



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

HENG LEASING AND CAPITAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : HENG LEASING AND CAPITAL PUBLIC COMPANY LIMITED

Symbol : HENG

Address : 69 Moo 7, San Sai Noi Subdistrict, Sansai District

Province : Chiang Mai

Postcode : 50210

Business : Provide hire purchase, personal loan under supervision with vehicle registration as collateral, home and land loans, personal loan under supervision which is not loan with vehicle registration as collateral, nano finance and non-life insurance and life insurance broker.

Registration Number : 0107564000120

Telephone : 1361 หรือ 0-2153-9587

Fax (if applicable) : 0-5335-0490

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

Email : cs_heng@hengleasing.co.th

Total Shares Sold (shares)

Common Stock : 3,810,000,000

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)	1,644,425.00	2,124,363.00	2,877,725.00
Interest income from secured loans (Thousand baht)	1,320,802.00	1,710,190.00	2,433,517.00
Other (Thousand baht)	323,623.00	414,173.00	444,208.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Interest income from secured loans (%)	80.32	80.50	84.56
Other (%)	19.68	19.50	15.44

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	1,644,425.00	2,124,363.00	2,877,725.00
Domestic (Thousand baht)	1,644,425.00	2,124,363.00	2,877,725.00
International (Thousand baht)	0.00	0.00	0.00

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

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	68,067.00	65,377.00	67,428.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	68,067.00	65,377.00	67,428.00

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	N/A	N/A	N/A

Risk Management

Risk Management

Risk Factors (2.2)

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

Risk to the Company's business operations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Other

Operational Risk

- Other

Compliance Risk

- Violations of laws and regulations
- Other

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
- Other

Risk from Business Environment

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Economic risk

Risk to Securities Holder (2.2.2)

Risk to investment by securities holders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Risk of investing in foreign stock markets

Risk Management Measures: No

Related Risk Topics

- Foreign Investment Risk

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://investor.hengleasing.com/th/corporate-governance/corporate-governance-policy>

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://investor.hengleasing.com/storage/download/corporate-governance/corporate-governance-policy/20220223-corporate-governance-policy-th.pdf>

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Diesel (Litres)	N/A	116,632.45	192,096.96
Gasoline (Litres)	N/A	20,748.77	36,006.77

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	0.00	3,136,248.54	4,362,922.16

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	0.00	32,412.00	38,583.00

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	N/A	195.00	1,804.00
Hazardous waste (Kilograms)	N/A	0.00	N/A
Total waste generated (Kilograms)	0.00	195.00	1,804.00

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	1,951,681.08	N/A
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	605,468.15
Scope 2 (Tons of carbon dioxide equivalents)	N/A	1,877,358.37	2,181,024.79
Scope 3 (Tons of carbon dioxide equivalents)	N/A	37,717.01	45,715.77
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	1,915,075.38	2,832,208.71

• 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://investor.hengleasing.com/storage/download/corporate-governance/corporate-governance-policy/20220223-corporate-governance-policy-th.pdf>

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	992	1,165	1,319
Number of female employees (Persons)	786	1,017	1,229
Total number of employees (Persons)	1,778	2,182	2,548

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	438,839,037.00	559,446,290.00	681,745,544.97

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	18.44	23.99	19.72
Employee development and training expenses (baht)	1,048,508.04	3,358,581.13	3,298,530.86

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	6	2	17
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	33.46	40.47	34.75

• **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://investor.hengleasing.com/storage/download/corporate-governance/corporate-governance-policy/20220223-corporate-governance-policy-th.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	12	100.00
Number of male directors	9	75.00
Number of female directors	3	25.00
Number of executive directors	2	16.67
Number of non-executive directors	10	83.33
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. SURAPON NITIKRAIPOT Gender: Male Age: 63 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	21 Apr 2021	Governance/ Compliance, Leadership, Change Management, Corporate Management, Project Management, Sustainability, Law, Commerce, Economics, Petrochemicals & Chemicals, Property Fund & REITs, Energy & Utilities, Health Care Services, Corporate Social Responsibility, Human Resource Management, Data Analysis, Negotiation, Strategic Management, Audit

2.	<p>Mr. WICHAI SUPHASATHITKUL</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	21 Apr 2021	<p>Finance & Securities, Commerce, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis</p>
3.	<p>Mr. PATPONG PATONG</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	21 Apr 2021	<p>Economics, Agribusiness, Finance & Securities, Commerce, Statistics, Data Analysis, Sustainability, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management</p>
4.	<p>Mr. BUNTHID SUPASATITKUL</p> <p>Gender: Male</p> <p>Age: 48 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	21 Apr 2021	<p>Economics, Finance & Securities, Commerce, Accounting, Finance, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, Negotiation, Project Management, Corporate Management, Engineering, Leadership, Strategic Management, IT Management, Human Resource Management</p>

5.	Mr. PARINYA SUPASATITKUL Gender: Male Age: 47 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	21 Apr 2021	Economics, Finance & Securities, Information & Communication Technology, Corporate Social Responsibility, Sustainability, IT Management, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management
6.	Ms. THAPANATTSAMON PAISANTEERAKORN Gender: Female Age: 38 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	21 Apr 2021	Finance & Securities, Commerce, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Project Management, Negotiation, Brand Management, Corporate Management, Leadership, Governance/ Compliance
7.	Mr. THANASSORN RATANASIRISAP Gender: Male Age: 41 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	21 Apr 2021	Finance & Securities, Commerce, Corporate Social Responsibility, Sustainability, IT Management, Data Management, Data Analysis, Statistics, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Governance/ Compliance

8.	Mr. NUTTHIRUTT WANWIMONPHONG Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	21 Apr 2021	Economics, Finance & Securities, Health Care Services, Commerce, Finance, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, Construction Services, Project Management, Corporate Management, Engineering, Leadership, Strategic Management, Risk Management, Audit, Governance/ Compliance
9.	Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL Gender: Male Age: 60 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	21 Apr 2021	Economics, Food & Beverage, Finance & Securities, Property Development, Commerce, Accounting, Finance, Sustainability, Human Resource Management, Data Management, Data Analysis, Statistics, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance
10.	Mr. CHAIWUTH TANGSOMCHAI Gender: Male Age: 52 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	21 Apr 2021	Economics, Finance & Securities, Commerce, Information & Communication Technology, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit

11.	Mrs. SUTHARNTIP PHISITBUNTOON	Director (Non-executive)	21 Apr 2021	Economics, Banking, Finance & Securities, Commerce, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Brand Management, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance
	Gender: Female			
	Age: 69 years old			
	Highest level of education:	Director type: Original		
	Master's degree	director		
	Major: Economics			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
12.	Ms. VARITA LAOTHAMATAS	Director (Non-executive)	14 Aug 2021	Finance & Securities, Commerce, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Data Analysis, Statistics, Project Management, Corporate Management, Audit, Governance/ Compliance, Internal Control
	Gender: Female			
	Age: 35 years old			
	Highest level of education:	Director type: Re-elected		
	Bachelor's degree	as director		
	Major: Accounting			
	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.	Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL [1] Gender: Male Age: 60 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 2021	Economics, Food & Beverage, Finance & Securities, Property Development, Commerce, Accounting, Finance, Sustainability, Human Resource Management, Data Management, Data Analysis, Statistics, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance
2.	Mr. NUTTHIRUTT WANWIMONPHONG [1] Gender: Male Age: 48 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) Director type: Original director	24 Apr 2021	Economics, Finance & Securities, Health Care Services, Commerce, Finance, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, Construction Services, Project Management, Corporate Management, Engineering, Leadership, Strategic Management, Risk Management, Audit, Governance/ Compliance

3.	Mr. CHAIWUTH TANGSOMCHAI [1] Gender: Male Age: 52 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	24 Apr 2021	Economics, Finance & Securities, Commerce, Information & Communication Technology, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit
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[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. WICHAI SUPHASATHITKUL Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	24 Apr 2021
2.	Mr. PATPONG PATONG Gender: Male Age: 53 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	24 Apr 2021

3.	<p>Mr. BUNTHID SUPASATITKUL</p> <p>Gender: Male</p> <p>Age: 48 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	24 Apr 2021
4.	<p>Mr. PARINYA SUPASATITKUL</p> <p>Gender: Male</p> <p>Age: 47 years old</p> <p>Highest level of education: Bachelor'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>	24 Apr 2021
5.	<p>Ms. THAPANATTSAMON PAISANTEERAKORN</p> <p>Gender: Female</p> <p>Age: 38 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>Member of the executive committee</p>	24 Apr 2021
6.	<p>Mr. THANASSORN RATANASIRISAP</p> <p>Gender: Male</p> <p>Age: 41 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>	24 Apr 2021
7.	<p>Ms. VARITA LAOTHAMATAS</p> <p>Gender: Female</p> <p>Age: 35 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	24 Apr 2021

8.	Ms. Chonchissa Ratanasirisap Gender: Female Age: 40 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	24 Apr 2021
9.	Mr. Punsongpol Paisanterakorn Gender: Male Age: 36 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	24 Apr 2021
10.	Mrs. SUTHARNTIP PHISITBUNTOON Gender: Female Age: 69 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	24 Apr 2021

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

General information	Position	Tenure	Replacement Director
1. Mrs. SUTHARNTIP PHISITBUNTOON Gender: Female Age: 69 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	Date position was assumed: 24 Apr 2021 Date directorship ended: 8 May 2023	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Mr. CHAIWUTH TANGSOMCHAI	Chairman
	Mr. NUTTHIRUTT WANWIMONPHONG	Member
	Mrs. SUTHARNTIP PHISITBUNTOON	Member
Nomination and Remuneration Committee	Mr. NUTTHIRUTT WANWIMONPHONG	Chairman
	Mr. NUTCHDHAWATTANA	Member
	SILPAVITTAYAKUL	Member
	Mr. BUNTHID SUPASATITKUL	
Corporate Governance and Sustainable Development Committee	Mr. SURAPON NITIKRAIPOT	Chairman
	Mr. THANASSORN RATANASIRISAP	Member
	Ms. THAPANATTSAMON	Member
	PAISANTEERAKORN	Member
	Ms. VARITA LAOTHAMATAS	

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainable Development Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainable Development Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. WICHAI SUPHASATHITKUL Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Science	CHIEF EXECUTIVE OFFICER	1 Jul 2023	Finance & Securities, Commerce, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis
2. Mr. PATPONG PATONG Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration	PRESIDENT	1 Jul 2023	Economics, Agribusiness, Finance & Securities, Commerce, Statistics, Data Analysis, Sustainability, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management
3. Mr. Rapee Pruenglampoo Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Economics	Executive Vice President - Operation	8 Jun 2018	
4. Ms. Natthanan Kittiphonsombun Gender: Female Age: 39 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President Head of Governance and Investor Relations	7 Nov 2018	

5.	Mr. Benjarong Kammanid Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President Risk Management	1 Mar 2019
6.	Mr. Sompop Pundrikabha Gender: Male Age: 40 years old Highest level of education: Bachelor's degree Major: Business Administration	Executive Vice President Marketing	1 Apr 2020
7.	Mr. Theerawat Thawanratphokin [1] Gender: Male Age: 37 years old Highest level of education: Doctoral degree Major: Management	Executive Vice President Accounting&Financial	19 Apr 2021
8.	Ms. Sarinya Krissanakupata Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Science	Executive Vice President - Human Resources & Corporate Service	1 Apr 2022
9.	Mr. Chulavudh Kasetsuwan Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Science	Executive Vice President Information Technology	2 May 2023

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : Yes

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	N/A	13,995,000.00	33,133,736.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 1,319

Number of female employees (persons) : 1,229

Total number of employees (persons) : 2,548

Employee Remuneration

Total employee remuneration : 681,745,544.97

Provident fund

Total number of employees (persons) : 2,548

Number of employees contributing to the PVD (persons) : 2,505

Percentage of employees who are members (%) : 98.31

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mr. Thakoon Wuttiornpong	thakoon.wu@hengleasing.co.th	1361 ต่อ 8540

- Company secretary

General information	Email	Telephone
1. Ms. Natthanan Kittiphonsombun	natthanan.ki@hengleasing.co.th	1361 ต่อ 8020

- Head of internal audit

General information	Email	Telephone
1. Mr. Supachate Kunaluckkul	supachate@kpmg.co.th	

- Head of compliance unit

General information	Email	Telephone
1. Ms. Natthanan Kittiphonsombun	natthanan.ki@hengleasing.co.th	1361 ต่อ 8020

- Head of investor relations

General information	Email	Telephone
1. Ms. Natthanan Kittiphonsombun	natthanan.ki@hengleasing.co.th	1361 ต่อ 8020

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
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1.	EY OFFICE LIMITED	1. Ms. Somjai Khunapasut	3,300,000.00	-
		Email: Somjai.Khunapasut@th.ey.com		
		Telephone: 02 264 9090 Ext 77023		
		2. Ms. WANWILAI PHETSANG		
		Email: Wanwilai.Phetsang@th.ey.com		
		Telephone: 02 264 9090 Ext 77060		
		3. Ms. SARUNYA PRADSRI		
		Email: Saranya.Pludsri@th.ey.com		
		Telephone: 02 264 9090 Ext 77075		

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

- List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Ms. THAPANATTSAMON PAISANTEERAKORN Gender: Female Age: 38 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 21 Apr 2021	Finance & Securities, Commerce, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Project Management, Negotiation, Brand Management, Corporate Management, Leadership, Governance/ Compliance
2. Mr. THANASSORN RATANASIRISAP Gender: Male Age: 41 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 21 Apr 2021	Finance & Securities, Commerce, Corporate Social Responsibility, Sustainability, IT Management, Data Management, Data Analysis, Statistics, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Governance/ Compliance

3.	Mr. NUTTHIRUTT WANWIMONPHONG Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 21 Apr 2021	Economics, Finance & Securities, Health Care Services, Commerce, Finance, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, Construction Services, Project Management, Corporate Management, Engineering, Leadership, Strategic Management, Risk Management, Audit, Governance/ Compliance
4.	Ms. VARITA LAOTHAMATAS Gender: Female Age: 35 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 14 Aug 2021	Finance & Securities, Commerce, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Data Analysis, Statistics, Project Management, Corporate Management, Audit, Governance/ Compliance, Internal Control

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SURAPON NITIKRAIPOT	Chairman of the board	Non-participating
Mr. WICHAI SUPHASATHITKUL	Director	Non-participating
Mr. PATPONG PATONG	Director	Non-participating
Mr. BUNTHID SUPASATITKUL	Director	Non-participating
Mr. PARINYA SUPASATITKUL	Director	Non-participating
Ms. THAPANATTSAMON PAISANTEERAKORN	Director	Participating
Mr. THANASSORN RATANASIRISAP	Director	Participating

Mr. NUTTHIRUTT WANWIMONPHONG	Director	Non-participating
Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL	Director	Non-participating
Mr. CHAIWUTH TANGSOMCHAI	Director	Participating
Mrs. SUTHARNTIP PHISITBUNTOON	Director	Participating
Ms. VARITA LAOTHAMATAS	Director	Non-participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 7

Date of AGM meeting : 19 Apr 2024

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. SURAPON NITIKRAIPOT (Chairman of the board)	-	7/7	Participating	Did not hold the meeting
2. Mr. WICHAI SUPHASATHITKUL (Director)	-	7/7	Participating	Did not hold the meeting
3. Mr. PATPONG PATONG (Director)	-	7/7	Participating	Did not hold the meeting
4. Mr. BUNTHID SUPASATITKUL (Director)	-	7/7	Participating	Did not hold the meeting
5. Mr. PARINYA SUPASATITKUL (Director)	-	7/7	Participating	Did not hold the meeting

6.	Ms. THAPANATTSAMON PAISANTEERAKORN (Director)	-	7/7	Participating	Did not hold the meeting
7.	Mr. THANASSORN RATANASIRISAP (Director)	-	7/7	Participating	Did not hold the meeting
8.	Mr. NUTTHIRUTT WANWIMONPHONG (Director)	-	7/7	Participating	Did not hold the meeting
9.	Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL (Director)	-	7/7	Participating	Did not hold the meeting
10.	Mr. CHAIWUTH TANGSOMCHAI (Director)	-	7/7	Participating	Did not hold the meeting
11.	Mrs. SUTHARNTIP PHISITBUNTOON (Director)	-	7/7	Participating	Did not hold the meeting
12.	Ms. VARITA LAOTHAMATAS (Director)	-	7/7	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. SURAPON NITIKRAIPOT (Chairman of the board)	-	610,000.00	N/A	Yes
2.	Mr. WICHAI SUPHASATHITKUL (Director)	-	0.00	N/A	Yes
3.	Mr. PATPONG PATONG (Director)	-	791,666.67	N/A	Yes
4.	Mr. BUNTHID SUPASATITKUL (Director)	-	1,500,000.00	N/A	Yes
5.	Mr. PARINYA SUPASATITKUL (Director)	-	1,500,000.00	N/A	Yes
6.	Ms. THAPANATTSAMON PAISANTEERAKORN (Director)	-	1,500,000.00	N/A	Yes
7.	Mr. THANASSORN RATANASIRISAP (Director)	-	1,500,000.00	N/A	Yes
8.	Mr. NUTTHIRUTT WANWIMONPHONG (Director)	-	760,000.00	N/A	Yes
9.	Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL (Director)	-	660,000.00	N/A	Yes
10.	Mr. CHAIWUTH TANGSOMCHAI (Director)	-	625,000.00	N/A	Yes
11.	Mrs. SUTHARNTIP PHISITBUNTOON (Director)	-	225,000.00	N/A	Yes

12.	Ms. VARITA LAOTHAMATAS (Director)	-	1,500,000.00	N/A	Yes
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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.	Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL (Chairman of the audit committee)	-	5/5
2.	Mr. NUTTHIRUTT WANWIMONPHONG (Audit committee)	-	5/5
3.	Mr. CHAIWUTH TANGSOMCHAI (Audit committee)	-	5/5