

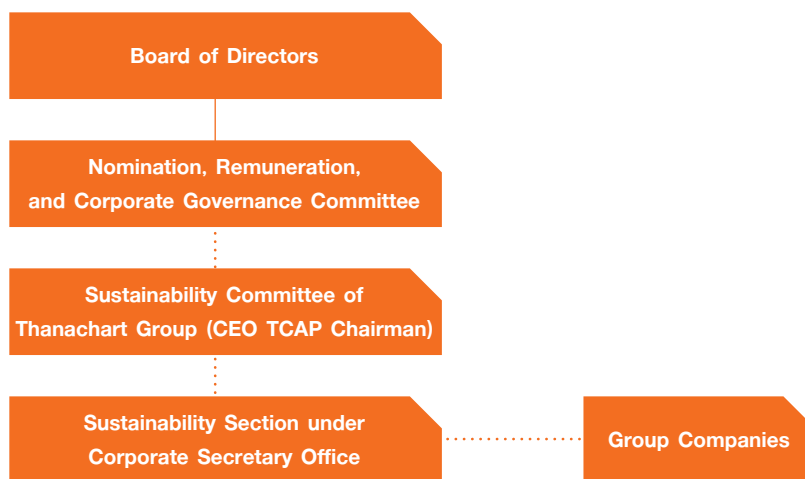
### 1.3 Driving Business for Sustainability

Thanachart Group is a business organization committed to conducting business to achieve stable and sustainable performance, with a vision for **“creating sustainable and reasonable returns for all stakeholders”**. In order to fulfill such a vision, it is therefore essential for the Group to focus on sustainability while conducting business with consideration of the impact on all stakeholders in three main areas: **economic, social and environmental dimension**. The objectives are to create, develop and fulfill businesses while striking the right balance between economy, society and environment in a sustainable manner. Attention is paid to the operations which encompass various key issues of

the Group’s business affairs to the greatest extent possible.

The Company is a listed company on the SET under the Financials and Banking sector. The Company operates by holding shares in other companies (Holding Company). The preparation of this report of Driving Business towards Sustainability is to present sustainability performance covering economic, social, and environmental dimension of the Group companies that operate insurance business, life insurance business, securities business, hire purchase and leasing business, non-performing asset management business and secured lending business, for the period of 1 January to 31 December 2021.

#### Governance Structure



Thanachart Group’s sustainability actions are carried out under a governance structure where the Board of Directors arranges for the Nomination, Remuneration, and Corporate Governance Committee to be responsible for determining the strategy, policies, goals, and plans to establish the Thanachart Group Sustainability Committee in 2022. The Sustainability Committee is to be chaired by the Company’s CEO and has committee members comprising representatives of both executives and employees of the Company and the Group companies. The Sustainability Committee is to consider sustainability guidelines, supervise and propose to the Nomination, Remuneration, and Corporate Governance Committee. The Sustainability Committee also reviews practices and promotes more participation of the Group

employees in the implementation. There shall be a Sustainability Section under the Corporate Secretary Office to oversee the collected sustainability effort whereby the Group companies jointly implement relevant strategies and policies to achieve the desired goals and to meet the expectation of all stakeholders in a sustainable manner.

#### Sustainability Management Policies and Goals

Thanachart Group places emphasis on business operations aimed at sustainability. This will bring about the mutual benefits between Thanachart Group and all stakeholders of the Group. The sustainability management approach has been adopted and continually integrated with the Group’s business practice throughout the year. There is a plan to

formulate a sustainability action policy and to formally announce it in 2022. The policy shall serve as a guide to enable its appropriate implementation to be in line with businesses that the Group operates, with a view to fulfilling the vision of the Group. In addition, short-term and long-term goals will be set to monitor actual progress and performance of the Group’s sustainability effort. The sustainability management goals in each dimension are as follows:

### 1. Economic Dimension

Economically Thanachart Group has a management goal whereby the Group strives to be a business group that is capable of generating returns, growing in a sustainable way. It is the Group’s policy to run business based on good governance. Each company in the Group places strong emphasis on good governance in various areas of customer service i.e., product development and financial innovation that generate returns as well as effective risk management. Each company also creates trust and financial stability for customers by focusing on protecting customer privacy data. As a result, the products and services they choose are considered safe and truly sustainable.

### 2. Social Dimension

Thanachart Group formulates social policies in order to take part in creating a more valuable society. The Group

shall focus on running business based on good governance, promote ethics, transparency, and social responsibility, and always take into account the interests of all stakeholders. Policy and guideline are formulated to promote the importance of human rights. Employees are to be treated equally and fairly. In addition, career advancement, career opportunities and stable career growth for all employees of all levels shall also be encouraged. Furthermore, Thanachart Group focuses on giving good things back to the society by organizing activities to support, promote and cooperate with both public and private agencies for the benefit of communities and society in areas such as education, public health, etc.

### 3. Environmental Dimension

Environmentally Thanachart Group is well aware of its role as a responsible organization in terms of resource use, energy consumption, and environmental conservation. The goal is to run business to go hand in hand with their social and environmental operations. Policies have been formulated to promote and support efficient energy consumption i.e., formulating a policy to cut down electricity consumption in office buildings, reducing water consumption, and reduction of waste, and reduction the use of paper etc.

## Examples of Policymaking and Implementation in the Environmental Dimension by TNI

| Policy   | Operational Details   | Performance  |
|--|---|--|
| Consumption of alternative energy and clean energy by using solar energy to generate electricity | TNI joins hands with The Nine Center Rama 9 in the installation of rooftop solar power panels on the latter’s building.   | Store solar energy and convert it to 544 kW electricity for the latter’s daily consumption     |
| Maintenance of air conditioning and indoor aeration systems                                      | Set a plan for maintenance and system usage i.e. setting the air conditioning on-off period from 08.00 - 10.00 hours. and 13.00 - 15.00 hours., weekly cleaning of AHU machine filter | Reduce electricity consumption costs by 38,115.69 baht per month, or 457,391.47 baht per year. |
| Reused Paper Campaign  | Reused paper points are clearly marked in the copy room of all offices and various campaign stuff are placed.   | Reduce paper consumption   |
| Waste materials sorting campaign   | Provide bins for sorting wet waste and recycled waste in the kitchen of each office floor   | Reduce waste and create better environment within the office                                   |

## Managing the Impact on Stakeholders in the Value Chain of Business

### The Value Chain of Business

Business operations of Thanachart Group both directly and indirectly affect their stakeholders. Therefore, in order to create opportunities and mitigate the impact of their business activities, Thanachart Group has prepared an analysis of the value chain of their business, with a view to explaining the nature of the Group's business activities as follows:

#### 1. Input Management

##### Financing:

Thanachart Group's capital structure consists of



whereas the funding source of the **Insurance/Life Insurance Business** will be primarily in the form of **premium**.



##### Product Design and Development:



Thanachart Group designs and develops financial and insurance products suitable for the target audience.



The Group also provides Non-performing Asset management including efficient and transparent management of investment.

#### 2. Operation

Lending in terms of Hire Purchase and Asset-based Financing



Underwriting Insurance/ Life Insurance



Securities Trading



Financial Consulting



Distressed Asset Management



Investment



#### 3. Distribution of Goods and Services



Hire purchase loans through subsidiary's channels



Secured lending through direct sale



Underwriting through partner channels



Telesales services



Social media services



Online services via application



Securities marketing



Securities analysis



Marketing Events



Investment Analysis



Announcement of asset sale on the website of Thanachart Group

#### 4. Marketing & Sales



Providing the target group with service and the right knowledge about finance, insurance and life insurance



Providing customers with accurate information about financial service and insurance/life insurance service, and enough for them to make their decision to buy



Promotion of non-performing asset sale

#### 5. After-sales Service



System for managing customer relations



Service center that also collects customer feedback and suggestion about financial insurance/life insurance services



After-sales service is appropriately provided through various channels



Disseminating information and creating good interaction with customers

Supporting activities to help drive business to achieve maximum efficiency are as follows

1.

#### Procurement:



Provide appropriate financing and loans in line with market conditions, considering the appropriateness of the Debt to Equity Ratio. Design financial and insurance products that meet the needs of customers and in line with the risk.

2.

#### Continuous Technology Development for Better Products and Services:



Be responsive to changing situations, make the service more accessible to every group of customers, and offer them more convenience to use the service.

3.

#### Human Resource Management:



Continuously train and develop the full potential of personnel in various aspects.

4.

#### Infrastructure Management:



Properly done in order to handle more diverse and complex financial transactions in the future.

## Stakeholder Analysis

Thanachart Group's stakeholders can be divided into eight groups: shareholders and investors, committees, employees, customers, partners and creditors, competitors, society and environment, and regulatory authorities. Thanachart Group

regularly communicates and engages with issues related to stakeholders. Comments from stakeholders have also been used to assess major sustainability issues.

**Table shows details of communication with stakeholders**

| Stakeholders                      | Participation Channels   | Stakeholders' Expectation   | Response Guidelines  |
|-----------------------------------|--|---|--|
| <b>Shareholders and Investors</b> | <ul style="list-style-type: none"> <li>Shareholders' Meeting</li> <li>Disclosure of Quarterly Financial Results and Annual Report</li> <li>Analyst Meeting</li> <li>Investor Relations</li> <li>Inquiries via the website</li> <li>Complaints and whistle-blowing channels</li> <li>Disclosure of Information</li> </ul> | <ul style="list-style-type: none"> <li>Good performance, sustainable and stable growth</li> <li>Dividends are paid regularly at a rate close to the previous year</li> <li>Effective risk management</li> <li>Good corporate governance</li> <li>Business is conducted transparently in accordance with applicable laws and regulations</li> <li>Obtain accurate, complete, and timely information</li> </ul> | <ul style="list-style-type: none"> <li>Disclose information with transparency and meet the official criteria</li> <li>Cautious business practice. The team has knowledge and competence under effective risk management</li> <li>Seek investments that provide worthy returns for shareholders.</li> <li>Invite shareholders to attend the annual general meeting and allow shareholders to ask questions and comment</li> <li>Senior executives provide investors with information</li> </ul> |
| <b>Board of Directors</b>         | <ul style="list-style-type: none"> <li>Monthly Board of Directors' meetings</li> <li>Requesting information from management directly</li> <li>Meetings of Non-executive Directors</li> </ul>   | <ul style="list-style-type: none"> <li>Continuous learning in order to cope and adapt under various changing factors</li> <li>Receive information about meetings well in advance.</li> </ul>  | <ul style="list-style-type: none"> <li>Collect and present appropriate training courses or seminars</li> <li>Information about the meeting is submitted to the Board of Directors in a timely manner</li> </ul>  |

| Stakeholders     | Participation Channels  | Stakeholders' Expectation   | Response Guidelines   |
|------------------|---|---|---|
|                  | <ul style="list-style-type: none"> <li>● Providing Directors with information through channels such as E-mail and Diligent Boards System for meeting documents Director's manual, which is essentially official rules for governing including related internal policies</li> </ul>  | <ul style="list-style-type: none"> <li>● Access to up-to-date news and information</li> <li>● Be free to express an opinion</li> <li>● Business operations are transparently carried out in accordance with good corporate governance principles, with all stakeholders taken into account</li> </ul>   | <ul style="list-style-type: none"> <li>● Thanachart Group's information is timely reported</li> <li>● Facilitation in various areas is fully carried out</li> <li>● Provide regular performance reports including note-taking and preparation of minutes of meetings, complete with Director's opinions</li> <li>● Monitoring is to be done in line with the Director's opinion</li> </ul>  |
| <b>Employees</b> | <ul style="list-style-type: none"> <li>● Employee meetings to communicate policies and news</li> <li>● Employee Survey</li> <li>● Meetings to strengthen relationship in the organization</li> <li>● Performance Evaluation</li> <li>● Welfare Committee meetings</li> <li>● Signing of the acceptance form to comply with non-exploitation of interests that conflict with those of Thanachart Group and preparing self-assessment form on good governance and anti-corruption.</li> <li>● Internal data communication via Intranet</li> </ul> | <ul style="list-style-type: none"> <li>● Opportunities and career advancement</li> <li>● Compensation, fair welfare, commensurate with job performance evaluation results, and socioeconomic conditions.</li> <li>● Corporate Growth</li> <li>● All employees play an important part in driving the organization</li> <li>● Employee feedback</li> <li>● A supportive work system is in place</li> <li>● Occupational health in the workplace and operational facilities are in place</li> <li>● Increase employees' knowledge and competence by allowing them to attend training, seminars for skill development in related areas</li> </ul> | <ul style="list-style-type: none"> <li>● Encourage employees to train to increase knowledge and create opportunities for career advancement</li> <li>● Treat employees equally</li> <li>● Fairly review the remuneration in accordance with the Company's performance</li> <li>● Review succession plans</li> <li>● Procure a supportive work system in accordance with changing technology</li> <li>● Provide the workplace with the right environment and good occupational health.</li> <li>● Disclose the Company's performance to employees</li> </ul> |

| Stakeholders                          | Participation Channels   | Stakeholders' Expectation  | Response Guidelines  |
|---------------------------------------|--|--|--|
| <b>Customers</b>                      | <ul style="list-style-type: none"> <li>● Emailing relevant information to customers</li> <li>● Customer Visits</li> <li>● The employee has customer relationship management.</li> <li>● PR media provides information about products and services</li> <li>● Customer Satisfaction Survey</li> <li>● Service Complaints Channels</li> <li>● Digital Communications</li> <li>● Branch Services</li> </ul> | <ul style="list-style-type: none"> <li>● Wide range of products and services meet specific need of each group of customers</li> <li>● Provide information and advice on products and services in a comprehensive, appropriate, and timely manner</li> <li>● Products and services are affordable, fairly priced, and offer good value.</li> <li>● Maintain customer confidentiality and transparency in business operations</li> <li>● Hassle-free and speedy service</li> <li>● COVID-19 mitigation measures are taken</li> </ul> | <ul style="list-style-type: none"> <li>● Design diverse products and services to meet customer's needs</li> <li>● Market Conduct</li> <li>● Train employees to efficiently serve customers</li> <li>● Periodic survey of customer satisfaction</li> <li>● Process for receiving complaints and managing complaint issues is well-defined and appropriate</li> <li>● Encourage employees to have good governance in their operations, adhere to morality, ethic, and code of conduct.</li> <li>● Announcement of Cybersecurity Policy and Privacy Policy</li> <li>● Use efficient technology to speed up, secure, and reduce costs</li> <li>● Formulate measures to mitigate the COVID-19 impact</li> </ul> |
| <b>Trading Partners and Creditors</b> | <ul style="list-style-type: none"> <li>● Data Exchange via E-mail</li> <li>● Regular discussion and exchange of ideas</li> <li>● Contracting among them</li> </ul>   | <p><b><u>Trading Partners</u></b></p> <ul style="list-style-type: none"> <li>● Good governance in business operation</li> <li>● Trade fairly</li> <li>● Clear procurement policy and regulations</li> </ul> <p><b><u>Creditors</u></b></p> <ul style="list-style-type: none"> <li>● Repay principal and interest on schedule</li> <li>● Strictly adhere to the contractual clause</li> <li>● Transparent disclosure of information</li> </ul>  | <p><b><u>Trading Partners</u></b></p> <ul style="list-style-type: none"> <li>● Review and improve procurement policy and process</li> <li>● Announcement of policy to ensure good corporate governance</li> <li>● Secure trading partner data storage system</li> </ul> <p><b><u>Creditors</u></b></p> <ul style="list-style-type: none"> <li>● Formulate financial liquidity management plan</li> <li>● Repay principal and interest on schedule</li> <li>● Provide accurate, complete, information periodically or on demand</li> </ul>  |

| Stakeholders                     | Participation Channels   | Stakeholders' Expectation   | Response Guidelines  |
|----------------------------------|--|---|--|
| <b>Competitors</b>               | <ul style="list-style-type: none"> <li>Meetings with the associations of each business</li> </ul>  | <ul style="list-style-type: none"> <li>Transparent disclosure of information</li> <li>Fair competition</li> </ul>   | <ul style="list-style-type: none"> <li>Established as one of the principles in conducting business of Thanachart Group.</li> <li>Conduct business and compete with transparency, fairness, without harming or bullying competitors</li> <li>Cooperate with one another to develop the overall industry of the business sector</li> </ul>   |
| <b>Society and Environmental</b> | <ul style="list-style-type: none"> <li>Paying a visit to hear about problems and needs from people in the communities</li> <li>Meeting with both the public and private agencies aimed at promoting the well-being of society</li> </ul>                   | <ul style="list-style-type: none"> <li>Financial education is provided to the communities</li> <li>Promotion and support for social activities</li> <li>Environmental care and preservation guidelines have been developed for both the workplace and the communities</li> <li>Contribute to helping alleviate the plight of people affected by COVID-19</li> </ul> | <ul style="list-style-type: none"> <li>Conduct financial education programs for youth</li> <li>Be fully aware of environmental problems in the communities and help solve them</li> <li>Provide budgets and conduct social activities</li> <li>The Thanachart Foundation for Thai Society has been established as an important mechanism for driving social activities</li> <li>Support COVID-19 prevention and alleviation projects</li> <li>Contribute towards the reduction and control of energy consumption that adversely affects the environment</li> </ul> |
| <b>Regulation Authorities</b>    | <ul style="list-style-type: none"> <li>Disclosure of information and reports in conformity to the specified official criteria</li> <li>Discussion of regulatory guidelines or related rules, as well as obtaining permission on various matters</li> </ul> | <ul style="list-style-type: none"> <li>Employees gain understanding of official rules and ensure that the company is fully complying with the laws as well as relevant official regulations</li> <li>The Company supports and values good corporate governance and anti-corruption</li> </ul>   | <ul style="list-style-type: none"> <li>The laws, official rules, and regulations are completely and correctly complied</li> <li>Disclose information to official authorities at specified period</li> </ul>  |



| Stakeholders | Participation Channels  | Stakeholders' Expectation  | Response Guidelines  |
|--------------|---|--|--|
|              | <ul style="list-style-type: none"> <li>• Commenting on the draft official rules due to be altered</li> <li>• Join seminars to gain understanding and clarity in official criteria or guidelines to be observed</li> </ul> | <ul style="list-style-type: none"> <li>• Clear disclosure of information can be verified</li> <li>• Cooperating and supporting the work of regulatory authorities</li> </ul> | <ul style="list-style-type: none"> <li>• Employees comply with good governance policy, business ethics, and anti-corruption policy</li> <li>• Cooperate and support the work of the regulatory authorities</li> <li>• Participate in events, trainings or seminars held by the regulatory authorities</li> </ul> |

### Ranking Major Sustainability Issues

The Company has assessed major sustainability issues in order to identify and prioritize issues relevant to Thanachart Group and its stakeholders. The process of assessing major sustainability issues has 4 steps as follows:

#### 1. Identifying major sustainability issues

Identify and consider major sustainability issues affecting Thanachart Group.

#### 2. Ranking major sustainability issues

Conduct assessment and analyze the information received from stakeholders' participation through various channels in order to rank major sustainability issues.

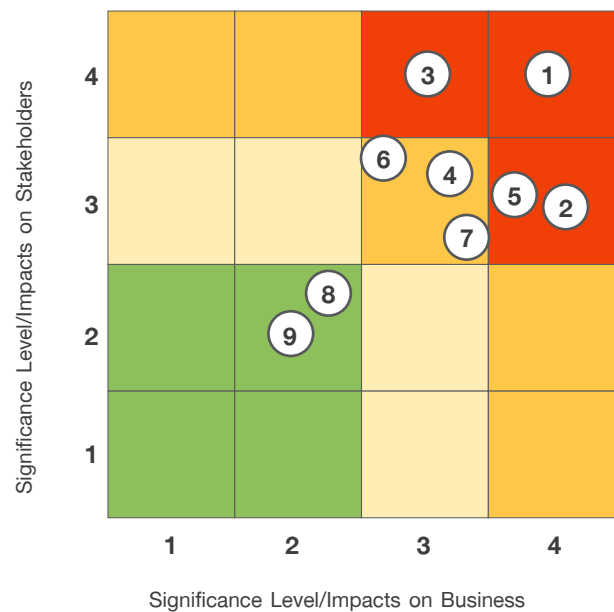
#### 3. Investigating major sustainability issues

Communicate to all businesses in Thanachart Group to investigate major sustainability issues, present to the Nomination, Remuneration, and Corporate Governance Committee for their approval of major issues and report to the Board of Directors for acknowledgement.

#### 4. Reviewing of major sustainability issues

Regularly conduct review of key issues through stakeholders' participation with a view to improving sustainability actions to be more efficient and more effective.

### Key Sustainability Points in 2021



In 2021, Thanachart Group was able to identify nine major sustainability issues.

1. Good Corporate Governance
2. Risk Management
3. Shareholder Returns and Performance
4. Promoting Financial Innovation
5. Cybersecurity and Personal Data Protection
6. Respect for Human Rights and Diversity
7. Equal and Fair Treatment of Employees
8. Corporate Social Responsibility
9. Promoting Participation in Environmental Protection

| Order of Key Points  | Indicators  | Internal Boundary  | External Boundary   |
|--|---|--------------------|---|
| <b>Good Corporate Governance</b>                           | <ul style="list-style-type: none"> <li>Complaints of non-compliance with Corporate Governance</li> <li>The issue of corruption</li> </ul>                     | All Business Units | Shareholders and Investors<br>Customers<br>Regulatory Authorities                                   |
| <b>Risk Management</b>                                     | <ul style="list-style-type: none"> <li>Conduct business under designated risk ceiling</li> </ul>  | All Business Units | Shareholders and Investors<br>Customers<br>Trading Partners and Creditors<br>Regulatory Authorities |
| <b>Shareholder Returns and Performance</b>                 | <ul style="list-style-type: none"> <li>Dividend payment in accordance with the policy</li> <li>Performance is on track</li> </ul>                             | All Business Units | Shareholders and Investors<br>Customers<br>Trading Partners and Creditors                           |
| <b>Promoting Financial Innovation</b>                      | <ul style="list-style-type: none"> <li>Constantly design and innovate to keep up with changing technologies</li> </ul>  | All Business Units | Customers<br>Trading Partners and Creditors   |
| <b>Cybersecurity and Personal Data Protection</b>          | <ul style="list-style-type: none"> <li>No personal data breach complaints</li> <li>Follow the policy</li> </ul>   | All Business Units | Shareholders and Investors<br>Customers<br>Trading Partners and Creditors                           |
| <b>Respect for Human Rights and Diversity</b>              | <ul style="list-style-type: none"> <li>No issues of human rights abuses such as child labor and forced labor</li> </ul>                                       | All Business Units | Customers<br>Trading Partners   |
| <b>Equal and Fair Treatment of Employees</b>               | <ul style="list-style-type: none"> <li>Unfairly favoring or depriving employees of their rights</li> </ul>  | All Business Units | Customers   |
| <b>Corporate Social Responsibility</b>                     | <ul style="list-style-type: none"> <li>Implement projects that promote social responsibility</li> </ul>   | All Business Units | Society and Environment   |
| <b>Promoting Participation in Environmental Protection</b> | <ul style="list-style-type: none"> <li>Environmental standards are met</li> <li>Promote and support businesses engaged in environmental protection</li> </ul> | All Business Units | Trading Partners<br>Society and Environment   |

## Sustainability Performance

### Economic Dimension

#### 1. Good Corporate Governance

Good corporate governance in accordance with international standards increases the competitiveness of the business and makes Thanachart Group's member companies better accepted at home and abroad. This is one of the key factors in achieving business goals and increasing the economic value of Thanachart Group's member companies, as well as ensuring confidence in all stakeholders. This also reflects the positive public image of Thanachart Group's member companies and makes them globally accepted.

The Board of Directors has therefore formulated a good corporate governance policy and a written code of conduct manual, both of which are to be considered as an operation framework for the Group personnel. Thanachart Group's member companies are required to apply such guidelines to match the nature of their business by

adhering to morality, integrity, and practices in conformity with relevant laws. A review of the good corporate governance policy and the code of conduct manual is required at least once a year. The Board of Directors is responsible for regulating and monitoring the Company's business operations in accordance with its strategies, objectives, goals, regulations, resolution of the shareholders' meeting, and good corporate governance principle. In addition, the Board shall also regulate to ensure that Thanachart Group has a sound risk governance framework, adequate audit process, internal control system, risk management, and managerial regulation in line with current and future business situation. This is intended to facilitate the Group's operation in successfully implementing its policies, goals and business plans as well as meeting the expectation of all stakeholders.

#### Corporate Governance Structure



In 2021, the Company had 9 directors: 3 executive directors and 6 non-executive directors (among them, 4 are independent directors, and 3 are female directors) Each has a wide range of knowledge and abilities, including those applicable to the business operation of the Company and also to related businesses. As a result, the performance of the Company directors is efficient. After all, the Chairman is not the same person as the Chief Executive Officer in order to clearly distinguish the duty of the policymaking and governance from that of day-to-day management. In 2021, a total of 13 Board meetings was held.

The Board of Directors is responsible for supervising and monitoring the Company's business operations in accordance with its strategies, objectives, goals, regulations, resolutions of the shareholders' meeting, and Good Corporate Governance Principles. The Board also defines and reviews the structure of the Board of Directors in terms of size, organization, the appropriate proportion of independent directors within the Board. The Board ensures that the Board comprises a wide range of qualified directors in terms of skill, experience, competence, specific characteristics as well as gender and age essential

to achieve the objectives and main goals of the organization. The Board serves to oversee the recruitment and selection of directors and senior executives and ensures a transparent and clear process to produce directors with qualifications in line with the given requirements. The Board can rest assured that their structure and operation are conducive to the exercise of discretion in their independent decision making. In this regard, the Company also gives shareholders the opportunity to nominate individuals for election as directors at the annual general meeting of shareholders.

In order to fulfill the corporate governance objectives, the Board has appointed four sub-committees, namely the Audit Committee, the Nomination, Remuneration, and Corporate Governance Committee, the Risk Oversight Committee, and the Executive Committee. The details are as follows:

#### **1. Audit Committee**

A three-member audit committee is formed. All members are independent directors. The committee is responsible for reviewing financial reports, ensuring that the Company has an efficient internal control system and an internal audit in place, and sees to those the Company's operations are in conformity with relevant law and regulations. In 2021, the Audit Committee held in total 13 scheduled meetings with the management, senior executives from related groups, and auditors.

#### **2. Nomination, Remuneration, and Corporate Governance Committee**

Nomination, Remuneration, and Corporate Governance Committee comprises 3 directors including 2 independent directors and 1 non-executive director.

The main functions are as follows:

- Nominate, select, and propose eligible persons to be appointed as directors of the Board, directors of the sub-committees, CEO, and executives in positions from Executive Vice President upwards. Ensure that the committee has an appropriate number and structure as well as qualifications, knowledge and expertise

essential for the governance of the Company, and in line with the organizational strategy.

- Determine remuneration, review remuneration rates paid to directors, members of the sub-committees, and CEO, and keep the rates within reasonable limit.
- Conduct corporate governance, review, propose, and monitor the implementation of good corporate governance policies to be in line with the code of conduct, regulations, and guidelines. Consider the results of the Company's corporate governance assessment as well as monitor the adequacy of the Company's disclosure principle in relation to corporate governance and sustainability development

In 2021, the Nomination, Remuneration, and Corporate Governance Committee held in total 4 meetings.

#### **3. Risk Oversight Committee**

The Risk Oversight Committee has 5 directors, including 2 independent director, 1 non-executive director, 1 executive directors and 1 executive in charge of risk management, with an independent chairman. The committee is responsible for proposing the Company's risk management policy, formulating a risk management strategy in line with the Company's risk management policy, and reviewing as well as verifying the adequacy of the policy and effectiveness of the overall risk management strategy. In 2021, the Risk Oversight Committee held in total 12 meetings.

#### **4. Executive Committee**

The Executive Committee comprises 3 directors. The Committee is responsible for managing in accordance with the policy, goals, budgets, and plans as approved by the Board of Directors, and in line with appropriate risk management practices. In 2021, the Board of Directors held in total 12 meetings.

More details can be found in Section 2.6 Corporate Governance Policy and Code of Ethics.

### **Anti-Corruption**

As far as good corporate governance is concerned, Thanachart Group places special emphasis on anti-corruption. The Group deemed it an important principle in its business operation that it shall not support businesses, groups of individuals, or individuals engaged in undeserved exploitation, either directly or indirectly, resulting from the abuse of power and duties. The Group pledges its support for both the public and private sector in the fight against corruption in any form. Thanachart Group has therefore partnered with both the public and private sector under the initiative called Thai Private Sector Collective Action against Corruption (CAC) by declaring its intent and having joined the CAC initiative since 2014. In the third quarter of 2020, the Company and Thanachart Group's member companies have earned their second membership renewal certification whereby the Group formulated its "anti-corruption policy", complete with measures, and related procedures for all employees in the Group to adhere to.

In 2021, the Company issued a notice to partners, business representatives in a bid to combat corruption by refraining from giving and receiving any gift informing stakeholders of the Company's practices and requesting cooperation from them in promoting this anti-corruption campaign. The said notice was sent via electronic mail to trading partners as well business representatives, and also published on the Company's website from December 2021 to 31 January 2022. In addition, the Company and the Group's member companies made this No Gift Policy public with a view to discouraging unfair motivation/incentive in doing business and averting conflict of interests. Moreover, CAC went on to present the Company and the Group's member companies a No Gift Policy logo, exclusively designed for those companies certified by CAC, whereby the Company and the Group's member companies then published the logo via each company's intranet and website.

Executives and employees at all levels of the Company signed a confirmation form validating the acceptance of non-exploitation of business interests that conflict with those of Thanachart Group. This essentially means their compliance with the good corporate governance policy, code of conduct manual, anti-corruption policy, disclosure policy and use of internal information, anti-corruption measures, Message from the CEO on anti-corruption, whistleblowing regulations complaints of corruption, regulations on giving/accepting presents, gifts, welcoming dinners or benefits as well as other related regulations, and their non-exploitation of business interests that conflict with those of Thanachart Group. Self-assessment forms are therefore provided for all employees in the Company to review, test, and measure the level of their knowledge and understanding of compliance with good corporate governance and anti-corruption guidelines. Each member company in the Group shall be instructed to arrange this kind of self-assessment for all employees on a yearly basis.

### **Handle Complaints or Whistleblowing**

As far as complaints of corruption is concerned, Thanachart Group has opened an exclusive channel for complaints at the website of each Thanachart Group's member company. It can be done either in writing by post, E-mail, or verbally by phone. In addition, the Company has opened another complaints channel via its website, [www.thanachart.co.th](http://www.thanachart.co.th) under the topic of reporting corruption incidents, or via email at [Anticorruption@thanachart.co.th](mailto:Anticorruption@thanachart.co.th), whereby the Company's Internal Audit Department shall consider and take charge of this matter. As the Company has a policy as well as measures for the protection of complainants as stated in the disclosure regarding the prevention of involvement in corruption, which shall be reported to the Audit Committee and the Board of Directors respectively. The Company has clearly established guidelines for the protection of stakeholders in filing a complaint or whistleblowing regarding corruption. There shall also be a plan to track the number of complaints annually.

In addition to the complaint channel via website and E-mail above, complaints can be forwarded to:

**Head of Audit Department**

**Address: 444 MBK Tower, 17<sup>th</sup> Floor  
Phayathai Road, Wangmai, Pathumwan,  
Bangkok 10300, Thailand**

|   | 2019 | 2020 | 2021 |
|---|------|------|------|
| Total number of companies in the Group*                       | 19   | 17   | 18   |
| Number of the Group’s member companies which are CAC members* | 14   | 11   | 11   |
| Number of complaints regarding corruption incidents           | n.a. | n.a. | 37   |

**Note:** \* Other companies that do not participate in the CAC project membership are the Group’s member companies that operate and their business operations are supervised by the Company’s agencies.

More details can be found in Section 2.6 Corporate Governance Policy and Code of Ethics.

**2. Risk Management**

Risk management that is both effective and in line with changing circumstances shall help Thanachart Group respond to risks properly and in a timely manner. This shall lead to the confidence of all stakeholders. As a result, Thanachart Group can grow steadily and sustainably.

The Company has therefore formulated policies and guidelines for risk management clearly in writing whereby the responsibility of relevant agencies is defined, and all employees are supposed to observe them. Risk management process which is to be implemented is also defined in 4 steps as follows: 1) identifying the nature of risk and risk factors 2) developing appropriate tools and models for risk measurement and risk assessment 3) controlling risk within acceptable level, and 4) monitoring risk status in order to cope with it in time for any possible scenario.

The Company has arranged to set up a committee and related agencies whose roles and responsibilities are clearly defined in managing and overseeing risk in all possible aspects. For details, please refer to Section 1.2 Risk Management.

As for the risk of COVID-19 pandemic, Thanachart Group is fully aware of its risks and consequences. The Group focuses on the safety of employees in every member company in the Group as well as prevailing economic conditions, banking and financial volatility, and every aspect of service rendered to customers, trading partners including other business-related stakeholders. In summary, the risk management overview and related measures to prevent the spread of COVID-19 are as follows:

**1) Employee Security Measures**

1.1 In each member company in Thanachart Group, departmental measures are imposed for surveillance to contain the pandemic. Adjustment is made and a hybrid working format is adopted whereby on-site working and working-from-home is proportionately allotted for employees, based on appropriate time slots, and each employee’s responsibilities. In this way, workplace density can be reduced. The consideration of hybrid format shall also be

based on the necessity of the work, which must not adversely affect customers and the Company.

- 1.2 Providing COVID-19 vaccination for employees without delay is high on the agenda.
- 1.3 Imposing strict control measures as follows: meetings are to be held through MS Teams or teleconference systems only, face-to-face meetings are refrained, and in case employees are required to perform duties on the premises, temperature checks must be carried out before entering the building, face mask wearing, etc., all to be strictly observed.

## **2) Risk management measures in office space**

- 2.1 Temperature screening checkpoints are set up at the main entrance of the office building. Alcohol dispensing service points are strategically distributed around the office. Periodic ozone-based disinfection is to be done throughout the workplace.
- 2.2 Impose control over the entry and exit of third parties entering or contacting the office, everyone to be subject to mandatory temperature screening and face mask wearing.

## **3) Business Risk Management Measures**

- 3.1 In the lending business, the companies are cautious in considering the customer's ability to repay debt as the economic conditions continue to be uncertain. The companies assess the situation as well as the economic impact closely and continuously, and regards this as a factor in determining the loan to the customer.
- 3.2 Assistance is given to debtors affected economically by the COVID-19 pandemic in the form of suspending debt, extending installment periods and refinancing as necessary and appropriate for each debtor. This is intended to help this group of debtors and prevent them from becoming non-performing loans (NPLs) in the future.

- 3.3 The high-level executives of all Thanachart Group's member companies have regular meetings to evaluate and review the plans in accordance with the changing circumstances and report progress to the Board of Directors and sub-committees on an ongoing basis.

## **3. Shareholder Returns and Performance**

The Company operates investment business and is the parent company (Holding Company) of Thanachart Group, which operates a wide range of financial businesses including hire purchase business, insurance/life insurance business, securities business, non-performing asset management business, asset-based financing business, and investment business. The Company also holds shares of TTB as well as those in MBK, in a proportionate number for taking part in running their respective business. Realizing the importance of shareholders to the Company, the Company has been paying dividends in return to shareholders since 2002. The Company has a policy of paying dividend based on its performance and long-term shareholder returns. Evidently the Company has managed to steadily maintain dividend payment at an increasing rate. However, in 2021, businesses continued to be affected by the COVID-19 pandemic, especially commercial banking and tourism-related businesses. As the Company has main investment in these businesses, it is therefore inevitable that there will be consequences. In 2020, the Company profited from the sale of its investments in AJT, the only one-off profit-taking. As a result, Thanachart Group's performance in 2021 dropped from the previous year. However, other businesses in which the Company invested still managed to enjoy a satisfactory performance. This is a direct result of implementing risk management strategies that are in line with the Company's growth strategy. Such implementation includes strengthening the financial position of subsidiaries and supporting the business operation of each subsidiary to have a stable financial position, considering adding more new investments and more aggressively expertise-driven business operations, and expanding the business network of the group's member companies to generate appropriate returns for shareholders in the long run. Details of dividend payment are as follows:



## Table of Dividend Payment

| Performance   | 2017  | 2018  | 2019   | 2020  | 2021  |
|---|-------|-------|--------|-------|-------|
| Net profit attributable to the Company<br>(Consolidated Financial Statement) (Million Baht) | 7,001 | 7,839 | 10,807 | 6,669 | 5,287 |
| Earnings per share (Consolidated Financial Statement) (Baht)                                | 6.01  | 6.74  | 9.43   | 6.26  | 5.04  |
| Dividend per share (Baht) For the year's performance  | 2.20  | 2.60  | 7.00   | 3.00  | 3.00  |
| Dividend payout ratio (Consolidated Financial Statement) (percent)                          | 37    | 38    | 73     | 47    | 60    |

- Notes:**
1. In 2019, the Company profited from the sale of TBANK to TMB in order to achieve a merger between the two banks whereby the Company paid a special dividend at the rate of 4.00 baht per share and paid a dividend of normal performance at the rate of 3.00 baht per share.
  2. The Board of Directors has resolved to propose to the Shareholders' Meeting to approve the dividend payment at the rate of 3.00 baht per share, and the Company has paid an interim dividend for the year 2021 at the rate of 1.20 baht per share on 28 September 2021.

#### 4. Financial Innovation Promotion

Thanachart Group values and encourages innovations that create value for business, benefit customers or related parties, and are socially responsible as follows:

1. Focus on creating an organizational culture that encourages innovation and ensure that the management adopts and integrates it into their strategic review, plan for improving operation and performance monitoring
2. Promote innovations that enrich the business in line with the ever-changing circumstances e.g. business model definition, approach and perspective in design work, product and service development, research and working process, and collaboration with business partners

#### Development of innovative financial products and services

Thanachart Group places emphasis on developing products and services that meet the needs of digital life. Products are improved to meet customers' demand in a timely manner in order to help them better cope with the ever-changing economic conditions. For example, insurance products and services are developed for customers whose

lifestyle have been changed during the so-called New Normal period due to the global spread of COVID-19 pandemic. Since early 2020, most people's lifestyle has been until recently restricted to only working from home or "Work from Home" in short. All commuting and travels were significantly reduced due to government restriction. Strict public health measures were imposed for anyone showing up in public to observe them. As a result, car use became less and less necessary. Everyday expenses require more planning. At the same time, more and more people are seriously affected by the pandemic, which has radically affected the cost of living of most people in the society. Consequently, in order to help customers better cope with adverse economic conditions during the COVID-19 pandemic, Thanachart Group has developed insurance products by placing more emphasis on the on-demand product design. This improved feature serves to provide more options based on each customer's financial preparedness, to alleviate their anxiety, and to help reduce expenditure for those affected.

Furthermore, the Group connects innovative media or platforms to all facets of its services. For instance, the Group provides service via LINE Official Account to make it easier, more convenient, and speedier for customers to



keep in contact. In this way, better mutual relationship is more achievable with a more accessible service for customers relying on a familiar platform they use in every life. The Group also introduces other innovative services

e.g. the Thanachart Think Trade application of TNS that responds to all the needs of investors and covers all investment tools, to mention only one.

### Examples of innovation and new types of financial service from companies in Thanachart Group

| Products/Services  | Details of Financial Innovation   | Performance  |
|--|---|--|
| <b>Service Development on LINE Official Account “Thanachart Insurance”</b> | Use the insurance system under the concept of “simple, convenient, fast” by using a platform familiar to customers to connect all the services of the company such as Line-based insurance claims service, check policy information, search for garages, repair centers and affiliated hospitals, provide assistance and related service in a timely manner, as well as promote special offers, privileges etc. | Currently LINE Official Thanachart Insurance boasts an impressive number of 3,447,073 members with 1,382,052 of this number are regularly active on this Account. Based on these active members, up to 20 percent are TNI’s customers who use multiple functions on this LINE platform, representing a sharp rise from 2018 whereby only 1 percent of these active customers use marketing and product service via this particular platform. |

#### Treating Customer Fairly

Thanachart Group focuses on providing fair service to customers by operating based on the concept of making customers confident in the Group’s working system that is clear, complete, transparent, and verifiable. This is to promote confidence of the customers in every group of our financial products and services, to furnish customers with the right information, and to promote clear understanding among them. In this way, they are better equipped to easily make a sound decision and get a fair treatment in either pricing or terms and conditions regarding products and services. Among the Group companies, certain measures are introduced the form of Employee-to-Customer Code of Conduct. For instance, as a broker or agent of the customer, the Group employee is expected to always perform in the best interests of the customer, without misrepresenting data, risk or business opportunity. In this way, they can be fully responsive to customer’s need and fair to the customer. Appropriate penalties have therefore been imposed if a complaint is lodged against any employee and he/she is later proved guilty.

#### General Complaint Management

The Group companies recognize the importance of feedback and complaints from customers as an integral part for correcting, improving, and developing while striving to build the standard of the Group’s products and services that shall maximize the customer’s satisfaction. The guidelines for customers and stakeholders as informant/complainant have been established in case of their witnessing or being affected by the actions of either the Group director, executive, or employee. The complaint can be lodged via multiple channels including website, telephone, letter, email or LINE Official Account. After receiving notifications, clues and complaints on various issues, each Group company conducts its own investigation, presents possible solutions, formulates preventive measures against recurring incidents, and reports to the relevant Board or management.

The process of considering and resolving complaints shall be carried out as soon as possible whereby the Compliance Section shall treat the complaint as preliminary information for further deliberation to proceed and to eventually find a resolution basing on fairness and adhering to

the principle of equality. Once a resolution regarding the complaint is reached, the Compliance Section shall report the resolution to the Managing Director via the management of relevant department/branch, and send a notice of the complaint resolution to the complainant/customer, advising the resolution within 7 days from the date of resolution.

### **5. Cybersecurity and Personal Data Protection**

Thanachart Group recognizes the importance of maintaining the security of confidential data of customers, company personnel, and the Company. Because the misuse of, or inappropriate disclosure of information, or disclosure without the consent of the data owner may cause damage to the data owner as well as the Company, in terms of reliability, individual and public security. As a result, as a precaution against data rights violation, Thanachart Group has formulated a policy of information technology security as well as measures to strictly retain customer data. Both are specified in the Code of Conduct manual. The Group shall never disclose customer data or confidential data except required by law to do so, or given written permission from the customer. The Group shall never exploit customer data. In addition, Thanachart Group has made arrangements to comply with official rules regarding the protection of personal data and data security. This shall cover data of customers, persons doing transaction with the Company as well as the Group personnel. This is to ensure compliance on the Group's part when the Personal Data Protection Act comes into force.

### **Social Dimension**

Thanachart Group has a policy to operate in compliance with the law, regulations, and rules regarding social management applicable to business operation of the Group companies. This includes observance of universal human rights in conducting every business activity throughout the value chain. What follows is to reflect Thanachart Group's commitment to do so. The Group issues guidelines for fair human rights and labor practices, lays down guidelines for treating customers so that they receive complete

information, get customized service, and no violation of customer rights is assured. Formulate criteria for a clear and fair procurement process for trading partners as well as conducting business with responsibility to the community and society are also included.

### **6. Respect for Human Rights and Diversity**

Thanachart Group upholds important principles to respect human rights and will treat stakeholders with equality, uniformity, and indiscriminate consideration or differences of gender, color, race, religion, language, culture, disagreement, social status or any other status, as well as not supporting and resisting acts that violate human rights directly or indirectly. The Group has a guideline to formulate a human rights policy and shall review it on a yearly basis as well as assess related risk and its effect regarding human rights. The Group shall base its consideration on UN Guiding Principles on Business and Human Rights and use it as a guideline in handling any human rights issue that may arise throughout the supply chain in line with the Group's operation. As a result, it is certain that at every step of the Group's business operations, including that of all groups of stakeholders throughout the supply chain, no act of human rights violation shall occur.

### **7. Equal and Fair Treatment of Employees**

Thanachart Group has taken steps regarding the issue of treating its employees equally and fairly, based on the operational standards as follows:

1. Thanachart Group follows employment practices in line with the established standards as well as the related laws. In this connection, the Company has also established a clear policy and clear regulations. Avoid violating human rights, e.g. employment of child labor and use of forced labor. Also put in place a process for checking various qualifications before recruitment.
2. Thanachart Group treats employees equitably without giving undue advantages or depriving employees of their rights unfairly, due to differences in their

- race, religion, social status, gender, age, physical impairment or disability. As well, the Group has adopted a clear policy aiming at adopting measures for preventing and addressing sexual harassment.
3. Thanachart Group supports the disabled so that they not only could earn income but also recognize their inherent dignity and worth. Thanachart Group has employed the disabled to work in positions appropriate to their qualifications and skills. They are provided with the same opportunities and compensation as those of normal employees. Moreover, Thanachart Group has joined the Thai Bankers Association, the Thai Red Cross Society, the Social Innovation Foundation, and the Don't Drive Drunk Foundation in employing the disabled in the form of service contracting since 2017. In particular, the disabled were employed to work at the Red Cross Society and also to help the Don't Drive Drunk Foundation conduct campaigns.
  4. As regards the disabled who work for Thanachart Group or the disabled who visit Thanachart Group for services, appropriate facilities and amenities are put in place in the buildings and premises concerned. In particular, parking spaces and wheelchair ramps are made available for the disabled.
  5. Emphasis is placed on ensuring procedural fairness in relation to disciplinary actions. As well, the Group has put in place procedures for investigating all people involved to establish facts and for hearing both sides of the story in a careful manner. It has also established a screening committee consisting of qualified outsiders who participate in the procedures. The objective is to ensure that the disciplinary procedures are followed in the fairest manner possible. Importantly, a procedure has been put in place to allow employees who are subject to disciplinary action to lodge an appeal so that the case could be reconsidered for ensuring fairness of disciplinary.
  6. Thanachart Group has issued regulations, the Handbook of the Code of Ethics as well as Good Corporate Governance Policy which serve as guidelines for handling various parties concerned, including, among others, shareholders, executives, employees and trading partners. The objectives are not only to ensure that Thanachart Group's business operations and the conduct of business affairs are in compliance with the laws or the regulations imposed by the authorities concerned, but also to promote transparency and implementation of the principles of good corporate governance. Emphasis is placed on protection against frauds and also on compliance with the regulations, guidelines, and work procedures, based on the principles of transparency.
  7. Thanachart Group also encourages collective bargaining negotiations, aiming at bringing about group discussions, suggestions and negotiations among the parties concerned, including the organization, employees' representatives, the employee welfare committee, and the employee committee. The objectives are to act on useful suggestions and to build good employer-employee relationships. In addition, arrangements have been made to the effect that the centralized human resource department establishes an HR business partner unit responsible for looking after employees, keeping them happy and productive so that they continue working for the organization.

#### **Employees' Health Care**

Thanachart Group recognizes the importance of ensuring that all employees are healthy and are able to access health services conveniently, mainly because the Well-being of employees brings about organizational productivity. As a result, Thanachart Group pays great attention to the health of all employees. On one hand, it promotes the maintenance of the employees' health by putting in place of preventive measures which raise the

awareness of and mitigate health risks. On the other hand, it puts in place the following measures with the aim of promoting the good health of employees.

- Health protection guidelines: Employees are provided with health knowledge in different areas so that they recognize the importance of keeping themselves fit and healthy. In particular, for the convenience of all employees, the Group makes arrangements for their annual medical examination. The annual checkups help early detection of harmful diseases such as cancer as well as prevention and minimization of illness. Employees also receive vaccines against infectious diseases. The objective is for them to rest assured that they will have good health and will not get sick.
- Based on the health promotion guidelines, the Company ensures that employees receive medical benefits when they get ill. As well, they are provided with convenient medical services. In particular, the Company puts in place a first aid room for giving medical services. As well, it arranges for doctors from hospital to share their health knowledge with employees. In addition, the Company makes available medicines and medical supplies for first aid services. The objectives are to give first aid treatment and to prevent illness or injury from becoming worse.
- As regards guidelines and measures for preventing COVID-19 spread, Thanachart Group coordinated with both the public and private sectors in ensuring that its staff would get COVID-19 vaccinations. Importantly, it also implemented public relations activities, aiming at making the staff aware of and recognize the importance of observing precautions and taking care of their health and those of their family members. In addition, the Group established practice guidelines when ones had to be in close contact with patients suffering from COVID-19.

### **Safety, Occupational Health, and Work Environment**

Thanachart Group pays attention to safety management and ensures healthy working environment for all employees, in line with the principles of occupational health. In this connection, the Company has established a policy and practice guidelines on safety, occupational health, and work environment in compliance with the provisions of the law. The Company has also established the Committee on Safety, Occupational Health, and Work Environment. The Committee is responsible for implementing various activities with an aim of achieving the established objectives. In this connection, it encourages employees to recognize the importance of safety, occupational health, and work environment by sharing the related knowledge through activities and training courses on safety with employees at all level. As well, the Company looks after sick or injured employees, ensuring that they receive proper treatment. In this connection, it has established the policy as well as controlled and supervised the preparation of work plans on safety, occupational health, and work environment on an ongoing basis. This is to carry out the safety, occupational health, and work environment in accordance with the set policy. In addition, as the world was faced with the COVID-19 pandemic in the past year, Thanachart Group felt concern for the health of its staff, customers, and visitors. To ensure a safe working environment and business continuity, the Group established safety practice measures, which the staff were requested to strictly adhere to and cooperate. Furthermore, the Group established guidelines for working from home for its staff. The purposes were to contain the COVID-19 spread and to cooperate with the public sector, in addition to the established policy on safety, occupational health and working environment. The related details were as follows:

1. Comply with the rules and regulations, notifications, orders, and standards related to safety, occupational health, and work environment in line with the requirements imposed by the state agencies concerned.

2. Manage and oversee business locations, ensuring that employees have safe and healthy workplaces. As well, ensure that, in carrying out their duties, employees are prevented from loss of life and protected from physical or psychological injuries or illnesses.
3. Control, govern, and oversee the implementation of activities which promote occupational safety and health as well as healthy working environment in line with the scope of safety management systems.
4. Make available the regulations and handbook on workplace safety at business locations.
5. Support and promote the implementation of activities related to safety, occupational health, and work environment on a continuous basis. As well, make available appropriate and adequate human resources and budgets.
6. Improve the work environment and the areas surrounding the business locations on a continuous basis, ensuring that the workplaces are safe and the work environment is healthy. The improvements will bring about the quality of work life and the good health of employees.
7. Organize training courses for safety officers at management and supervisory levels as well as training courses for all employees.
8. Put in place a committee and personnel responsible for safety, occupational health, and work environment. The objective is to ensure proper implementation of Thanachart Group's related policies.

### **Human Resource Development**

Based on the belief that personnel are the organization's most valuable resources, Thanachart Group pays serious attention to systematic human resource development with on-the-job learning experiences. As a result, staff could acquire relevant professional knowledge relating to the duties and responsibilities in their respective departments.

### **Practice Guidelines on Training**

Thanachart Group's human resource development processes start with the development of newly recruited employees, training and development activities which focus on enhancement of key skills necessary for carrying out job duties of each position, as well as development activities aiming at raising the level of professionalism, which encompasses product knowledge, customer service, work processes, and work systems which are based on the conduct of business affairs in compliance with the regulations of the state agencies concerned and the code of professional ethics. Also noteworthy is the development of managerial skills and leadership for supervisors at each level. The objective is to develop potential of the Company's personnel so that they are well prepared for implementing the organization's business strategies in an effective and efficient manner.

In 2021, Thanachart Group continued to develop its personnel at all levels further in all areas which included the knowledge and skills necessary for enhancing professionalism in their respective fields of work. Another objective was to provide personnel with an opportunity to choose fields of study which matched their interest. All these developments would prepare personnel for their future career growth and truly help them keep pace with the digital technology trends. In relation to such personnel development, the Group implemented the following various training programs, using a blended learning approach which included online learning through the internet, learning via intranets, classroom methods, workshops, and group discussion activities. The objective was to develop personnel so that they became as efficient as possible.

1. **Corporate Training:** This type of training activities focuses on development of key skills necessary for performing one's duties. The objective is to achieve people excellence which covers four areas including (a) thinking skills, (b) people management, (c) performance management, and (d) communication skills.

**2. Functional Training:** This type of training activities focuses on development of skills suitable for one's roles, duties, and responsibilities. The objectives are to raise the level of customer service based on the concept of customer centricity and to ensure that customers receive financial services which meet their needs and are in line with their risk tolerances. Not less importantly, emphasis is placed on ensuring that the services are delivered properly in compliance with the requirements and regulations of the state agencies concerned and in a transparent manner.

2.1 Product knowledge training activities were organized, aiming at providing employees with knowledge and understanding of various products and services of the Group which were constantly improved and updated. As a result, employees were capable of appropriately introducing products and services that met the real needs of each group of customers.

2.2 The Group developed a branch academy training course which was aimed at building a body of knowledge and preparing branch employees at all levels so that they were capable of identifying customer needs, giving advice, and offering financial services that met customer needs (Customer Solutions) in an accurate, timely, and efficient manner.

2.3 As well, training activities were conducted on basic infrastructure of various work systems. The objective was to ensure that customer services could be delivered in a timely and efficient manner. Among others, these included training on customer management systems for introducing financial services, loan approval system, and systems related to buy and sell orders of life and non-life insurance products. The Group also provided employees with knowledge and understanding of information

technology which constantly changed. As well, it organized training activities and seminars on innovative concepts and innovation skills for employees. The objective was to encourage employees to have concepts of product development and to adopt work processes that met customer needs in the digital age in a timely manner.

2.4 Professional certificate courses were also organized. Among others, these included courses for securities investment consultants, general insurance agents, and life insurance agents as well as courses on unit-linked insurance plans.

2.5 As well, training courses on regulations of the authorities concerned were conducted. The objectives were to provide all executives and staff with knowledge and understanding of the regulations and to ensure that the executives and staff were able to manage and do their work in full compliance with the regulations. In this connection, tests were given to assess participants' knowledge of course contents after training. Among others, the trainings included courses on the Personal Data Protection Act, Anti-Money Laundering Act, Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Act, Ministerial Regulations on Customer Due Diligence (CDD) as well as the course on CG & Anti-corruption Measures which covered the Group's corporate governance and anti-corruption policies. The Group also cooperated with the public sector in promoting ethical behavior and fostering fairness in business. As a result, the cooperation had positive impacts on the country's social and economic development.



**3. Leadership and Managerial Development Training:**

Executives play an important role in implementing the organization's policies and strategies. As a result, Thanachart Group has organized training activities with an aim of enhancing leadership and management skills for executives at each level in an earnest and continuous manner. The objective is to enhance, accelerate, and maintain potential, competence, and capacity of executives in managing their work and human resources in an efficient manner. Among others, the training courses included thinking and decision-making skills, strategic influencing skills, coaching skills, and leadership curriculum, which are the courses learning through intranet, combined with workshops and group discussions. In this connection, executives shall be encouraged to take part in training courses and seminars with both leading organizations, domestic and international. This is aimed at broadening their vision and building a network of cooperation with other organizations.

**4. Blended-Learning Organization:** To keep pace with today's ever changing world. The idea gives rise to a blended learning that could address the problem of personnel development: getting them well-prepared for business operation and customer service by means of the following learning methods:

4.1 Coaching: Supervisors were required not only to provide trainees with advice and suggestions but also to share various experiences with them so that they would be able to work efficiently.

4.2 On-the-job Training: Employees were encouraged to exchange their experiences with one another and to help solve problems together while they received suggestions from advisory experts. The objective was to promote group learning and foster teamwork skills which were beneficial to the organization.

4.3 Online learning via the internet and intranets:

In 2021, the Group made available several training courses which allowed personnel to study on their own throughout the duration of the training courses concerned. The objective was to enhance their potential and prepare them for future work. In this connection, the learning effectiveness was systematically measured pre-learning and post-learning.

4.4 Knowledge Management: The Group has

made arrangements for collection of the body of knowledge that is useful to employees. It covers knowledge and skills necessary for employees to fulfill their tasks at various levels. As well, it includes the knowledge for raising the quality levels of products and services of the Group, knowledge about regulations of the authorities concerned, work manuals for related work systems, staff regulations and employee welfare as well as knowledge about how to look after physical and mental health and how to strike a work-life balance. Importantly, the collection of knowledge has been properly grouped and stored in the system so that it could be accessed conveniently and efficiently.

In addition to the above-mentioned elements, Thanachart Group has enhanced preparedness of newly recruited staff. Each new employee is required to attend a one-day orientation session, in which they will be provided with product knowledge, core values, organizational structure, compliance with the anti-money laundering law as well as the countering the financing of terrorism law as well as information about staff welfare. The objective is for new employees to know the business overview as well as direction and various strategies so that they could adjust themselves to Thanachart Group and establish good relationships with fellow colleagues and the organization. The orientation lays the foundation for the organization to retain the new employees.

## Welfare Benefits

Thanachart Group provides welfare benefits to permanent employees as well as those on fixed-term and temporary employment contracts. These welfare benefits are as follows:

| Welfare Benefits                             | Types of Employees |            |           |
|--|--------------------|------------|-----------|
|  | Permanent          | Fixed-term | Temporary |
| Salaries                                     | ✓                  | ✓          | ✓         |
| Overtime                                     | ✓                  | ✓          | ✓         |
| Training/Staff Development/Staff Scholarship | ✓                  | ✓          | ✓         |
| Funeral Benefits                             | ✓                  | ✓**        | ✗         |
| Educational Assistance for Staff's Children  | ✓                  | ✓**        | ✗         |
| Medical Treatments                           | ✓                  | ✓**        | ✗         |
| Residential Rental Expenses                  | ✓                  | ✓**        | ✗         |
| Welfare Loans                                | ✓                  | ✓**        | ✗         |
| Danger Pay Allowance                         | ✓                  | ✓          | ✓         |
| Provident Fund                               | ✓                  | ✓**        | ✗         |
| Staff Uniforms                               | ✓*                 | ✓*         | ✗         |

- Remarks:**
- 1) Permanent employees are those who are engaged by Thanachart Group on a permanent basis.
  - 2) Fixed-term employees are those who are on fixed-term employment contracts.
  - 3) Temporary employees are employed for the nature of work which is temporary or of a definite duration of not more than one year.
  - 4) \* Only for some specified jobs.
  - 5) \*\* Only employees holding some positions are entitled to the benefits.



### Performance Appraisal and Staff Remuneration

Thanachart Group has set up a clear and transparent performance appraisal process. Not only it adopted a standard methodology but also prepared a standard appraisal form for all work units. Performance appraisals, whether individuals, team or executives, have been clearly grouped. In this connection, the appraisal of the division/section must specify their main goals which are in line with the annual Key Performance Indicators (KPIs) of their respective department. As well, the individual KPIs and the team KPIs have to be in line with the main goals set by each of their respective division/section. Such appraisal process will help drive the performance of the staff members of the whole organization to achieve the established business goals. The appraisal will be conducted twice a year in order to allow proper monitoring of the implementation. A central unit will be responsible for ensuring that the appraisal of the whole organization follows the same direction as specified.



As regards remuneration, Thanachart Group has laid down the remuneration principles, ensuring that the remuneration is in line with the different nature of work, and that the remuneration in the form of monthly salaries and annual bonuses will be properly taken into account. The objectives are to motivate staff members to carry out their duties and achieve the goals established by each division/section and to ensure that the compensation levels the Group provides are competitive with those offered by companies in the same business.


### 8. Corporate Social Responsibility

Thanachart Group focuses on conducting business under good corporate governance based on ethics and social responsibility, taking into account relevant stakeholders, both inside and outside the organization as well as the wider society, with a view to achieving sustainable business development.



### Examples of Social Projects of Thanachart Group in 2021

|                                   |  |
|-----------------------------------|--|
| <b>Project Name</b>               | <b>“Funding Ramathibodi Foundation under the Royal Patronage of Princess Maha Chakri Sirindhorn”</b>   |
| <b>Project Organizing Company</b> | Thanachart Group and Its Allies  |
| <b>Project Objective</b>          | Focus on developing public interests for society, contribute funds towards the purchase of medical equipment and medical appliances  |
| <b>Project Details</b>            |  |
| ● <b>How to Operate</b>           | Contribute 5,870,000 Baht to fund the purchase of medical equipment and medical appliances to promote the most effective medical treatment for patients at Chakri Naruebodindra Medical Institute, Faculty of Medicine, Ramathibodi Hospital, Mahidol University |

|  |   |
|--|---|
| <b>Project Name</b>  | <b>Supporting youth development through “Saturday School”</b>   |
| <b>Project Organizing Company</b>  | Ratchthani Leasing Public Company Limited   |
| <b>Project Objective</b>   | Empower young people to have a wide range of knowledge and make use of their free time  |
| <b>Project Details</b>   |   |
| <ul style="list-style-type: none"> <li>● Execution Range</li> <li>● Person in Charge</li> <li>● How to Operate</li> </ul>  | <p>January - December 2021</p> <p>Office of the directors and administration</p> <p>Contribute 200,000 Baht to “Saturday School”, a community-based youth development program through learning activities</p> |
| <b>Project Success</b>   | 56 percent of the young people participating in the event gain increased self-confidence and problem-solving skills after joining the activities (according to the assessment of volunteer teachers)          |
|   |   |

|   |   |
|---|---|
| <b>Project Name</b>   | <b>Contribute equipment and support educational readiness</b>   |
| <b>Project Organizing Company</b>   | Ratchathani Leasing Public Company Limited  |
| <b>Project Objective</b>  | To provide needy students with study equipment and educational readiness.   |
| <b>Project Details</b>  |   |
| <ul style="list-style-type: none"> <li>● Execution Range</li> <li>● Person in Charge</li> <li>● How to Operate</li> </ul> | <p>January - December 2021</p> <p>Office of the directors and administration</p> <p>Funding to purchase educational equipment for schools and students in need</p>  |
| <b>Project Success</b>  | <ol style="list-style-type: none"> <li>1) Contribute 45,000 baht towards the purchase of 100 copies of “Learn, Save the World” series to schools</li> <li>2) Contribute 90,000 baht towards scholarships, materials and equipment to the Border Patrol Police Study Center at Ban Lang Ai Mae, Nakhon Si Thammarat province</li> <li>3) Contribute 36,400 baht towards the procurement of school uniforms for 50 students at Makut Khiri Wan-Khao Yai School</li> </ol> |
|                                        |   |

|   |   |
|---|---|
| <b>Project Name</b>   | <b>Support public healthcare</b>  |
| <b>Project Organizing Company</b>   | Ratchathani Leasing Public Company Limited  |
| <b>Project Objective</b>  | Provide medical facilities with adequate medical equipment to treat patients.   |
| <b>Project Details</b>  |   |
| <ul style="list-style-type: none"> <li>● Execution Range</li> <li>● Person in Charge</li> <li>● How to Operate</li> </ul> | <p>January - December 2021</p> <p>Office of the directors and administration</p> <p>Funding to purchase medical supplies and supplies for medical facilities to hospitals</p> |

|  |   |
|--|---|
| <b>Project Success</b>   | <ol style="list-style-type: none"> <li>1) Contribute 158,000 baht towards the purchase of video-based ventilation duct tools for Bang Khun Thian Senior Hospital</li> <li>2) Contribute 36,000 baht towards the making of locking partitions for separating patient beds at Buddhasothorn Hospital</li> </ol> |
|   |   |

|   |   |
|---|---|
| <b>Project Name</b>   | <b>Project “Community Power, Build a Safe Road”</b>   |
| <b>Project Organizing Company</b>   | Thanachart Insurance Public Company Limited   |
| <b>Project Objective</b>  | Promote community safety to reduce secondary road accidents   |
| <b>Project Details</b>  |   |
| <ul style="list-style-type: none"> <li>● How to Operate</li> </ul>  | <p>It is a partnership with Road Safety Collaboration Centre (RSCC), which is supported by various network associates. It aims at devising remediation process, both physically and social behavior-wise, and promoting management mechanisms for people in the community to participate in correcting their road risk points, along with building the body of academic knowledge. Annual budgets are allocated to address road risk points in 10 communities a year. No more than 200,000 baht shall be allowed per community, totaling 2,000,000 baht</p> |
|   |   |

|                                   |  |
|-----------------------------------|--|
| <b>Project Name</b>               | <b>“Award scholarships to Sirindhorn School of Prosthetics and Orthotics, Faculty of Medicine Siriraj Hospital, Mahidol University”</b> This institute aims to produce professionals in prosthetics and orthotics, who shall rehabilitate people with disabilities and help restore their life   |
| <b>Project Organizing Company</b> | Thanachart Insurance Public Company Limited  |
| <b>Project Objective</b>          | Focus on making a contribution to the betterment of youth in the society by funding their scholarships   |
| <b>Project Details</b>            | <ul style="list-style-type: none"> <li>● <b>Execution Range</b></li> <li>● <b>How to Operate</b></li> </ul> <p>(Continued operation from 2013 - present)</p> <p>Supporting 4 scholarships worth 25,000 baht per scholarship, totaling 100,000 baht per year to students who have studied well. To jointly develop important national healthcare workers who play an important role in helping those who have lost organs with disabilities or disabilities. By making physical accessories and body prosthetics such as prosthetic arms and legs, so that they can return to daily life like normal people</p> |

|   |  |
|---|--|
| <b>Project Name</b>   | <b>“ASCO Joins Forces against COVID-19”</b>  |
| <b>Project Organizing Company</b>   | Thanachart Securities Public Company Limited   |
| <b>Project Objective</b>  | Procure medical supplies and appliances  |
| <b>Project Details</b>  | <ul style="list-style-type: none"> <li>● <b>How to Operate</b></li> </ul> <p>Donate 1,500,000 baht to procure medical supplies and appliances in order to enhance the treatment system for patients infected with COVID-19</p> |
|  |  |

|   |  |
|---|--|
| <b>Project Name</b>   | <b>“Thanachart Securities Joins the Fight against COVID-19 Crisis”</b>   |
| <b>Project Organizing Company</b>   | Thanachart Securities Public Company Limited   |
| <b>Project Objective</b>  | Procure medical supplies and appliances  |
| <b>Project Details</b>  |  |
| <ul style="list-style-type: none"> <li>• <b>How to Operate</b></li> </ul> | Donate funds and medical equipment totaling 960,000 Baht to 4 organizations: Chaipattana Foundation, Thonburi Hospital, Chularath Hospital, and Bangkok Hospital |

|   |   |
|---|---|
| <b>Project Name</b>   | <b>Contribute towards the purchase of materials and durable articles for school and Border Patrol Police Education Centers through the Thanachart Foundation for Thai Society</b>   |
| <b>Project Organizing Company</b>   | Thanachart Securities Public Company Limited  |
| <b>Project Objective</b>  | Procure educational materials and appliances  |
| <b>Project Details</b>  |   |
| <ul style="list-style-type: none"> <li>• <b>How to Operate</b></li> </ul> | <p>Contribute towards the purchase of materials and durable articles for 3 schools and Border Patrol Police Education Centers in Nakhon Si Thammarat Province. TNS donates 20,000 baht per school, totaling 60,000 baht, to the following schools:</p> <ol style="list-style-type: none"> <li>1) Ban Khao Wang Border Patrol Police School, Hin Tok Subdistrict, Ron Piboon District</li> <li>2) Ban Huai Tong Border Patrol Police Education Center, Krung Ching Subdistrict, Nopphitum District</li> <li>3) Border Patrol Police Education Center Wang Ang Subdistrict, Cha-Uat District</li> </ol> |

## Environmental Dimension

Thanachart Group has always focused on environmental management. Over the years, there has been a policy implemented to promote practices in line with the environmental law, regulations, and requirements related to the business operations of the Group's member companies. In order to show Thanachart Group's commitment to reducing negative impact on the environment, the Group has therefore implemented measures regarding energy management, water management, refuse, waste and pollution management, as well as greenhouse gas management. In addition, the Group encourages an organizational culture that cultivates environmental consciousness, and also continues to operate in areas related to environmental conservation.

### 9. Promoting Participation in Environmental Protection

Thanachart Group foresees the problem of energy shortage that the general public may consider to be far-fetched. With the rising trend of annual energy consumption, in line with the growth of the industry, economy, and population, the energy shortage problem is very likely to come sooner than expected. As the country's

energy demand continues to rise, it impacts on the environment, climate change, global warming, pollution including natural disasters and pandemic which significantly lowers people's life quality. Many sectors have jointly sought measures and procedures to seriously mitigate such impact with a view to having sufficient energy for the future as well as sustainable environment.

As a group of companies that contributes to the country's economic growth, it is fully aware of its role as an organization responsible for the use of national resources, energy, and for environmental conservation. From its inception of business to the present day, the Group has expanded its business operations as well as those reflecting its social and environmental responsibility. In addition, the Group formulates policies to seriously and practically promote efficient energy consumption as well as energy conservation in office buildings. The Group then integrates the environmental and energy management system into their day-to-day operations and sets up related guidelines for employees to participate. The Group believes that expanding cooperation of individuals at the enterprise level shall definitely have positive impact on energy conservation and the environment at the national level.

## Examples of Thanachart Group Environmental Projects in 2021

| Project Name   | Promote participation in environmental protection   |
|--|---|
| <b>Project Organizing Company</b>  | Thanachart Group  |
| <b>Project Objective</b>   | To reduce and control the impact of the Group's business operations on the environment  |
| <b>Project Details</b>   |   |
| <ul style="list-style-type: none"> <li>● <b>Execution Range</b></li> <li>● <b>Person in Charge</b></li> <li>● <b>How to Operate</b></li> </ul> | <p>January - December 2021</p> <p>Thanachart Group's member companies</p> <p><u>Electricity</u></p> <ul style="list-style-type: none"> <li>● Purchase energy-saving electrical appliances to replace damaged electrical appliances</li> <li>● Campaign for economizing on electricity and turn off appliances after use</li> <li>● Designate the employee who is directly in charge of supervising the use of electrical appliances</li> <li>● Regular maintenance and monitoring of the operation of electrical appliances</li> <li>● Promote awareness of how to save electricity and use resources efficiently</li> </ul> <p><u>Water Consumption</u></p> <ul style="list-style-type: none"> <li>● Campaign for economizing on water and turn the tap off after use.</li> <li>● Campaign to ban dumping of food waste, toilet paper or anything else in the toilet bowl.</li> <li>● Promote awareness of how to save water and use resources efficiently</li> </ul> <p><u>Paper Usage</u></p> <ul style="list-style-type: none"> <li>● Campaign for reuse of used paper</li> <li>● Choose printers and photocopiers with a 2-page printing feature</li> <li>● Develop working system based on electronic transaction processing</li> <li>● Promote awareness of how to save paper and use resources efficiently</li> </ul> |
| <b>Successful Operation by THANI</b>   | <p>Water consumption decreased by 5.26 percent.</p> <p>Paper consumption decreased by 6.07 percent.</p> <p>Electricity consumption increased by 12.01 percent.</p> <p>(Electricity consumption, however, increased in the short term, as THANI was in the process of rendering changes to their work system. As a result, more work and system testing were higher than usual)</p>  |

## Sustainability Performance

### Economic Aspect

(Unit: Million Baht)

| Consolidated Financial Statements      | 2019    | 2020    | 2021    |
|--|---------|---------|---------|
| Total Income                           | 29,392  | 20,762  | 18,709  |
| Employees' Expenses                    | 1,895   | 1,887   | 2,052   |
| Other Operating Expenses               | 8,087   | 7,254   | 7,361   |
| Money Paid to the Owner of the Capital | 9,390   | 4,766   | 4,501   |
| Income Tax                             | 1,367   | 1,557   | 836     |
| Net Profit                             | 16,760  | 7,848   | 6,722   |
| Total Assets                           | 160,927 | 140,756 | 142,735 |
| Total Liabilities                      | 86,868  | 67,987  | 68,594  |
| Total Shareholders' Equity             | 74,059  | 72,769  | 74,141  |

- Notes:**
1. Total Income = Interest Income + Non-Interest Income
  2. Other Operating Expenses = Fees and Service Expenses + Insurance/Life Insurance Expenses – Employees' Expenses
  3. Money Paid to the Owner of the Capital = Dividend Paid during the Year + Interest Expenses
  4. In 2019, there was extra gain and profit from the restructuring of the business
  5. In 2020, there was an extra profit from the sale of AJT's shares

(Unit: Million Baht)

| Separate Financial Statements          | 2019   | 2020<br>(Revised) | 2021   |
|--|--------|-------------------|--------|
| Total Income                           | 58,080 | 7,555             | 6,147  |
| Employees' Expenses                    | 139    | 179               | 200    |
| Other Operating Expenses               | 156    | 136               | 152    |
| Money Paid to the Owner of the Capital | 8,329  | 3,713             | 3,572  |
| Income Tax                             | (0)    | (30)              | (5)    |
| Net Profit                             | 57,261 | 6,669             | 5,287  |
| Total Assets                           | 97,297 | 75,022            | 77,336 |
| Total Liabilities                      | 23,323 | 11,712            | 12,222 |
| Total Shareholders' Equity             | 73,974 | 63,310            | 65,114 |

- Notes:**
1. Total Income = Interest Income + Non-Interest Income
  2. Other Operating Expenses = Fees and Service Expenses + Insurance/Life Insurance Expenses – Employees' Expenses
  3. Money Paid to the Owner of the Capital = Dividend Paid during the Year + Interest Expenses
  4. In 2019, there was extra gain and profit from the restructuring of the business



**Social Aspect**  
**Employee Information**

| Employees                         | 2019         |              |               | 2020         |            |              | 2021         |            |              |
|-----------------------------------|--------------|--------------|---------------|--------------|------------|--------------|--------------|------------|--------------|
|                                   | Female       | Male         | Total         | Female       | Male       | Total        | Female       | Male       | Total        |
| <b>By Age</b>                     |              |              |               |              |            |              |              |            |              |
| Under 30 Years Old                | -            | -            | -             | 145          | 64         | 209          | 124          | 64         | 188          |
| 30 – 50 Years                     | -            | -            | -             | 748          | 572        | 1,320        | 737          | 545        | 1,282        |
| 50 Years or More                  | -            | -            | -             | 121          | 174        | 295          | 147          | 194        | 341          |
| <b>Total</b>                      | <b>8,951</b> | <b>4,872</b> | <b>13,823</b> | <b>1,014</b> | <b>810</b> | <b>1,824</b> | <b>1,008</b> | <b>803</b> | <b>1,811</b> |
| <b>By Position</b>                |              |              |               |              |            |              |              |            |              |
| Senior Executives                 | -            | -            | -             | 54           | 54         | 108          | 54           | 49         | 103          |
| Manager – Intermediate Executives | -            | -            | -             | 239          | 205        | 444          | 240          | 211        | 451          |
| Operational Level                 | -            | -            | -             | 721          | 551        | 1,272        | 714          | 543        | 1,257        |
| <b>Total</b>                      | <b>8,951</b> | <b>4,872</b> | <b>13,823</b> | <b>1,014</b> | <b>810</b> | <b>1,824</b> | <b>1,008</b> | <b>803</b> | <b>1,811</b> |
| <b>By Workplace Location</b>      |              |              |               |              |            |              |              |            |              |
| Head Office                       | 4,222        | 2,674        | 6,896         | 859          | 602        | 1,461        | 859          | 607        | 1,466        |
| Domestic Branch                   | 4,729        | 2,198        | 6,927         | 155          | 208        | 363          | 149          | 196        | 345          |
| <b>Total</b>                      | <b>8,951</b> | <b>4,872</b> | <b>13,823</b> | <b>1,014</b> | <b>810</b> | <b>1,824</b> | <b>1,008</b> | <b>803</b> | <b>1,811</b> |
| <b>New Recruits by Age</b>        |              |              |               |              |            |              |              |            |              |
| Under 30 Years Old                | -            | -            | -             | 29           | 12         | 41           | 19           | 19         | 38           |
| 30 – 50 Years                     | -            | -            | -             | 46           | 39         | 85           | 46           | 54         | 100          |
| 50 Years or More                  | -            | -            | -             | 13           | 10         | 23           | 8            | 4          | 12           |
| <b>Total</b>                      | <b>1,154</b> | <b>412</b>   | <b>1,566</b>  | <b>88</b>    | <b>61</b>  | <b>149</b>   | <b>73</b>    | <b>77</b>  | <b>150</b>   |
| <b>Retired Employees</b>          |              |              |               |              |            |              |              |            |              |
| Under 30 Years Old                | -            | -            | -             | 8            | 12         | 20           | 17           | 5          | 22           |
| 30 – 50 Years                     | -            | -            | -             | 43           | 42         | 85           | 48           | 60         | 108          |
| 50 Years or More                  | -            | -            | -             | 12           | 10         | 22           | 16           | 17         | 33           |
| <b>Total</b>                      | <b>1,124</b> | <b>601</b>   | <b>1,725</b>  | <b>63</b>    | <b>64</b>  | <b>127</b>   | <b>81</b>    | <b>82</b>  | <b>163</b>   |

## Other Human Resources Information

| Type  | Unit        | 2019  | 2020      | 2021     |
|---|-------------|-------|-----------|----------|
| <b>Employee's Leave</b>   |             |       |           |          |
| Employees Entitled to Maternity Leave for Childcare                 | Person      | 8,951 | 1,014     | 965      |
| Employees who Have Exercised Their Maternity Leave                  | Person      | 289   | 32        | 26       |
| Employees who Return to Work after the End of Their Maternity Leave | Person      | 281   | 32        | 26       |
| Sick Leave  | Day/Person  | -     | 3.78      | 2.62     |
| <b>Occupational Health and Safety</b>                               |             |       |           |          |
| Accident (Sick Leave not Required)                                  | Case        | -     | 0         | 0        |
| Accident (Sick Leave Required)                                      | Case        | 0     | 1         | 0        |
| <b>Training</b>   |             |       |           |          |
| Total Trainings   | Hour        | -     | 14,615.14 | 7,347.36 |
| Average for Senior Executives                                       | Hour/Person | -     | 14.76     | 9.72     |
| Average for Managers -Intermediate Executives                       | Hour/Person | -     | 20.51     | 10.16    |
| Average for Operation Level Employees                               | Hour/Person | -     | 6.53      | 4.45     |
| <b>Human Resources Complaints</b>                                   |             |       |           |          |
| Number of Complaints  | Case        | -     | 0         | 2        |

## Environmental Aspect

THANI

| Performance Indicators   | 2019      | 2020      | 2021      |
|--|-----------|-----------|-----------|
| <b>Electricity Consumption</b>   |           |           |           |
| Electricity Consumption (kWh)  | 574,971   | 568,101   | 643,998   |
| Increase (Decrease) of Electricity Consumption (Percent)               | -         | (1.19)    | 12.01     |
| Electricity Consumption per Employee (kWh per Person)                  | 1,197.86  | 1,181.08  | 1,384.94  |
| Increase (Decrease) in Electricity Consumption per Employees (Percent) | -         | (1.40)    | 15.62     |
| Electricity Expenses (Baht)  | 2,740,264 | 2,706,107 | 2,898,040 |
| Increase (Decrease) in Electricity Expenses (Percent)                  | -         | (1.25)    | 5.62      |

| Performance Indicators   | 2019   | 2020    | 2021    |
|--|--------|---------|---------|
| <b>Water Consumption</b>   |        |         |         |
| Water Consumption (Cubic Meters)   | 4,012  | 4,085   | 3,801   |
| Increase (Decrease) of Water Consumption (Percent)                       | -      | 1.82    | (5.26)  |
| Water Consumption per Employee (Cubic Meters per Person)                 | 12.54  | 12.49   | 11.52   |
| Increase (Decrease) of Water Consumption per Employees (Percent)         | -      | (0.36)  | (8.13)  |
| Water Use Expenses (Baht)  | 80,280 | 81,707  | 76,020  |
| Increase (Decrease) of Water use Expenses (Percent)                      | -      | 1.78    | (5.31)  |
| <b>Using Paper</b>   |        |         |         |
| Paper Consumption (Reams)  | -      | 5,483   | 5,150   |
| Increase (Decrease) of Paper Usage (percent)                             | -      | -       | (6.07)  |
| Paper Purchase Expenses (Baht)   | -      | 548,381 | 474,481 |
| Increase (Decrease) of Paper Purchase Expenses (Percent)                 | -      | -       | (13.48) |
| <b>Greenhouse Gas Emissions (Scope 2)</b>                                |        |         |         |
| Greenhouse Gas Emissions (TonCO <sub>2</sub> e)                          | 287.43 | 283.99  | 321.93  |
| Increase (Decrease) of Greenhouse Gas Emissions (Percent)                | -      | (1.19)  | 12.01   |
| Greenhouse Gas Emissions per Employees (TonCO <sub>2</sub> e per Person) | 0.60   | 0.59    | 0.69    |
| Increase (Decrease) of Greenhouse Gas Emissions per Employees (Percent)  | -      | (1.40)  | 15.62   |

- Notes:**
1. The rate of Increase (Decrease) compares data to those of the base year whereby electricity consumption, water consumption and greenhouse gas emissions refer to the year 2019, and paper consumption refers to 2020 - the year THANI started collecting data.
  2. THANI is in the process of collecting data to measure long-term performance (3 - 5 years).
  3. Electricity consumption in 2021 increased due to overtime dedicated to the development of THANI's work system.
  4. Water usage, measuring the performance of the head office only.
  5. Scope 2 is indirect greenhouse gas emissions from electricity consumption, referring to the method of calculating greenhouse gas emissions (Carbon Footprint) from Thailand Greenhouse Gas Management Organization (Public Organization).