief Technology Officer of Information Technology and Digital Group	16 Mar 2023	Property Development, Information & Communication Technology, IT Management, Data Analysis

5.	Mr. Wuthipan Tawantiang Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Management	Senior Executive Vice President, BU Head of Regional Loan Restructuring and Sales Group	16 Aug 2024	Business Administration, Finance, Property Development, Banking, Finance & Securities
6.	Mr. Chanwit Kav Kaveesoonthornsano [1] Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Management	Assistant Chief Executive Officer Financial Management, Accounting and Investment Group	1 Sep 2024	Business Administration, Property Development, Accounting, Corporate Management, Finance
7.	Mrs. Wannee Punkawong [2] Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Accounting	Director of Accounting, authorized to be directly in charge of accounting supervision (Accountant)	1 Oct 2018	Accounting, Finance
8.	Ms. Jatuporn Suwattanangkul Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Director of Financial Management and Finance Department	1 Oct 2020	Business Administration, Finance

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Remuneration policy for executives (7.4.2 – 7.4.3)

### 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)	: 563
Number of female employees (persons)	: 728
<b>Total number of employees (persons)</b>	<b>: 1,291</b>

#### Employee Remuneration

Total employee remuneration	: 1,226,207,329.77
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#### Provident fund

Total number of employees (persons)	: 1,291
Number of employees contributing to the PVD (persons)	: 1,262
Percentage of employees who are members (%)	: 97.75



# 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. Mrs. VARUNEE SUCHITVAS Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Management 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, Audit
2. Mrs. SIRIVIPA SUPANTANET Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Finance 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: 22 Apr 2024	Finance, Accounting, Law, Business Administration, Governance/ Compliance
3. Ms. PIYAWAN LAMKITCHA Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 May 2024	Finance, Accounting, Governance/ Compliance

## Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. TONGURAI LIMPITI	Chairman of the board	Participating
Mr. BUNYONG VISATEMONGKOLCHAI	Vice Chairman	Participating
Mr. YOS KIMSAWATDE	Director	Participating
Mr. VASANT THIENHOM	Director	Participating
Mr. BUNDIT ANANTAMONGKOL	Director	Participating
Mr. SATORN TOPOTHAI	Director	Participating
Mr. PISIT SEREWIWATTANA	Director	Participating
Mr. THAKORN PIYAPAN	Director	Participating
Mrs. VARUNEE SUCHITVAS	Director	Participating
Mrs. SIRIVIPA SUPANTANET	Director	Participating
Ms. PIYAWAN LAMKITCHA	Director	Participating
Mrs. MANEERAT SRISAOVAJATI	Director	Non-participating
Mr. SONGPOL CHEVAPANYAROJ	Director	Non-participating
Mr. TIBORDEE WATTANAKUL	Director	Non-participating

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

### Meeting attendance of the board of directors

Number of board meetings (times)	: 17
Date of AGM meeting	: 22 Apr 2024
EGM meeting	: No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mrs. TONGURAI LIMPITI (Chairman of the board)	-	17/17	Participating	Did not hold the meeting
2.	Mr. BUNYONG VISATEMONGKOLCHAI (Vice Chairman)	-	17/17	Participating	Did not hold the meeting
3.	Mr. YOS KIMSAWATDE (Director)	-	16/17	Participating	Did not hold the meeting
4.	Mr. VASANT THIENHOM (Director)	-	17/17	Participating	Did not hold the meeting
5.	Mr. BUNDIT ANANTAMONGKOL (Director)	-	13/17	Participating	Did not hold the meeting
6.	Mr. SATORN TOPOTHAI (Director)	-	17/17	Participating	Did not hold the meeting
7.	Mr. PISIT SEREWIWATTANA (Director)	-	16/17	Participating	Did not hold the meeting
8.	Mr. THAKORN PIYAPAN (Director)	-	16/17	Participating	Did not hold the meeting
9.	Mrs. VARUNEE SUCHITVAS (Director)	-	14/14	Participating	Did not hold the meeting
10.	Mrs. SIRIVIPA SUPANTANET (Director)	-	10/11	Non-participating	Did not hold the meeting
11.	Ms. PIYAWAN LAMKITCHA (Director)	-	11/11	Non-participating	Did not hold the meeting
12.	Mrs. MANEERAT SRISAOVAJATI (Director)	22 Apr 2024	5/5	Participating	Did not hold the meeting
13.	Mr. SONGPOL CHEVAPANYAROJ (Director)	16 Feb 2024	2/2	Non-participating	Did not hold the meeting
14.	Mr. TIBORDEE WATTANAKUL (Director)	1 Mar 2024	3/3	Non-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.	Mrs. TONGURAI LIMPITI (Chairman of the board)	-	864,000.00	N/A	No
2.	Mr. BUNYONG VISATEMONGKOLCHAI (Vice Chairman)	-	588,000.00	N/A	No
3.	Mr. YOS KIMSAWATDE (Director)	-	396,000.00	N/A	No
4.	Mr. VASANT THIENHOM (Director)	-	396,000.00	N/A	No
5.	Mr. BUNDIT ANANTAMONGKOL (Director)	-	396,000.00	N/A	No
6.	Mr. SATORN TOPOTHAI (Director)	-	396,000.00	N/A	No
7.	Mr. PISIT SEREWIWATTANA (Director)	-	363,000.00	N/A	No
8.	Mr. THAKORN PIYAPAN (Director)	-	363,000.00	N/A	No
9.	Mrs. VARUNEE SUCHITVAS (Director)	-	330,000.00	N/A	No
10.	Mrs. SIRIVIPA SUPANTANET (Director)	-	231,000.00	N/A	No
11.	Ms. PIYAWAN LAMKITCHA (Director)	-	264,000.00	N/A	No
12.	Mrs. MANEERAT SRISAOVAJATI (Director)	22 Apr 2024	132,000.00	N/A	No
13.	Mr. SONGPOL CHEVAPANYAROJ (Director)	16 Feb 2024	66,000.00	N/A	No
14.	Mr. TIBORDEE WATTANAKUL (Director)	1 Mar 2024	66,000.00	N/A	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) : 16

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. VASANT THIENHOM (Chairman of the audit committee)	-	16/16
2.	Mr. YOS KIMSAWATDE (Audit committee)	-	16/16
3.	Mrs. VARUNEE SUCHITVAS (Audit committee)	-	11/12
4.	Mrs. SIRIVIPA SUPANTANET (Audit committee)	-	11/11
5.	Mrs. MANEERAT SRISAOVAJATI (Audit committee)	22 Apr 2024	5/5
6.	Mr. SONGPOL CHEVAPANYAROJ (Audit committee)	16 Feb 2024	2/2