



# **Annual Registration Statement / Annual Report**

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

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

**SCB X 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 : SCB X PUBLIC COMPANY LIMITED

Symbol : SCB

Address : 9 Ratchadapisek Road, Jatujak

Province : Bangkok

Postcode : 10900

Business : SCBX operates business as an investment holding company of the financial business group and holds shares in other companies for the purpose of having the control over these companies. The Company determines the strategies for the Group, seeks investment opportunities, and allocates funds to invest in businesses that will continuously create sustainable growth and returns for the Group. In addition, the Company is also responsible for policies and corporate governance, business operations, risk management, and business continuity management of companies in the financial business group. In this regard, SCBX's business scope is in accordance with the regulations prescribed by the Bank of Thailand.

Registration Number : 0107564000341

Telephone : 0-2544-6843

Website : [www.scbx.com](http://www.scbx.com)

Email : [ir@scbx.com](mailto:ir@scbx.com)

#### Total Shares Sold (shares)

Common Stock : 3,367,107,286

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)	150,342,049.00	154,420,335.00	171,103,130.00
Net interest income (Thousand baht)	95,170,810.00	107,865,233.00	124,682,422.00
Net fee and service income (Thousand baht)	40,198,048.00	37,147,545.00	32,723,400.00
Other (Thousand baht)	14,973,191.00	9,407,557.00	13,697,308.00

  

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Net interest income (%)	63.30	69.85	72.87
Net fee and service income (%)	26.74	24.06	19.12
Other (%)	9.96	6.09	8.01

#### By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	150,342,049.00	154,420,335.00	171,103,130.00
Domestic (Thousand baht)	150,342,049.00	154,420,335.00	171,103,130.00
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)	14,973,191.00	9,407,557.00	13,697,308.00
Other income from operations (Thousand baht)	3,014,245.00	2,262,274.00	4,233,546.00
Other income not from operations (Thousand baht)	11,958,946.00	7,145,283.00	9,463,762.00

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

	2021	2022	2023
Share of profit (Thousand baht)	556,560.00	272,600.00	417,522.00

**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	47,327.00	113,163.00	228,204.00

# 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
- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Business operations of partners in the supply chain
- Damage to company image and reputation

### Operational Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties



- Delays in the development of future projects
- Business operations that have no commercial results
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact on human rights
- Corruption

### **Legal and 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
- Corporate Governance

### **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

- Unhedged loan and borrowing in a foreign currency

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

### **Risks to Shareholders**

**Risk Management Measures:** No

### **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.scbx.com/wp-content/uploads/2023/07/scbx-sustainability-policy-th.pdf>

### Environmental Aspect (3.3)

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

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.scbx.com/wp-content/uploads/2023/07/scbx-group-climate-change-and-environmental-stewardship-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

###### • Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	84,877.00	125,310.00	127,878.00

##### Water management

###### • Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	0.07	0.14	0.17

## Waste management

### • Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	2,606.00	2,507.00	1,452.00
Hazardous waste (Kilograms)	0.00	0.00	2.00
<b>Total waste generated (Kilograms)</b>	<b>2,606.00</b>	<b>2,507.00</b>	<b>1,454.00</b>

## Greenhouse gas management

### • Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	66,650.00
Scope 1 (Tons of carbon dioxide equivalents)	8,039.00	7,514.00	11,518.00
Scope 2 (Tons of carbon dioxide equivalents)	42,430.00	62,643.00	53,866.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>50,469.00</b>	<b>70,157.00</b>	<b>65,384.00</b>

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

Third-party verification : Yes

Name of verifying organization : LRQA Thailand Limited

## 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.scbx.com/wp-content/uploads/2023/07/scbx-human-rights-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)	6,045	8,996	9,859
Number of female employees (Persons)	16,006	18,898	19,671
<b>Total number of employees (Persons)</b>	<b>22,051</b>	<b>27,894</b>	<b>29,530</b>

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	0.00	0.00	0.00

##### • Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	45.00	53.00	39.00
Employee development and training expenses (baht)	115,000,000.00	171,000,000.00	269,000,000.00

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

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	0	0	4
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	9.80	11.89	17.11

• **Significant labor dispute**

	2021	2022	2023
Significant labor dispute	No	No	No

# Corporate Governance Policy



## Corporate Governance Policy

### Overview of the Corporate Governance Policy and Guideline (6.1)

#### Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.scbx.com/wp-content/uploads/2023/12/scbx-cg-policy-20231225-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	15	100.00
Number of male directors	11	73.33
Number of female directors	4	26.67
Number of executive directors	1	6.67
Number of non-executive directors	14	93.33
Number of independent directors	7	46.67

#### 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. VICHIT SURAPHONGCHAI Gender: Male Age: 78 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Original director	15 Sep 2021	Business Administration, Economics, Banking, Law, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Strategic Management, Risk Management, Governance/ Compliance, Corporate Management

2.	Mr. KAN TRAKULHOON Gender: Male Age: 68 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	15 Sep 2021	Business Administration, Banking, Corporate Social Responsibility, Human Resource Management, Sustainability, Strategic Management, Risk Management, Governance/ Compliance, Corporate Management
3.	Mr. PAILIN CHUCHOTTAWORN Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	15 Sep 2021	Business Administration, Corporate Social Responsibility, Human Resource Management, Sustainability, Strategic Management, Governance/ Compliance, IT Management, Corporate Management
4.	ACM SATITPONG SUKVIMOL Gender: Male Age: 74 years old Highest level of education: Bachelor's degree Major: Fine and Applied Arts Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	15 Sep 2021	Corporate Social Responsibility, Human Resource Management, Sustainability, Strategic Management, Risk Management, Governance/ Compliance, Corporate Management
5.	Mr. ARTHID NANTHAWITHAYA Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	15 Sep 2021	Business Administration, Economics, Banking, Law, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Strategic Management, Risk Management, Governance/ Compliance, Corporate Management

6.	Ms. JAREEPORN JARUKORNSAKUL Gender: Female Age: 56 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	15 Sep 2021	Business Administration, Corporate Social Responsibility, Sustainability, IT Management, Strategic Management, Risk Management, Governance/ Compliance
7.	Mr. PRASAN CHUAPHANICH Gender: Male Age: 71 years old Highest level of education: Honorary degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	15 Sep 2021	Business Administration, Economics, Banking, Law, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Strategic Management, Risk Management, Governance/ Compliance
8.	Pol.Col. THUMNITHI WANICHTHANOM Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	15 Sep 2021	Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Strategic Management, Risk Management, Governance/ Compliance
9.	Mr. APISAK TANTIVORAWONG Gender: Male Age: 70 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: Original director	12 Apr 2022	Economics, Banking, Law, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Corporate Management, Strategic Management, Risk Management, Governance/ Compliance

10.	Mr. CHAIRAT PANTHURAAMPORN	Director (Non-executive, Independent director)	12 Apr 2022	Economics, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Corporate Management, Strategic Management, Risk Management, Governance/ Compliance
	Gender: Male			
	Age: 68 years old			
	Highest level of education:			
	Bachelor's degree	Director type: Original		
	Major: Medicine	director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			
11.	Mr. WINID SILAMONGKOL	Director (Non-executive, Independent director)	12 Apr 2022	Business Administration, Economics, Law, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Strategic Management, Risk Management, Audit, Governance/ Compliance
	Gender: Male			
	Age: 65 years old			
	Highest level of education:			
	Master's degree	Director type: Original		
	Major: Accounting	director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			
12.	Mrs. KULPATRA SIRODOM	Director (Non-executive, Independent director)	1 Jun 2022	Business Administration, Economics, Accounting, Finance, Corporate Social Responsibility, Risk Management, Audit, Governance/ Compliance, Sustainability
	Gender: Female			
	Age: 67 years old			
	Highest level of education:			
	Doctoral degree	Director type: Original		
	Major: Business Administration	director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			
13.	Mrs. NUNTAWAN SAKUNTANAGA	Director (Non-executive, Independent director)	1 Jun 2022	Economics, Law, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Strategic Management, Risk Management, Audit, Governance/ Compliance
	Gender: Female			
	Age: 65 years old			
	Highest level of education:			
	Master's degree	Director type: Original		
	Major: Business Administration	director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

14.	Ms. KULAYA TANTITEMIT Gender: Female Age: 51 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	18 Jan 2023	Economics, Human Resource Management, Sustainability, Corporate Social Responsibility, Corporate Management, Governance/ Compliance
15.	Mr. TIBORDEE WATTANAKUL Gender: Male Age: 51 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	25 Dec 2023	Law, Accounting, Finance, Corporate Social Responsibility, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
1. Mr. THAWEESAK KOANANTAKOOL Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 15 Sep 2021 Date directorship ended: 18 Apr 2023	No replacement director
2. Mrs. PANTIP SRIPIMOL Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 15 Sep 2021 Date directorship ended: 1 Oct 2023	Mr. TIBORDEE WATTANAKUL Date position was assumed: 25 Dec 2023

3.	Mr. WEERAWONG CHITTMITTRAPAP	Director (Non-executive)	Date position was assumed: 1 May 2022 Date directorship ended: 2 Aug 2023	No replacement director
	Gender: Male			
	Age: 65 years old			
	Highest level of education:			
	Master's degree			
	Major: Law			
	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 : No



## 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. WINID SILAMONGKOL [1] Gender: Male Age: 65 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	12 Apr 2022	Business Administration, Economics, Law, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Strategic Management, Risk Management, Audit, Governance/ Compliance
2. Mrs. KULPATRA SIRODOM [1] Gender: Female Age: 67 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	1 Jun 2022	Business Administration, Economics, Accounting, Finance, Corporate Social Responsibility, Risk Management, Audit, Governance/ Compliance, Sustainability
3. Mrs. NUNTAWAN SAKUNTANAGA [1] Gender: Female Age: 65 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	1 Jun 2022	Economics, Law, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Strategic Management, Risk Management, Audit, Governance/ Compliance

[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. KAN TRAKULHOON Gender: Male Age: 68 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	22 Sep 2021
2. Mr. ARTHID NANTHAWITHAYA Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	22 Sep 2021
3. Mr. PAILIN CHUCHOTTAWORN Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	22 Sep 2021
4. Mr. APISAK TANTIVORAWONG Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	26 May 2022

5.	<p>Pol.Col. THUMNITHI WANICHTHANOM</p> <p>Gender: Male</p> <p>Age: 65 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>	9 Dec 2022
6.	<p>Mr. PRASAN CHUAPHANICH</p> <p>Gender: Male</p> <p>Age: 71 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the executive committee</p>	18 Apr 2023

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Nomination, Compensation and Corporate Governance Committee	Mr. KAN TRAKULHOON	Chairman
	Mr. CHAIRAT PANTHURAAMPHORN	Member
	Ms. JAREEPORN JARUKORNSAKUL	Member
Risk Oversight Committee	Mrs. KULPATRA SIRODOM	Chairman
	Ms. KULAYA TANTITEMIT	Member
	Ms. JAREEPORN JARUKORNSAKUL	Member
	Mr. Arthid Nanthawithaya	Member
	Mr. Arak Sutivong	Member
Technology Committee	Mr. PAILIN CHUCHOTTAWORN	Chairman
	Mr. THAWEESAK KOANANTAKOOL	Member
	Mr. PRASAN CHUAPHANICH	Member
	Ms. JAREEPORN JARUKORNSAKUL	Member
	Mr. CHAIRAT PANTHURAAMPHORN	Member
	Mr. ARTHID NANTHAWITHAYA	Member
	Mr. Arak Sutivong	Member
	Mr. Yizhak Idan	Member
	Mr. Dennis Thorsten Trawnitschek	Member

Corporate Social Responsibility Committee	Mr. VICHIT SURAPHONGCHAI ACM SATITPONG SUKVIMOL	Chairman Member
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#### **Roles of Sub-committees**

Sub-committees responsible for risk management	: Risk Oversight Committee
Sub-committees responsible for nomination	: Nomination, Compensation and Corporate Governance Committee
Sub-committees responsible for remuneration	: Nomination, Compensation and Corporate Governance Committee
Sub-committees responsible for corporate governance	: Nomination, Compensation and Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: None

## Executives (7.4)

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

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. ARTHID NANTHAWITHAYA Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Finance	CHIEF EXECUTIVE OFFICER	15 Sep 2021	Business Administration, Economics, Banking, Law, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Strategic Management, Risk Management, Governance/ Compliance, Corporate Management
2. Mr. Arak Sutivong Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Engineering	Deputy Chief Executive Officer	1 Sep 2022	
3. Mr. Anucha Laokwansatit Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Finance	Chief Risk Officer	22 Apr 2022	
4. Mr. Manop Sangiambut [1][2] Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Finance	Chief Financial Officer	22 Apr 2022	
5. Mrs. Wallaya Kaewrungruang Gender: Female Age: 61 years old Highest level of education: Barrister Major: Law	Chief Legal and Compliance Officer	22 Apr 2022	

6.	Mr. Nipat Wattanatittan Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Science	Chief Business Development Officer	1 Jul 2022
7.	Mr. Sutirapan Sakkawatra Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration	Chief Customer Officer	1 Jul 2022
8.	Mr. Dennis Thorsten Trawnitschek Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Business Administration Business Information System	Chief Technology Office	1 Jul 2022
9.	Mr. Sathian Leowarin Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration	Chief Sustainability Officer	1 Aug 2022
10.	Mrs. Patraporn Sirodom Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Marketing	Chief Talent Officer	22 Apr 2022
11.	Mr. Krittee Manoleehagul Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Business Administration	Chief Digital Platform Business Officer	1 Jun 2023
12.	Ms. Dalad Tantiprasongchai Gender: Female Age: 39 years old Highest level of education: Bachelor's degree Major: Business Administration	Chief Operating and International Business Officer	1 Aug 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 : No

### Remuneration

	2021	2022	2023
Total executive remuneration (baht)	N/A	593,850,000.00	1,551,810,000.00

### 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) : 9,859

Number of female employees (persons) : 19,671

**Total number of employees (persons) : 29,530**

## Employee Remuneration

Total employee remuneration : 0.00

## Provident fund

Total number of employees (persons) : 29,530

Number of employees contributing to the PVD (persons) : 26,213

Percentage of employees who are members (%) : 88.77



# Performance Report on Corporate Governance

## Performance Report on Corporate Governance

### Summary of Director Performance (8.1)

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

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

List of directors	Position	Participated in director development program
Mr. VICHIT SURAPHONGCHAI	Chairman of the board	Participating
Mr. KAN TRAKULHOON	Director	Participating
Mr. PAILIN CHUCHOTTAWORN	Director	Participating
ACM SATITPONG SUKVIMOL	Director	Participating
Mr. ARTHID NANTHAWITHAYA	Director	Participating
Ms. JAREEPORN JARUKORNSAKUL	Director	Participating
Mr. PRASAN CHUAPHANICH	Director	Participating
Pol.Col. THUMNITHI WANICHTHANOM	Director	Participating
Mr. APISAK TANTIVORAWONG	Director	Participating
Mr. CHAIRAT PANTHURAAMPORN	Director	Participating
Mr. WINID SILAMONGKOL	Director	Participating
Mrs. KULPATRA SIRODOM	Director	Participating
Mrs. NUNTAWAN SAKUNTANAGA	Director	Participating
Ms. KULAYA TANTITEMIT	Director	Participating
Mr. TIBORDEE WATTANAKUL	Director	Participating
Mr. THAWEESAK KOANANTAKOOL	Director	Participating
Mrs. PANTIP SRIPIMOL	Director	Participating

Mr. WEERAWONG CHITTMITRAPAP	Director	Participating
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## 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) : 16

Date of AGM meeting : 5 Apr 2023

EGM meeting : Yes

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. VICHIT SURAPHONGCHAI (Chairman of the board)	-	15/16	Participating	Participating
2. Mr. KAN TRAKULHOON (Director)	-	16/16	Participating	Participating
3. Mr. PAILIN CHUCHOTTAWORN (Director)	-	16/16	Participating	Participating
4. ACM SATITPONG SUKVIMOL (Director)	-	16/16	Participating	Participating
5. Mr. ARTHID NANTHAWITHAYA (Director)	-	16/16	Participating	Participating
6. Ms. JAREEPORN JARUKORNSAKUL (Director)	-	15/16	Participating	Participating
7. Mr. PRASAN CHUAPHANICH (Director)	-	16/16	Participating	Participating
8. Pol.Col. THUMNITHI WANICHTHANOM (Director)	-	16/16	Participating	Participating
9. Mr. APISAK TANTIVORAWONG (Director)	-	16/16	Participating	Participating
10. Mr. CHAIRAT PANTHURAAMPHORN (Director)	-	15/16	Participating	Participating

11. Mr. WINID SILAMONGKOL (Director)	-	16/16	Participating	Participating
12. Mrs. KULPATRA SIRODOM (Director)	-	16/16	Participating	Participating
13. Mrs. NUNTAWAN SAKUNTANAGA (Director)	-	16/16	Participating	Participating
14. Ms. KULAYA TANTITEMIT (Director)	-	15/15	Participating	Participating
15. Mr. TIBORDEE WATTANAKUL (Director)	-	0/0	Non-participating	Non-participating
16. Mr. THAWEESAK KOANANTAKOOL (Director)	18 Apr 2023	7/7	Participating	Participating
17. Mrs. PANTIP SRIPIMOL (Director)	1 Oct 2023	14/14	Participating	Participating
18. Mr. WEERAWONG CHITTMITRAPAP (Director)	2 Aug 2023	12/12	Participating	Participating

### Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1. Mr. VICHIT SURAPHONGCHAI (Chairman of the board)	-	0.00	7,237,471.33	No
2. Mr. KAN TRAKULHOON (Director)	-	0.00	8,389,610.00	No
3. Mr. PAILIN CHUCHOTTAWORN (Director)	-	0.00	8,290,610.00	No
4. ACM SATITPONG SUKVIMOL (Director)	-	0.00	4,564,610.00	No
5. Mr. ARTHID NANTHAWITHAYA (Director)	-	0.00	1,800,000.00	No
6. Ms. JAREEPORN JARUKORNSAKUL (Director)	-	0.00	5,998,610.00	No
7. Mr. PRASAN CHUAPHANICH (Director)	-	0.00	7,853,610.00	No
8. Pol.Col. THUMNITHI WANICHTHANOM (Director)	-	0.00	6,524,610.00	No
9. Mr. APISAK TANTIVORAWONG (Director)	-	0.00	5,730,280.67	No
10. Mr. CHAIRAT PANTHURAAMPHORN (Director)	-	0.00	4,413,614.00	No
11. Mr. WINID SILAMONGKOL (Director)	-	0.00	4,173,614.00	No
12. Mrs. KULPATRA SIRODOM (Director)	-	0.00	4,684,338.00	No
13. Mrs. NUNTAWAN SAKUNTANAGA (Director)	-	0.00	3,711,338.00	No

14.	Ms. KULAYA TANTITEMIT (Director)	-	0.00	2,404,000.00	No
15.	Mr. TIBORDEE WATTANAKUL (Director)	-	0.00	35,000.00	No
16.	Mr. THAWEESAK KOANANTAKOOL (Director)	18 Apr 2023	0.00	3,932,610.00	No
17.	Mrs. PANTIP SRIPIMOL (Director)	1 Oct 2023	0.00	3,994,610.00	No
18.	Mr. WEERAWONG CHITTMITTRAPAP (Director)	2 Aug 2023	0.00	3,827,610.00	No

## Report on the Audit Committee's Performance for the Past Year (8.2)

### Report on the audit committee's performance for the past year

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 12

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. WINID SILAMONGKOL (Chairman of the audit committee)	-	12/12
2.	Mrs. KULPATRA SIRODOM (Audit committee)	-	12/12
3.	Mrs. NUNTAWAN SAKUNTANAGA (Audit committee)	-	12/12