



# **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 2022



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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

	2020	2021	2022
Total (Thousand baht)	1,589,974.00	1,644,425.00	2,124,363.00
Interest income from secured loans (Thousand baht)	1,401,134.00	1,320,802.00	1,710,190.00
Other income (Thousand baht)	188,840.00	323,623.00	414,173.00

  

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Interest income from secured loans (%)	88.12	80.32	80.50
Other income (%)	11.88	19.68	19.50

#### By Geographical Area or Market

	2020	2021	2022
Total (Thousand baht)	1,589,974.00	1,644,425.00	2,124,363.00
Domestic (Thousand baht)	1,589,974.00	1,644,425.00	2,124,363.00
International (Thousand baht)	0.00	0.00	0.00

  

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

## Information on Products and Services (1.2.2)

### Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2020	2021	2022
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 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**

- 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.hengleleasing.com/storage/download/corporate-governance/corporate-governance-policy/20220223-corporate-governance-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://investor.hengleleasing.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

	2020	2021	2022
Diesel (Litre)	N/A	N/A	28,661.56
Gasoline (Litre)	N/A	N/A	4,929.17

###### • Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	N/A	N/A	254,345.12

## Water management

### • Water consumption

	2020	2021	2022
Water consumption (cubic meters)	N/A	N/A	32,412.00

## Waste management

### • Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	N/A	N/A	195.00
Hazardous waste (kg)	N/A	N/A	0.00
<b>Total (kg)</b>	N/A	N/A	195.00

## Greenhouse gas management

### • Greenhouse gas emissions

	2020	2021	2022
GHG emission target	N/A	N/A	1,951,681.08
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	72,468.60
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	1,827,011.88
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	5,178.36
<b>Total (Tons of carbon dioxide equivalents)</b>	N/A	N/A	1,904,658.84

### • 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 : Yes

URL of human rights policy : <https://investor.hengleasing.com/storage/download/corporate-governance/corporate-governance-policy/20220223-corporate-governance->

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

	2020	2021	2022
Number of male employees (persons)	858	992	1,165
Number of female employees (persons)	632	786	1,017
<b>Total (persons)</b>	<b>1,490</b>	<b>1,778</b>	<b>2,182</b>

##### • Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	421,695,509.00	438,839,037.00	559,446,290.00

##### • Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	16	18	24
Employee development and training expenses (baht)	1,977,797.29	1,048,508.04	3,358,581.13

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

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	7	6	2

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	21.61	33.46	40.47

• **Significant labor dispute**

	2020	2021	2022
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: 62 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	10 Oct 2018	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.	Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL Gender: Male Age: 59 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	10 Oct 2018	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
3.	Mr. CHAIWUTH TANGSOMCHAI Gender: Male Age: 51 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	10 Oct 2018	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
4.	Mr. NUTTHIRUTT WANWIMONPHONG Gender: Male Age: 47 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	10 Oct 2018	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

5.	<p>Mrs. SUTHARNTIP PHISITBUNTOON</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	7 Dec 2018	<p>Economics, Banking, Finance &amp; 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</p>
6.	<p>Mr. WICHAJ SUPHASATHITKUL</p> <p>Gender: Male</p> <p>Age: 59 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: Re-elected as director</p>	30 Oct 2015	<p>Finance &amp; Securities, Commerce, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis</p>
7.	<p>Mr. PATPONG PATONG</p> <p>Gender: Male</p> <p>Age: 52 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 (Non-executive)</p> <p>Director type: Re-elected as director</p>	30 Oct 2015	<p>Economics, Agribusiness, Finance &amp; Securities, Commerce, Statistics, Data Analysis, Sustainability, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management</p>

8.	Mr. BUNTHID SUPASATITKUL Gender: Male Age: 47 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	25 Dec 2015	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
9.	Mr. PARINYA SUPASATITKUL Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	25 Dec 2015	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
10.	Ms. THAPANATTSAMON PAISANTEERAKORN Gender: Female Age: 37 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	19 Sep 2016	Finance & Securities, Commerce, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Project Management, Negotiation, Brand Management, Corporate Management, Leadership, Governance/ Compliance

11.	Mr. THANASSORN RATANASIRISAP	Director (Non-executive)	19 Sep 2016	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
	Gender: Male			
	Age: 40 years old			
	Highest level of education:	Director type: Original		
	Master's degree	director		
	Major: Business Administration			
	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: 34 years old			
	Highest level of education:	Director type: Original		
	Bachelor's degree	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: 59 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	7 Nov 2018	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: 47 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	7 Nov 2018	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: 51 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: Re-elected as director	7 Nov 2018	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.	Mrs. SUTHARNTIP PHISITBUNTOON Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	22 Mar 2020
2.	Mr. WICHAI SUPHASATHITKUL Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	22 Mar 2020



3.	<p>Mr. PATPONG PATONG</p> <p>Gender: Male</p> <p>Age: 52 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>	5 Sep 2018
4.	<p>Mr. BUNTHID SUPASATITKUL</p> <p>Gender: Male</p> <p>Age: 47 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>	5 Sep 2018
5.	<p>Mr. PARINYA SUPASATITKUL</p> <p>Gender: Male</p> <p>Age: 46 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>	5 Sep 2018
6.	<p>Ms. THAPANATTSAMON PAISANTEERAKORN</p> <p>Gender: Female</p> <p>Age: 37 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>	5 Sep 2018
7.	<p>Mr. THANASSORN RATANASIRISAP</p> <p>Gender: Male</p> <p>Age: 40 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>	5 Sep 2018

8.	Ms. VARITA LAOTHAMATAS Gender: Female Age: 34 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	5 Sep 2018
9.	Ms. Chonchissa Ratanasirisap Gender: Female Age: 39 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	5 Sep 2018
10.	Mr. Punsongpol Paisanterakorn Gender: Male Age: 35 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	5 Sep 2018

## 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
	Mr. PATPONG PATONG	Member
Nomination and Remuneration Committee	Mr. NUTTHIRUTT WANWIMONPHONG	Chairman
	Mr. NUTCHDHAWATTANA	Member
	SILPAVITTAYAKUL	Member
Corporate Governance and Sustainable Development Committee	Mr. BUNTHID SUPASATITKUL	
	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. Mrs. SUTHARNTIP PHISITBUNTOON Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Economics	CHIEF EXECUTIVE OFFICER	22 Mar 2020	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
2. Mr. WICHAI SUPHASATHITKUL Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Science	PRESIDENT	22 Mar 2020	Finance & Securities, Commerce, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis
3. Mr. Rapee Pruenglampoo Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Economics	Executive Vice President - Operation	8 Jun 2018	

4.	Mr. Benjarong Kammanid Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President Risk Management	1 Mar 2019
5.	Mr. Theerawat Thawanratphokin [1] Gender: Male Age: 36 years old Highest level of education: Doctoral degree Major: Management	Executive Vice President Accounting&Financial	19 Apr 2021
6.	Mr. Suphot Phuthong Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Engineering	Executive Vice President Information Technology	1 Sep 2018
7.	Mr. Sompop Pundrikabha Gender: Male Age: 39 years old Highest level of education: Bachelor's degree Major: Business Administration	Executive Vice President Marketing	1 Apr 2020
8.	Ms. Natthanan Kittiphonsombun Gender: Female Age: 38 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President Head of Governance and Investor Relations	7 Nov 2018
9.	Ms. Sarinya Krissanakupata Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Science	Executive Vice President – Human Resources & Corporate Service	1 Apr 2022

[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

	2020	2021	2022
Total executive remuneration (baht)	N/A	N/A	13,995,000.00

## Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : Yes

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 1,165

Number of female employees (persons) : 1,017

Total (persons) : 2,182

#### Employee Remuneration

Total employee remuneration : 559,446,290.00

#### Provident fund

Total number of employees (persons) : 2,182

Number of employees contributing to the PVD (persons) : 2,105

Percentage of employees who are members (%) : 96.47

# 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. Mr. CHAIWUTH TANGSOMCHAI Gender: Male Age: 51 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 10 Oct 2018	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
2. Mr. WICHAJ SUPHASATHITKUL Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 30 Oct 2015	Finance & Securities, Commerce, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis



3.	Mr. PATPONG PATONG Gender: Male Age: 52 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: 30 Oct 2015	Economics, Agribusiness, Finance & Securities, Commerce, Statistics, Data Analysis, Sustainability, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management
4.	Mr. PARINYA SUPASATITKUL Gender: Male Age: 46 years old Highest level of education: Bachelor'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: 25 Dec 2015	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

#### Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SURAPON NITIKRAIPOT	Chairman of the board	Participating
Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL	Director	Participating
Mr. CHAIWUTH TANGSOMCHAI	Director	Participating
Mr. NUTTHIRUTT WANWIMONPHONG	Director	Participating
Mrs. SUTHARNTIP PHISITBUNTOON	Director	Participating
Mr. WICHAI SUPHASATHITKUL	Director	Participating
Mr. PATPONG PATONG	Director	Participating
Mr. BUNTHID SUPASATITKUL	Director	Participating
Mr. PARINYA SUPASATITKUL	Director	Participating

Ms. THAPANATTSAMON PAISANTEERAKORN	Director	Participating
Mr. THANASSORN RATANASIRISAP	Director	Participating
Ms. VARITA LAOTHAMATAS	Director	Participating

## Directors' performance assessment

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

## 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 : 20 Apr 2022

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. NUTCHDHAWATTANA SILPAVITTAYAKUL (Director)	-	7/7	Participating	Did not hold the meeting
3. Mr. CHAIWUTH TANGSOMCHAI (Director)	-	7/7	Participating	Did not hold the meeting
4. Mr. NUTTHIRUTT WANWIMONPHONG (Director)	-	7/7	Participating	Did not hold the meeting
5. Mrs. SUTHARNTIP PHISITBUNTOON (Director)	-	7/7	Participating	Did not hold the meeting
6. Mr. WICHAI SUPHASATHITKUL (Director)	-	7/7	Participating	Did not hold the meeting

7.	Mr. PATPONG PATONG (Director)	-	7/7	Participating	Did not hold the meeting
8.	Mr. BUNTHID SUPASATITKUL (Director)	-	7/7	Participating	Did not hold the meeting
9.	Mr. PARINYA SUPASATITKUL (Director)	-	7/7	Participating	Did not hold the meeting
10.	Ms. THAPANATTSAMON PAISANTEERAKORN (Director)	-	7/7	Participating	Did not hold the meeting
11.	Mr. THANASSORN RATANASIRISAP (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)	-	575,000.00	0.00	No
2.	Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL (Director)	-	600,000.00	0.00	No
3.	Mr. CHAIWUTH TANGSOMCHAI (Director)	-	600,000.00	0.00	No
4.	Mr. NUTTHIRUTT WANWIMONPHONG (Director)	-	600,000.00	0.00	No
5.	Mrs. SUTHARNTIP PHISITBUNTOON (Director)	-	0.00	0.00	No
6.	Mr. WICHAI SUPHASATHITKUL (Director)	-	0.00	0.00	No
7.	Mr. PATPONG PATONG (Director)	-	0.00	1,500,000.00	No
8.	Mr. BUNTHID SUPASATITKUL (Director)	-	0.00	1,500,000.00	No
9.	Mr. PARINYA SUPASATITKUL (Director)	-	0.00	1,500,000.00	No
10.	Ms. THAPANATTSAMON PAISANTEERAKORN (Director)	-	0.00	1,500,000.00	No
11.	Mr. THANASSORN RATANASIRISAP (Director)	-	0.00	1,500,000.00	No
12.	Ms. VARITA LAOTHAMATAS (Director)	-	0.00	1,500,000.00	No

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

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

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL (Chairman of the audit committee)	-	4/4
2.	Mr. NUTTHIRUTT WANWIMONPHONG (Audit committee)	-	4/4
3.	Mr. CHAIWUTH TANGSOMCHAI (Audit committee)	-	4/4