

Muangthai Capital

“Sustainability” Report

Annual 2023



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Message from the Chairman of the executive committee

Muangthai Capital Public Company Limited has been growing alongside the Thai people for over 31 years, evolving from a shophouse business to a globally standardized credit service provider, operating through more than 7,536 branches nationwide. Our aim is to provide equal and comprehensive financial opportunities to the Thai society, fostering positive impacts on the economy, society, and environment, with the overarching goal of becoming a sustainable organization in every dimension.

Our company has consistently adhered to corporate governance principles to meet the expectations of stakeholders throughout the business chain. Effective risk management instills confidence in all sectors. Developing innovations ensures that services meet every need appropriately, raising the level of information security and conducting operations in accordance with international standards. The company also supports funding sources from international cooperation organizations to mobilize resources and strengthen the economic system.

Developing quality of life is no less important than business growth. Providing opportunities to give back to society is another goal of the organization. The "New Home for Chance" project has been ongoing for over 12 years because we recognize the importance of education as the foundation for national development. Additionally, the "MTC - Unite for the Community" project elevates access to community-level public health services to be comprehensive and inclusive. Furthermore, the company has opened opportunities for persons with disabilities to become part of the organization, aiming to create equal job opportunities and employment equality in Thai society.

The current changes in climate pose challenges that many sectors are facing. Global warming significantly impacts people's livelihoods, affecting both daily life and economic systems. Efficient resource management is crucial, and the company is pushing for cooperation from all parties to foster a corporate culture that emphasizes sustainability. This includes tracking resource usage alongside the company's operations. Additionally, the company has adopted the Task Force on Climate-related Financial Disclosures (TCFD) as a guideline for dealing with and determining measures to address climate-related risks and opportunities. Furthermore, strategies have been set to drive the company towards the goal of becoming carbon neutral by 2030 and achieving net-zero greenhouse gas emissions by 2050. These goals align with scientific principles outlined in the Science Based Targets initiative (SBTi).

The company aims to elevate the standard of credit services to become a World-Class Thai Microfinance, operating under the principles of good governance. We serve as a financial refuge for the people, prioritizing honesty, respecting rights, and safeguarding the interests of all stakeholder groups. The company is committed to being a responsible and fair microfinance loan provider, thereby creating financial stability for the people while growing alongside the Thai society sustainably.

Chuchat Petaumpai
Chairman of the Executive Committee



MTC

Overview

Muangthai Capital Public Company Limited was established by Mr. Chuchat Petaumpai and Mrs. Daonapa Petumpai on May 22, 1992. Currently, the Company is classified as the Non-bank Financial Institution service provider operating the business in providing Microfinance under the personal loan business license and retail loans for occupation mainly under the supervision of The Bank of Thailand. The company aims to create well-being for the society and allows people to have an opportunity to access funding sources more easily. Especially for those who do not have access to loans from financial institutions to be able to access loan sources more easily and conveniently with appropriate, fair and transparent financial costs. With such principles, it has become a guideline for conducting business on the basis of good corporate governance, giving importance to all groups of stakeholders according to the Company's strategy for sustainable development.



1992

D.S. Leasing Company Limited was established on May 22, 1992 by Mr. Chuchat Petaumpai and Mrs. Daonapa Petumpai

2001

The company changed its name from D.S. Leasing Company Limited to Muangthai Leasing Company Limited

2006

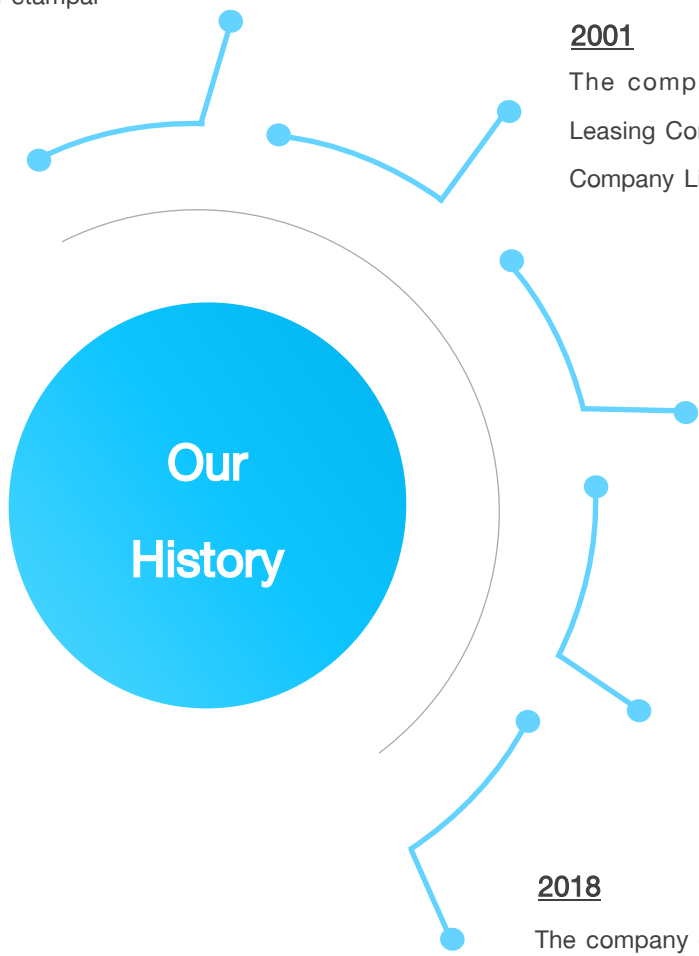
The company applied for a license from the Ministry of Finance to conduct personal loan business under the supervision of the Bank of Thailand

2014

The company registered with the Stock Exchange of Thailand and began trading for the first time

2018

The company changed its name from Muangthai Leasing Public Company Limited to Muangthai Capital Public Company Limited



Muangthai Capital Public Company Limited has been in the business for over 31 years.

From a shophouse business to the no.1 leader of microfinance business, with the stated slogan

“ Intimate services like closed family members ”



In order to become a "responsible microfinance loan service provider". This means the creation of microfinance loan products that can respond to the development of the country's financial inclusion with responsibility to all stakeholders agreeing with the policy of the Bank of Thailand. At present, the company focuses on the growth by expanding the customer base through branch expansion to cover all areas of the country. The company believes that the distribution of financial access to people will help reduce the financial inequality in the country which is the cornerstone of the economic system for sustainable development. As on 31st December, 2023, the Company has 7,536 branches (2022:6,668) located in 76 provinces nationwide.



Missions

1. The company must expand the service area to cover the whole country by opening for operation both the main branches and sub-branches, including the opening of service centers to cover all areas and regions of the country.
2. The company must have the highest market share in each area where the company operates, and the customer base must increase every year.
3. Employees of the company must conduct performance evaluations based on the highest loan amount per capita in the same business.
4. The company will focus on the supervision of internal management and use the 20 standard figures as a guideline for operations.
5. The company will provide customers with quality services and create the highest level of customer satisfaction.

Business aims of the company

The company aims to elevate the standard of microfinance services to become a world-class Thai microfinance company, emphasizing the delivery of responsible and fair microfinance products and services. It aims to be part of the solution to household debt issues by promoting appropriate debt levels, enhancing the quality of life through quality financial services, adhering to excellent service standards, respecting rights, maintaining benefits, and offering products tailored to customer needs. It considers debt repayment capability while expanding its customer base through branch expansion to cover all areas nationwide. The goal is to create financial stability for the public, aligning with the organization's objective of providing financial opportunities to Thai society comprehensively.

The 5 core values

- Honest**
- Dedicated to work**
- Good attitude**
- Unity**
- Strict in discipline**

Company shareholding structure

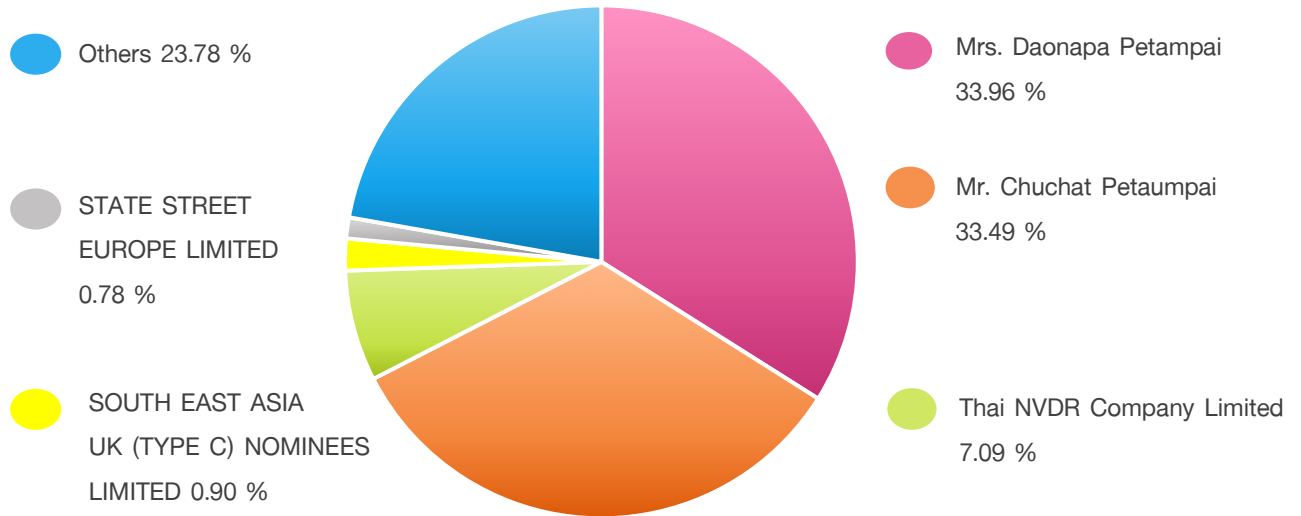


Muangthai Leasing Company Limited (MTLS), with 1,000 million baht in registered capital, provides vehicle registration loans, including motorcycles, cars, and agricultural vehicles. The customers must bring the original car registration booklet as collateral for the loan application. It also provides a personal loan service business for customers who have a good installment history of vehicle registration loan payments with the company before.

Muangthai Leasing Insurance Broker Company Limited (MTB), with a registered capital of 2 million baht, provides non-life insurance brokerage business, including motorcycle, car, and personal accident insurance.

Muangthai Pay Later Company Limited (MTPL), with 1,000 million baht in registered capital, provides personal loan services under supervision. The objective is to provide loans for individuals who intend to purchase general products but do not want to pay for products in cash all at once.

Muangthai Capital Public Company Limited shareholding proportion



No.	Shareholders	Number of shares	%
1	Mrs. Daonapa Petampai	720,000,000	33.96
2	Mr. Chuchat Petaumpai	710,056,400	33.49
3	Thai NVDR Company Limited	150,329,560	7.09
4	SOUTH EAST ASIA UK (Type C) NOMINEES LIMITED	18,981,931	0.90
5	STATE STREET EUROPE LIMITED	16,559,047	0.78
6	THAI LIFE INSURANCE PUBLIC COMPANY LIMITED	14,899,800	0.70
7	Provident Funds K Master Pooled Fund	13,393,800	0.63
8	Open-end Fund Krungsri Dividend Stock LTF	8,784,000	0.41
9	THE BANK OF NEW YORK MELLON	7,930,574	0.37
10	Mrs. Jinthana Boonsalee	7,048,170	0.33

Source : The Thailand Securities Depository Company Limited as of 8th November 2023

Products and Services



1. Vehicle registration loan

The company provides vehicle registration loans to general retail customers. There are various types of vehicles covered by insurance. The customer must deliver the original vehicle registration manual book to the company as collateral without ownership transfer registration and 24% of the maximum interest rate per year.

2. Land title deed loans

The company provides credit services with land title deeds. The customer who requests the credit must deliver the original title deed to the company as collateral. The company will charge the interest rate of the loan at a maximum of 15% per year.

3. Personal loan

The company provides unsecured personal loans only to customers who have a good payment history for a car registration loan with the company. The maximum interest rate will be 25% per year.

4. Nano finance loans

The company provides nano-finance unsecured loans to small entrepreneurs who have a good payment history for a car registration loan with the company. The maximum interest rate will be 33% per year.

5. Motorcycle hire purchase loans

The company provides the loan under Muangthai Leasing Company Limited (MTLS) to operate a new motorcycle hire purchase loan service only to customers who have a good payment history of a car registration loan with the company.

6. Non-life insurance brokerage business

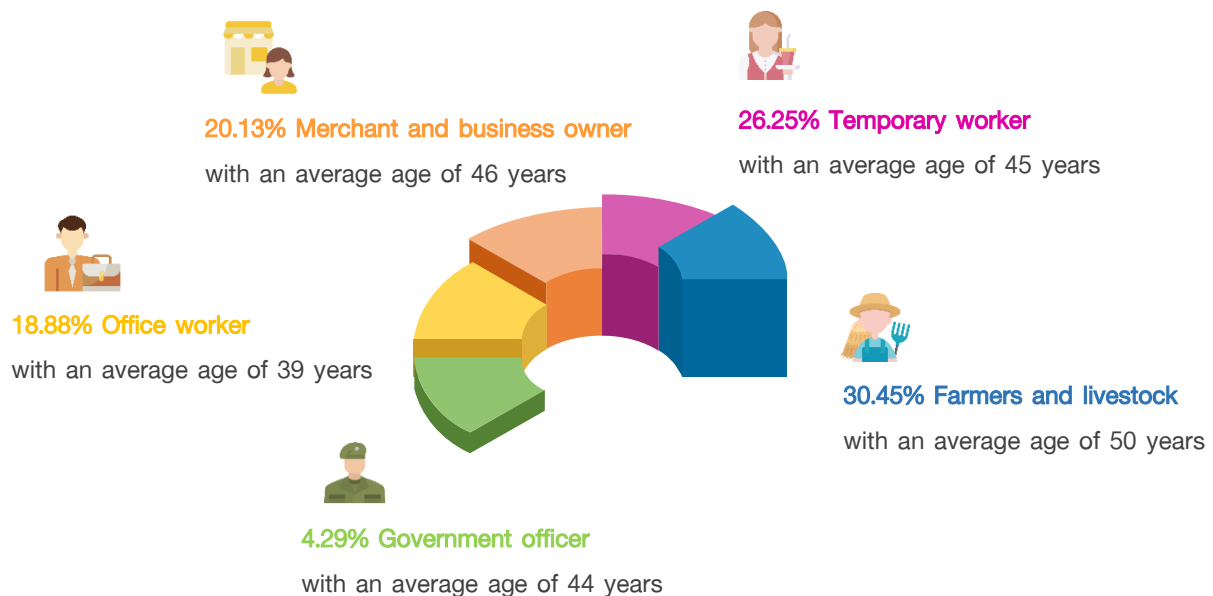
The company provides non-life insurance brokerage under Muangthai Leasing Insurance Broker Company Limited (MTB) to serve customers with a variety of products, such as motorcycle insurance, car accident insurance, lost car insurance policies, and personal accident insurance policies.

7. Loans for the purchase of electrical appliances and general equipment

The company provides credit services under Muangthai Pay Later Company Limited (MTPL) to operate hire purchase loans for electrical equipment and general equipment such as electrical appliances, agricultural equipment, and consumer equipment under the quote “Buy first, pay later.”

Group of customers

These days, the company has a total of 3,397,404 customers, with an average age of 39-50 years, categorized by occupation as follows:



Service areas

In 2023, the company opened 869 new branches, divided into 36 branches, 501 sub branches, and 332 service centers. The number of branches increased from 2022 by 13.03%, including raising the status of 20 branches to support and facilitate for customers more efficiently.

At present, in 2023, the company has a total of 7,536 branches nationwide, divided into 21 districts as follows:

Districts	Branch Number		
	Major Branch	Sub Branches	Service Center
1. Phayao	14	138	162
2. Chonburi	24	270	187
3. Saraburi	16	154	191
4. Khon Kaen	18	175	212
5. Nakhon Sawan	19	123	238
6. Yasothon	12	231	121
7. Nakhon Pathom	15	202	108
8. Nakhon Ratchasima	18	273	153
9. Trang	24	196	231
10. Bangkok 1	16	174	101
11. Surat Thani	21	199	224
12. Phitsanulok	22	172	270
13. Udon Thani	20	199	276
14. Bangkok 2	19	172	73
15. Ratchaburi	16	290	121
16. Bangkok 3	17	226	47
17. Surin	14	250	124
18. Chiang Mai	13	170	135
19. Prachin Buri	10	140	64
20. Ubon Ratchathani	12	101	135
21. Suphan Buri	12	144	100
Total	352	3,914	3,270
		7,536	

Performance Overview 2023



Finance

Total income from operations 24,525 million baht

Net profit from operations 4,906 million baht

Earnings per share 2.31 baht

Amount of outstanding loans 143,318 million baht

18.82% Growth



Customers

Total number of customers: 3,397,404

Customer Satisfaction: 80.59%

Muangthai 4.0 application, total 894,100 items

Application satisfaction score: 4.5/5

Total number of branches: 7,536



Employees

Total number of employees: 14,873

Male 89.93%

Female 10.07%

Proportion of committee who are women 42.86%

Proportion of committee who are male 57.14%

Number of incidents of rights violations: 0 incidents.

Number of accidents during work time: total of 58

incidents. (Number of lost time injury total 30 incidents)



Innovations

Project paper less (E-Receipt)

Solar Cell Loans : Muangthai Pay Later

Muangthai 4.0 application

The success of sustainable business

The company complies with international standards for corporate governance and applies them to the development of organizational management systems to increase investor confidence, comply with the law and practice, and aim to upgrade the organization towards sustainability. In 2023, the company received awards and rankings for compliance with good corporate governance principles. Including sustainability awards both domestically and internationally, as follows:

SUSTAINABILITY



The company receives the results of the company's environmental disclosure and performance from CDP at the level of C.



The company was rated "A" on the SET ESG Rating from the Stock Exchange of Thailand for five consecutive years.



The company was rated "AA" in the ESG MSCI Index on the environment, social, and corporate governance performance in the Consumer Finance sector by MSCI.



The company has applied the Sustainable Development Goals (SDGs) by the United Nations to establish policies and guidelines.



The company has been participating in the ESG rating by S&P



Disclosing information on climate change management within the framework of the Task Force on Climate-Related Financial Disclosures (TCFD).

MTC



The company received the level of **Excellent** (5 stars) for the 5 consecutive years for the results of corporate governance assessment of listed companies on the Stock Exchange of Thailand in 2023 by the Thai Institute of Directors.

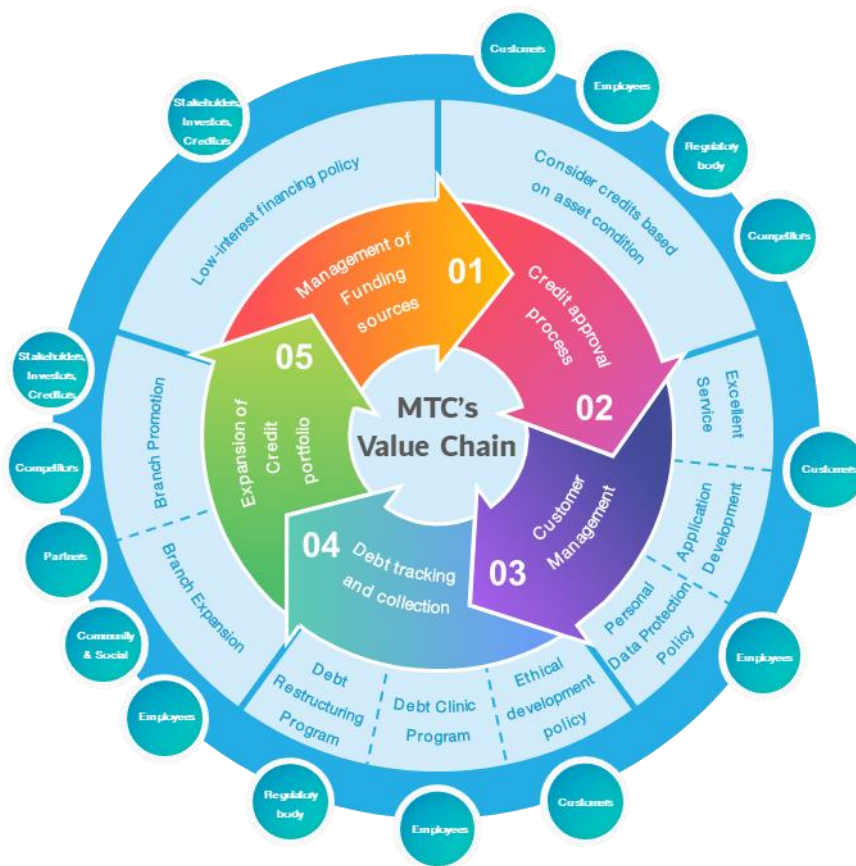


The company was rated "**very good**" with a full score of 100 in the 2023 Annual General Meeting of Shareholders Quality Assessment by Thai Investors Association.



The company has been certified as a member of Thai Private Sector Collective Action Against Corruption (CAC).

MTC Value Chain



The Company's business operations focus on providing credit services to customers with efficiency. Therefore, stakeholders have been determined based on the value chain, which consists of 5 main processes, namely:

1. Management of funding sources: The company has a process for sourcing low-interest funding from multiple financial institutions to adequately support business growth.

2. Credit approval process: Loans are assessed through property-based credit assessment methods instead of using customer income or credit bureau data to increase the likelihood of accessing credit sources.

3. Customer management: There is a policy of developing experience by providing excellent service, application development to increase operational efficiency, including a privacy policy according to the relevant requirements.

4. Debt tracking and collection: There is a policy on the development of industry ethics, including training on procedures for tracking and collecting debts that are correct according to the requirements of relevant agencies. The preparation of the Debt Clinic Project, and the BoT's Fah Som Project to provide customers with financial liquidity and reduce bad debt problems that arise.

5. Expansion of credit portfolio: There is a process to maintain the existing customer base and increase the new customer base by opening more branches to cover all areas of the country, including upgrading the branch status to support and service customers efficiently.

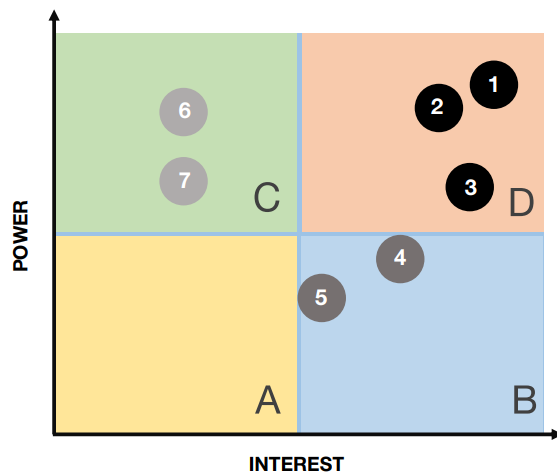
Stakeholder Engagement

Engaging with stakeholders enables the company to understand their expectations and needs, which helps the company determine issues related to business operations, which is considered one way to drive sustainable development. as well as knowing the impact that the company has on stakeholders. The company has guidelines for managing stakeholders, as follows:

1. Stakeholder Identification: The company will consider individuals, groups of people, or agencies that can create an impact or be affected by the organization's operations in various participatory ways, such as dependency, responsibility, and Influence. The company divides important stakeholders into 7 groups as follows:



2. Stakeholder Prioritization: The company prioritizes stakeholders using guidelines for considering their influence and interest in the company's operations. By specifying the stakeholder matrix as follows:



The first 3 groups of stakeholders that the company gives importance to our customers shareholders/investors/creditors, and Employees/Executives/Board of Directors.

3. Planning and Implementation of Participation with Stakeholders: The company has established guidelines for creating participation with stakeholders. Including guidelines for sustainability operations to appropriately meet expectations that are different for each stakeholder group. As shown in the table below:

Stakeholders	Engagement	Expectation/Demands	Approaches for the operation
Customers	<ul style="list-style-type: none"> - MTC Call Center 1455 - Walk-in to customers service banches - Facebook: Muangthai Capital - Line-Official: @Muangthaicapital - Call center - Application 4.0" - Customer satisfaction survey 	<ul style="list-style-type: none"> - Fast credit approval process - Approved credit limit is appropriate. - There are convenient and fast payment methods. - Reduce interest rate/fees - Customer privacy protection 	<ul style="list-style-type: none"> - Consider ESG throughout the loan approval process. - Expand branches to increase access to services. - Create a positive customer experience through excellent, inclusive and equitable service. - Respect customers' satisfaction, rights and privacy.
Shareholders Investor and creditors	<ul style="list-style-type: none"> - Annual General Meeting of shareholders (1 time per year) - Communicate through the stock exchange (Regular) - Opportunity Day (once in 3 months) 	<ul style="list-style-type: none"> - Consistently good performance - Good corporate Governance - To be a stable, transparent and sustainable organization 	<ul style="list-style-type: none"> - Review and adjust strategies to suit the situation. - Good corporate governance - Manage risks in a concrete and efficient manner.
Employees, Executives and the board of directors	<ul style="list-style-type: none"> - Meeting (Once a month) - Company's website - Notification/Order - Employee's satisfaction questionnaire - Company's whistleblowing system 	<ul style="list-style-type: none"> - Good working environment - Appropriate compensation and benefits - Good relationship between colleagues and supervisors. - Have balance between work and personal life 	<ul style="list-style-type: none"> - Keep the workplace clean and tidy. - Build a strong company culture - Adhere to human rights principles - Human resource development within the organization
Suppliers	<ul style="list-style-type: none"> - Email (Annual) - Site-Visit (Once a year) - Suppliers Assessment 	<ul style="list-style-type: none"> - Collaborate in various operations for maximum benefits - Standard evaluation and selection criteria 	<ul style="list-style-type: none"> - Supply chain management taking into account the impact on ESG - Determine the fair payment period for partners.

Stakeholders	Engagement	Expectation/Demands	Approaches for the operation
Business competitors	<ul style="list-style-type: none"> - Meeting of the car registration business trade association - Meeting of the personal loan business club 	<ul style="list-style-type: none"> - Fair competition - Industrial upgrading together - Cooperate with associations/trade clubs of car registration/complying with the regulations of regulatory body 	<ul style="list-style-type: none"> - Cooperation with the car registration lenders trade associations to jointly upgrade the industry
Community and Social	<ul style="list-style-type: none"> - Social Operation 	<ul style="list-style-type: none"> - Take responsibility for community health and safety. - Consider the impact on society and the environment. - Strictly comply with the law 	<ul style="list-style-type: none"> - Creating engagement between the company with the community through the CSR projects. - Conduct business with concern for society and the environment.
Regulatory bodies (Bank of Thailand/Office of the Consumer Protection Board/Public Debt Management Policy and Supervision)	<ul style="list-style-type: none"> - Email (Annual) - Meeting through trade associations/clubs for car registration/personal loan operators - visit (once per 2 years) 	<ul style="list-style-type: none"> - Support policies and comply with appropriate rules (or exceeds the limit) - Management with honesty - Improve operational processes to be in line with policies and regulations 	<ul style="list-style-type: none"> - Cooperation with regulatory body to upgrade the industry



Sustainable Organization Development

Awareness of sustainable organization development is the guideline for our organization to operate the business in all dimensions concerned, including economic, social, and environmental aspects. With the principles of good governance for enhancing the quality of life of customers and stakeholders in the value chain, the customers can be living well along with the community, including conserving natural resources and the environment.

Materiality Assessment Process



1. Identification

- Review of 2022 sustainability issues.
- Compare with international issues.
- Consider the issues that affect all the stakeholders.
- Discuss the issues with the relevant stakeholders.

3. Validation

Summarize the priorities of sustainability issues for the executive committee to consider the accuracy of sustainability issues for acknowledgement and comments to bring sustainability issues to the public.

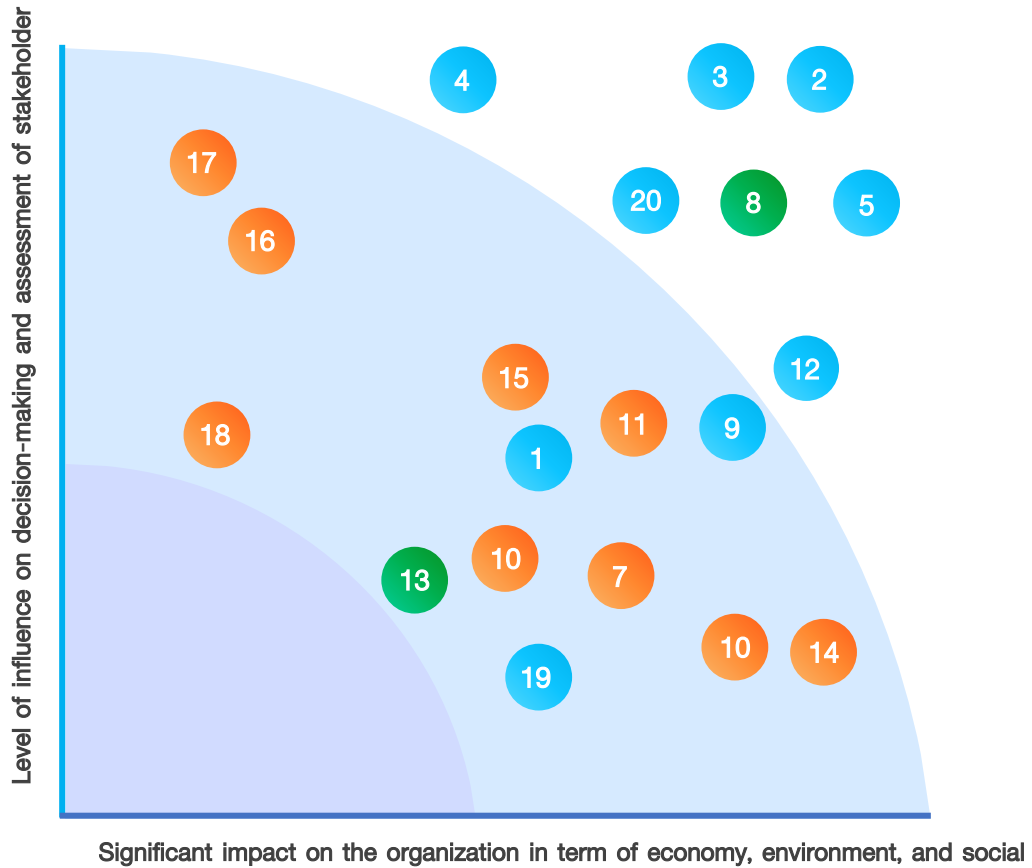
2. Prioritization

Analyze and consider information gathered from discussions with all stakeholders, prioritizing sustainability issues based on their impact on the company and stakeholders.

4. Review

Review processes and key sustainability data after publishing the report to all stakeholders to receive their opinions and suggestions for further improvement of the report.

Materiality Assessment Result



Governance

- 1. Understanding of sustainable development
- 2. Good Governance
- 3. Risk Management
- 4. Meeting stakeholder expectations
- 5. Anti-Corruption
- 9. Development of ESG performance to international level
- 12. Provide funding sources
- 19. Supplier Management
- 20. Data Privacy & Cybersecurity

Social

- 6. Employee Management
- 7. Corporate Social Responsibility
- 10. Employee Satisfaction
- 11. Customer Satisfaction
- 14. Employee Development
- 15. Development of financial products
- 16. Disclosure
- 17. Human Right
- 18. Occupational Health & Safety

Environment

- 8. Air Pollution, GHG emission
- 13. Resources Efficiency

Sustainability Performance 2023

The Company has identified 20 important issues and goals for sustainable development as follows:



Economic

1. Understanding of sustainable development Build understanding across the organization	Target 100% Result 85%	2. Good corporate governance Disclose operating results transparently	Target 100% Result 100%	3. Risk Management Covering all dimensions	Target 100% Result 100%
4. Meeting stakeholder expectations covering every group	Target 100% Result 100%	5. Anti-corruption Corruption incidents	Target 0 Result 0	9. Development of ESG performance to international level Every scope together	Target 60% Result 76%
12. Provide funding sources not affect to liquidity	Target 100% Result 100%	19. Suppliers Management Critical Tier 1 Suppliers Assessment	Target 100% Result 100%	20. Data Privacy & Cybersecurity Significant Cyber Incidents	Target 0 Result 0



Social

6. Employee management Resignation rate	Target 16% Result 12%	7. Corporate Social Responsibility The beneficiaries from the project	Target 60,000 persons Result 68,460 persons	10. Employee Satisfaction satisfaction assessment	Target 80% Result 84.68%
11. Customer Satisfaction satisfaction assessment	Target 80% Result 80.59%	14. Employee development Training hours per person	Target 6 hours Result 11 hours	15. Development of financial products Develop products to meet the needs of customers.	Target 100% Result 80%
16. Disclosure Disclose information following international standards.	Target 100% Result 100%	17. Human Rights Incidents of human rights violations	Target 0 incident Result 0 incident	18. Occupational Health & Safety Incidents of lost time injury	Target 0 Incident Result 30 Incident



Environment

8. Air pollution, GHG emissions GHG emission	Target Decrease 10% Result Increase 13.23%	13. Use resources efficiently Intensity of GHG emission/loan	Target Decrease 10% Productivity Decrease 4.71%
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Sustainability Issues

Sustainability Issues	Stakeholders	Topic on this Report	Impacts	SDGs
1. Understanding of sustainable organizational development of personnel in the organization	employees/ executives board of directors/ committees	sustainable organization development.	-The operations in the organization are going in the same direction.	 
2. Good corporate governance	employees/ executives board of directors/ committees	corporate governance process.	- Competitive ability and adaptation under the changing factors.	 
3. Risk Management	customers/ employees/ executives board of directors/ committees/ shareholders/ investors/ creditors/ suppliers/ business competitors/ community and society/ regulatory body	Risk management	- Helps the organization to achieve its goals, including reducing obstacles in work.	  
4. Meeting stakeholder expectations	customers/ employees/ executives board of directors/ committees/ shareholders/ investors/ creditors/ suppliers/ business competitors/ community and society/ regulatory body	Stakeholders Management	-Able to define business-related issues -Acknowledge the impact that the company has on stakeholders.	    
5. Anti-corruption	employees/ executives board of directors/ committees/ shareholders/ investors/ creditors/ suppliers / regulatory body	anti-corruption	- Operate business with transparency and fairness to build investor confidence.	  
6. Employee management	employees/ executives board of directors/ committees	Human Resource Management	- Able to conduct business efficiently.	 
7. Corporate Social Responsibility	customers/ employees/ executives board of directors/ committees/ shareholders/ investors/ creditors/ suppliers / business competitors/ community and society/ regulatory body	social operations / CSR	- Create shared values with society - Enhance the quality of life for the community	    
8. Air pollution, greenhouse gas emissions	community and society	environmental operations	- Reduce carbon emissions into the atmosphere	   
9. Development of ESG performance to international level	employees/ executives board of directors/ committees/ shareholders/ investors/ suppliers	Policy and strategic framework for operations	- Develop operational processes towards the sustainability	  

Sustainability issues	Stakeholders	Topic on this Report	Impacts	SDGs
10. Employee Satisfaction	employees/ executives board of directors/ committees	MTC Employees Satisfaction	- Improve compensation, welfare,	   
11. Customer Satisfaction	customers	MTC customers Satisfaction	- Improve operational processes and products	  
12. Provide funding sources	employees/ executives board of directors/ committees/ shareholders/ investors/ creditors/regulatory body	Policies and Guidelines on Stakeholders	- Reduce the risk of liquidity shortages.	  
13. Resources Efficiently	employees/ executives board of directors/ committees/ business partners/ community and society	Effective resource management policy	- Utilize resources wisely.	  
14. Employee Development	employees/ executives board of directors/ committees	employees training and development	- Increase the potential of personnel within the organization	 
15. Development of financial products	customers/ employees/ executives board of directors/ committees/ shareholders/ investors/ business competitors/ regulatory body	Business innovations for society and the environment	- Drive business towards growth Including building the ability to compete.	  
16. Disclosure	customers/ employees/ executives board of directors/ committees/ shareholders/ investors/ creditors/ suppliers / business competitors/ regulatory body	public disclosure	- Operate business with transparency and fairness to build investor confidence.	 
17. Human Rights	customers/ employees/ executives board of directors/ committees/ shareholders/ investors/ creditors/ supplier/ business competitors/ community and society	Implementation of human rights in the organization	- Reduce conflicts that may have a continuing impact on business operations.	  
18. Occupational health & Safety	employees/ executives board of directors/ committees	raise an awareness of safety in work	- Safety in work throughout the process of operation.	
19. Suppliers Management	suppliers	Suppliers Management	- Prevent interruptions in the organization's business operations.	 
20. Data Privacy & Cybersecurity	employees/ executives board of directors/ committees / customer/ suppliers/ regulatory body	Data Privacy & Cybersecurity	- Personal information is effectively regulated	



01 “Raise awareness of the importance and promote organizational development for sustainability in all sectors to apply in their work processes, and also drive business according to the policy framework that concerns economic society and environmental impacts.”

Strategies and Frameworks

1. Set up a Sustainability Supervision Committee that is responsible for setting policies, frameworks, and business development plans towards sustainability.
2. State the policy and framework approved by the Board of Directors, including understanding the business development plan towards sustainability with the management department, department representatives, district representatives, branch managers, and all levels of employees.
3. Encourage all departments to take part in driving sustainability work. Assign responsible people from each department together as a working group to drive every sector of the organization.
4. Establish a website to disseminate information and provide knowledge and understanding about sustainable work, including collecting sustainability data from branches systematically for analysis and developing sustainability work efficiently.
5. Provide training to educate new employees on the topic of sustainable development.

02

“Operate business with good governance, as well as good corporate governance of the Board of Directors, to establish a code of conduct for employees, executives, and the Board of Directors that is strictly upheld.”

Strategies and Frameworks

1. Ensure rigorous examination of business operations following corporate governance principles and business ethics to ensure adherence to prescribed guidelines and effectiveness.
2. Promote organizational culture guidelines and zero tolerance for actions contrary to ethical principles, providing opportunities for new employees to understand business ethics, principles, and practices.
3. Regularly review business ethics to enhance competitiveness and fairness across all sectors, ensuring continuous improvement in business operations

03

“Establish risk management system in place to identify and address both existing and potential risks to the organization across all dimensions, including policy, operational processes, and external factors. Develop plans for prevention, control, and readiness to manage each risk promptly and effectively.”



Strategies and Frameworks

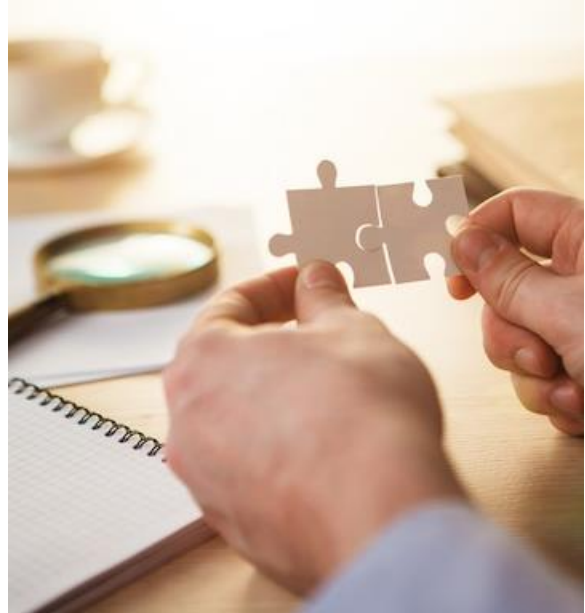
1. Establish a clear and appropriate risk management governance structure with dedicated risk management units responsible for systematically managing both existing and potential risks to ensure they remain at acceptable levels.
2. Promote and support the integration of risk management as a fundamental part of operations, with Key Performance Indicators (KPIs) serving as benchmarks for performance evaluation.
3. Provide comprehensive risk management training for staff at all levels, including the development of an organizational risk management manual to serve as a guide for risk management practices within the organization.
4. Foster a culture where all employees recognize the importance of risk management and understand their roles as risk owners within their respective areas of work and the organization through the identification, assessment, monitoring, and control of various risk issues.

04

“Establish a system and process to promote cooperation between the company and all groups of stakeholders to create understanding and effectively meet the expectations of stakeholders, reduce negative impact, and create valuable positive impacts throughout the business chain.”

Strategies and Frameworks

1. Promote and increase access channels to stakeholders, listen, and share ideas constructively.
2. Gather the problems and needs of stakeholders, as well as assess ways to solve problems and develop the organization to create shared value between business and stakeholders.
3. Communicate and create understanding regularly with stakeholders by setting methods, formats, and sequences of steps to suit the stakeholder group.
4. Monitor the effectiveness of stakeholder engagement and adjust strategies accordingly.



05

“Against corruption in all its forms, systematically manage problems, set a strategy for protection, operation, remedial measures, and guidelines for the prevention of recurrence effectively and concretely, as well as the disclosure of information with transparency and verifiability to build confidence and prevent damage to the company.”

Strategies and Frameworks



1. Establish a whistle-blowing channel that can be easily accessed, launch the informer protection measures and verification process, and respond to every clue that has been notified with transparency and fairness.
2. Demonstrate the intention to oppose all forms of fraud and corruption, both directly and indirectly. The demonstration could be in written form to inform the relevant departments.
3. Establish a training and development plan for employees on morality and ethics.
4. Establish regular reviews to ensure consistent compliance with the anti-corruption policy, aiming to ensure confidence in the adequacy and maximum effectiveness of the measures against corruption.

06

“Encourage the management of human resources, which is the main department in driving efficient operations in line with the current social changes. To create value for the business in terms of keeping, retaining, and improving the personnel throughout the organization.”

Strategies and Frameworks

1. Develop a plan for sourcing qualified personnel that aligns with the organization's workforce needs and requirements.
2. Plan a comprehensive annual training program with suitable content for the position and also prepare a definition and evaluation according to training success indicators.
3. Develop an effective human resources management strategy to enhance the efficiency of employee compensation management.
4. Arrange for an accurate, precise, and fair performance assessment of employees in the organization.
5. Prepare work plans and relationship-building activities along with a questionnaire to assess engagement with the organization.
6. Establish labor welfare committees to supervise labor contract execution and compliance with labor protection laws.
7. Establish welfare committees to listen to the opinions or problems related to the

07

“Encourage non-profit social activities, instill awareness, and create responsibility in business operations that are beneficial to the surrounding society and contribute to a happy society.”



Strategies and Frameworks

1. Create business value while also helping society by promoting and developing the potential of people in a sustainable manner by transferring knowledge and technology.
2. Cultivate public consciousness by supporting and encouraging the company's employees to play a role and take part in developing and helping society.
3. Develop better living conditions for people in communities and society, whether it be quality of life, health, or stability, through initiating and expanding related projects and activities.

08

“Operate the business by using resources for maximum efficiency, reducing negative impacts on the environment at the organizational, regional, and global levels, supporting operations to reduce emissions that affect global warming, and setting goals to become a Net Zero organization, as well as pushing for the importance of environmental preservation among employees, customers, partners, and other stakeholders of the organization.”

Strategies and Frameworks

1. Develop an environmental handbook promoting resource efficiency and effectiveness to continually educate and raise awareness among employees.
2. Report resource usage data for each branch monthly to drive, monitor, and adjust operations to meet environmental goals.
3. Initiate robust greenhouse gas management initiatives by assessing the organization's carbon footprint and launching projects to mitigate emissions from diverse operations.
4. Set goals and performance indicators for resource management operations.
5. Promote the development of a Circular Economy system emphasizing efficient material use and innovative technologies in relevant processes.
6. Advocate for energy management practices to maximize efficiency, including considering alternative energy options such as solar power.

09

“Develop ESG performance at a global level for investment support and global competition. Including the disclosure of standard sustainability information accepted by various institutions of listed companies.”

Strategies and Frameworks

1. Incorporate ESG performance as part of the executive performance evaluation to drive organizations and employees to be aware of its importance and make more contributions to ESG.
2. Raise the level of assessment responses to cover all dimensions and improve business operations to be in line with the guidelines and goals of international standards.
3. Upgrade the organization by joining as a member of DJSI to demonstrate the potential in management or business operations with the good returns generated and build trust among investors around the world.
4. Develop and update the organization's ESG data to be more current and comprehensive for disclosure to all external channels, such as annual reports, sustainability reports, and websites.
5. Prepare a business development plan for sustainability as a standard for the organization to set policies, strategies, and goals for sustainability to raise the personnel of each department to be aware and have guidelines for consistent operations.
6. Encourage innovation to be able to drive sustainability more effectively and follow current changes.

Business development plan for sustainability

To operate the business along with society and environment, the committees have launched the business development plans for the year 2017-2032 as follows:

Foundation for Sustainability (2017-2022)

The company will continue to remain the leader of a microfinance business with a target for loan portfolio growth of more than 20% through the opening of more than 700 branches and expanding branches to cover sub-district levels, NPL control of less than 3%, establishing a business driving structure for sustainability, disseminating policy directions, strategies, and guidelines, and preparing them as manuals for all departments in the organization to implement, as well as being prepared in terms of sufficient resources and following the operational plan.

Driving Sustainability (2023-2027)

drive business operations to respond to sustainability issues, improve risk management by constantly reviewing the results and improving the process, use resources efficiently, reduce carbon footprint emissions, encourage employees to show their full potential, avoid blocking an operation of employees to increase productivity and the ability to promptly adapt through the various forms of change, develop innovation to reach more customers, and also be able to meet customer needs.

Sustainable Development (2028-2032)

increase the economic value by maintaining the level of growth in accordance with the target Maintaining standards in business operations, strictly credit approval process, effective debt collection process, decrease the losses, establish a good corporate governance system, create shared value in economic, social and environmental aspects for all stakeholders along the value chain.

Aiming for a sustainable organization

In 2032, the company will be able to drive a business toward sustainability with full efficiency and be able to create shared value with stakeholders as well as bring good quality of life back to society.





Corporate Governance and Sustainability



Scope of authority and responsibility

1. Governance and Sustainability Committees

- 1.1. Determine, review, and improve the policy framework, strategies, and goals, including management related to sustainability in the company's business operations, annually to comply with international guidelines.
- 1.2. Suggest requirements on ethics in the company's business operations and sustainable development guidelines, including the code of conduct of executives and employees.
- 1.3. Consider and approve relevant projects, including promoting and supporting various activities such as labor and employee management, community promotion and development projects, etc.
- 1.4. Supervise, review, follow up, and evaluate sustainability performance.
- 1.5. Report progress and performance on corporate governance and sustainability to the Board of Directors.
- 1.6. Review and propose to the Board of Directors. to consider amending the scope of authority duties and responsibilities of the Corporate Governance and Sustainability Committee in accordance with the situation.
- 1.7. Appoint a working group to proceed in accordance with the policy.
- 1.8. Approve any other annual sustainability reports assigned by the Board of Directors.

2. Chairman of the working group

- 2.1. Drive action in all sectors of the operational process.
- 2.2. Receive reports from the working group, review and consider the results of operations, and then report to the Governance and Sustainability Committee.
- 2.3. Approve the project budget received from the working group.
- 2.4. Determine the main goals of operations at the operational level.

3. Secretary of the Working Group/Sustainability Department Manager

- 3.1. Coordinate with relevant departments.
- 3.2. Report the results of operations at the operational level to the chairman of the working group.

4. Working group

- 4.1. Meeting to plan, determine measures, and follow-up processes.
- 4.2. Report on performance.

ECONOMIC

Follow good corporate governance standards, conduct business with good governance and comprehensive risk management, encourage innovations, and consistently achieve value for the business.



Good Corporate Governance

Good corporate governance and considering stakeholders equitably

Enhance business value, instill confidence in shareholders and investors, increase competitiveness, and create shared value with stakeholders.





Effective Risk Management

Establish efficient risk management.

Establish an effective risk management strategy to prevent incidents that may affect business objectives.



Data privacy and Cybersecurity

Prioritize the security of information technology systems

Safeguard organizational data, including stakeholders' interests, from potential risks associated with using information technology systems.



Develop Innovation

Commitment to business innovation development

Increase competitiveness, improve quality of life, and create potential and business growth.



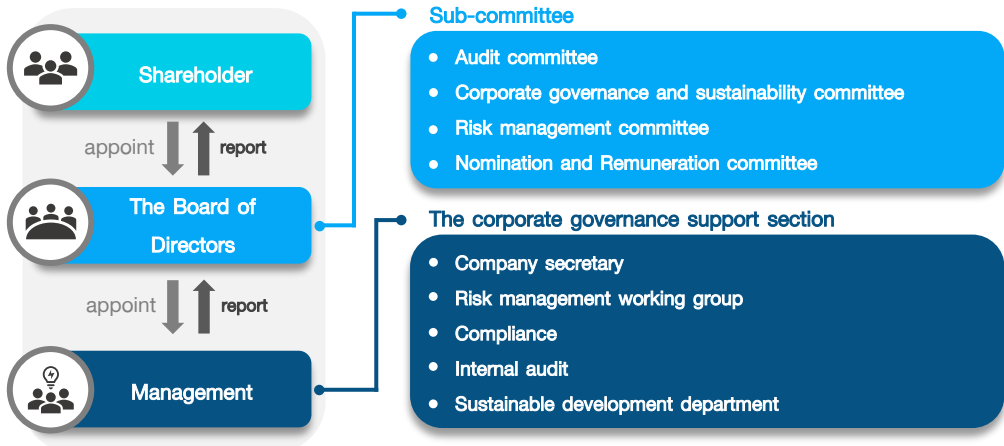
2.1 Good corporate governance



To achieve good corporate governance, the company must have a good structure and business management system, as well as a strong relationship between the board of directors, management, shareholders, and other stakeholders, so that business can be conducted with transparency and verifiable compliance, treating stakeholders equitably, transparent disclosure of information, responsibility for duties, and accountability for performance. Good corporate governance can increase the value of a company, boost investor confidence, increase competitiveness, encourage shared values among stakeholders, and avoid negative environmental effects in both the short and long term.

1. Corporate Governance Structure

The structure consists of shareholders, the board of directors, and management. **Shareholders** have the right to own the business through the appointment of the board of directors to operate on their behalf and have the authority to make decisions about significant changes to the company. **The Board of Directors** represents the shareholders in determining the organization's direction and appointing and supervising. **Management** comprises individuals with the vision, knowledge, ability, and ethics to lead the company and meet stakeholders' expectations.



1.1 Shareholders

Shareholders have the right of ownership of the company by appointing the board of directors to perform their duties as well as the authority to make decisions about significant changes to the company. As a result, various operating guidelines have been created to encourage shareholders to exercise their rights, demonstrating regard for shareholders' basic rights.



Shareholder benefits

- ✓ Buying/selling/transfer of shares.
- ✓ Shareholder meeting
- ✓ Appointment/demotion/determine the remuneration for the board directors
- ✓ Appointment/determine the remuneration for auditor.
- ✓ Vote in approval at the meeting
- ✓ Acknowledge important corporate information and news accurately, completely, sufficiently, and on time.
- ✓ Share your opinions and ask any questions.

Shareholders meeting

The annual general meeting of shareholders will be held within four months of the end of the fiscal year of the company. However, if there is an urgent need to consider special agendas that could affect or relate to the interests of shareholders, requiring shareholder approval, the board of directors may convene an extraordinary meeting of shareholders on a case-by-case basis.



MUANGTHAI CAPITAL

Invitation to shareholders to propose agenda items and to nominate director candidates to be voted upon at the 2023 Annual General Meeting of Shareholders

[More Details](#)

Send invitations via the website.

In organizing this Annual General Meeting of Shareholders, the company has complied with the guidelines of the quality assessment program for the Annual General Meeting of Shareholders (AGM Checklist) prepared by the Thai Investors Association to ensure that the organization meets the standards according to the principles of good corporate governance as follows:

1. The company must send documents to shareholders to acknowledge the date, time, venue, and agenda. As well as all relevant information to all shareholders at least 30 days in advance and must be published on the company's website before being delivered to Thailand Securities Depository Company Limited, the company's share registrar. Invitation letter to the shareholders' meeting and supporting documents to all shareholders at least 7 days in advance of the meeting date.
2. The company must allow shareholders to submit questions in advance of the meeting date during October–December of every year and according to the criteria set by the company, which are published on the company's website at www.muangthaicap.com.
3. If shareholders are unable to attend the meeting in person, the company allows shareholders to appoint an independent director or any person as their proxy to attend the meeting on their behalf and to nominate at least one independent director as an alternative for the proxy of shareholders.
4. The company does not change or add agenda items without informing stockholders in advance.
5. The Board of Directors encourages the use of voting cards for every agenda, including the agenda for the appointment of individual directors for transparency and accountability.
6. The company shall facilitate shareholders to fully exercise their rights to attend and vote by holding meetings on business days at hotels in Bangkok or the company's meeting rooms. Provide sufficient technology for document verification and stamp duty for shareholders who are proxies.
7. The company prepared separate ballot papers for each agenda for the convenience of voting and vote counting and announced the total votes immediately on the meeting day.
8. The company takes no action that would deprive stockholders of their right to attend meetings. Every shareholder has the right to attend the meeting and ask questions throughout the meeting time. as well as freely express opinions.
9. When the meeting begins, the directors, including executives, auditors, and independent legal advisers. Before the meeting begins, the company will clarify all meeting-related rules, such as the meeting's opening and voting, as well as how to count the votes of the shareholders who are required to vote on each agenda according to the company's regulations.
10. The company specifies the interests of the directors in the meeting invitation letter. If any director has stakes or involvement in any agenda. The chairman of the meeting or the company secretary will inform the attendees before considering the agenda. Directors with vested interests will not attend the meeting on that agenda.
11. The company allows shareholders to volunteer to act as witnesses in vote counting for transparency, as well as allowing shareholders to inquire about the voting process and method.

12. Encourage meeting attendees to exercise their rights to protect their interests by asking questions, expressing their opinions, giving suggestions, and jointly voting on important matters that may affect the company, such as appointments or removal of directors, nominating a person to be an independent director, approval of appointment and remuneration of auditors, dividend allocation, reduction, or capital increase. Determination or amendment of the company's Articles of Association, Memorandum of Association, and approval of special transactions, etc.
13. Arrange for an assessment of the quality of meeting preparations based on the responses to the shareholder evaluation form to improve the efficacy of meeting preparations to make them more efficient, transparent, and beneficial to shareholders.
14. Display important company information around the shareholder meeting, including establishing an investor relations area where company officials greet and answer various questions from shareholders.

In 2023, the Company held a meeting on Tuesday, April 18, at 10:00 a.m. which is an Electronics conference (E-AGM) will be on air at Muangthai Capital Public Company Limited “Suk Samakee” Conference Room at No. 332/1 Jaransanitwong Rd., Bangplad, Bangkok. There were at the commencement of the meeting as follow:

Shareholder attend through electronic media	31	Person	Total	730,150,321	shares
Proxies' Attended	947	Person	Total	347,796,316	shares
Total	978	Person	Total	906,509,413	shares
			Calculated as	42.76%	

At the 2023 Annual Shareholders' Meeting, financial statements, profit allocation, and dividend payments were approved, along with the reappointment of directors who retired after their terms of office, namely Mrs. Daonapa Phetampai and Mr. Suchat Suphapayak, to return to their positions as directors. Additionally, the meeting considered, approved, and determined directors' remuneration, taking into account their responsibilities and the company's operating results. The appointment of auditors was also approved, along with the determination of audit fees. Furthermore, the meeting approved the issuance and offering the debentures in the amount of 30,000 million baht.



1.2 The Board of Directors



The Board of Directors was elected by the shareholders to oversee all aspects of the company's operations, including directing, approving, and ensuring that the business is as planned. Furthermore, the board of directors is responsible for selecting the Chief Executive Officer along with other high-ranking executives as well as ensuring efficient succession.

Based on these duties, the company has a strategy of selecting directors with diverse experiences and abilities, as well as the required qualifications such as honesty and professionalism, as well as the ability to ask questions for an analytical understanding of the company's business independently.

In addition to stipulating that the chairman is not a senior executive, the chairman must also be an independent director to ensure that checks and balances between the Board of Directors and the management are appropriately established. In addition, the Board of Directors has separated the roles and responsibilities of the executives.

Appointment, election and removal of directors

1. The shareholders, by resolution of the shareholders' meeting, determine the number of persons who will hold the position of the Company's directors from time to time. The number of directors shall not be less than 5 persons, with not less than half of the total number of directors must reside in Thailand and having Thai nationality as required by law.
2. Voting for the election of directors shall follow the rules and procedures stipulated in the Company's regulations.
3. The person who is a director can only be appointed or withdrawn by the shareholders in the shareholders' meeting, except cases of vacancies arising from reasons other than retirement by rotation.
4. The shareholders' meeting may pass a resolution removing any director from office before the expiration of the term with a vote of not less than three-fourths of the number of shareholders attending the meeting and having the right to vote. And the total number of shares held is not less than half.

For the selection of the Board of Directors, the Nomination and Remuneration Committee will consider selecting individuals with the ability and appropriate qualifications based on the criteria for recruitment and appointment. These criteria are determined by the absence of prohibited characteristics according to laws and regulations, as well as considerations for Board Diversity, including factors such as

gender, race, nationality, skin color, ethnicity, and religion. Additionally, the Committee will consider the knowledge and specialized expertise (Board Skill Matrix) beneficial and consistent with the Company's business operations, such as accounting, management, strategy, human resource management, technology and information systems, and risk management, to promote appropriate diversity within the board consistent with the board's diversity policy. The Nomination and Remuneration Committee will propose the names of selected individuals to the Board of Directors for consideration and appointment.



Mr. Chuchat Petaumpai

- Chairman of the Executive Committee
- Member of the Risk Management Committee
- Director

The Nomination and Remuneration Committee has reviewed the criteria for nomination of directors and the Board Skill Matrix annually to ensure that the Board of Directors has a variety of elements according to best practice.

Qualifications of Directors

1. Complete qualifications and no prohibited characteristics according to relevant criteria and laws, including:
 - Public Limited Companies Act
 - Securities and Exchange Act
 - The Office of the Securities and Exchange Commission
 - The Securities Exchange of Thailand
 - Company's regulations
 - Principle of good corporate governance
2. Knowledge, skills, and experience that can be helpful and appropriate to the nature of the business's operations.
3. Perseverance and ability to fully devote time to perform duties according to their responsibilities. The recruitment of senior executives and recruitment of directors must strictly comply with the rules of relevant laws and regulations of regulatory bodies with regard to qualifications with knowledge and competency appropriate to the culture, mission, vision, and values of the organization. The nomination of directors will have a clear and transparent process. And following the principles of good corporate governance can be examined.



Mrs. Daonapa Petampai

- Managing Director
- Director
- Member of the Executive Committee



Dr. Suksit Patcharachai

- Member of the Corporate Governance and Sustainability Committee
- Member of the Nomination and Remuneration Committee
- Director

As of December 31, 2023, there are 7 directors as follows:

- | | | |
|----|----------------------------|----------------------------------------------------------------------------------------------------------------------------|
| 1. | Adm. Apichart Pengsritong | Chairman of the Board of Directors, / Chairman of the Nomination and Remuneration/ Independent Director |
| 2. | Mr. Chuchat Petaumpai | Chairman of the Executive Committee / Risk Management Committee / Director |
| 3. | Mrs. Daonapa Petampai | Managing director / Director |
| 4. | Mrs. Kongkaew Piamduaytham | Chairman of the Audit Committee / Chairman of the Corporate Governance Committee / independent director |
| 5. | Mrs. Nongnuch Dawasuwan | Audit Committee / Risk Management Committee / Corporate Governance Committee / independent director |
| 6. | Mr. Suchart Suphayak | Chairman of the Risk Management Committee / Audit Committee / Nomination and Remuneration Committee / independent director |
| 7. | Dr. Suksit Patcharachai | Nomination and Remuneration Committee / Corporate Governance Committee / Director |

The board is divided into 4 males and 3 females. The Chairman of the Board is an independent director, distinct from the company's leader (CEO). The proportion of directors can be explained as follows:

Independent Directors	4 persons	representing 57.14%
Executive Directors	2 persons	representing 28.57%
Non-Executive Directors	5 persons	representing 71.43%

Independence of the board of Directors from the management

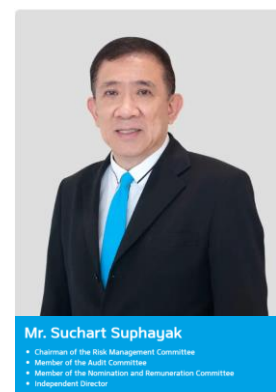
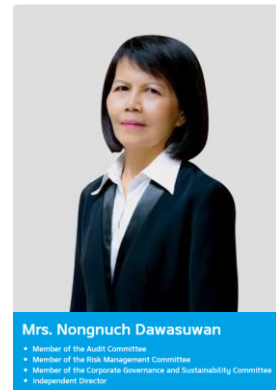
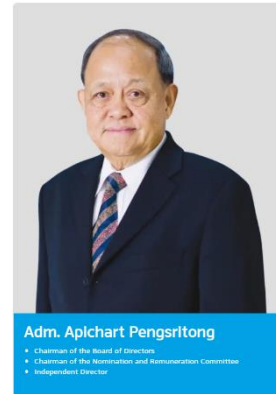
The Board of Directors shall consider, express opinions and vote on matters for which the Board of Directors has decision-making powers. If the directors are under pressure from the position or family or have interests, it will distort the decision to judge in favor of oneself, one's close friends, or for one's own benefit. Therefore, the independence of directors is a matter of great concern to protect the interests of shareholders. Directors who lack independence should not be responsible for making decisions.

The Board of Directors and the management have separated roles, duties, and responsibilities to enable checks and balances and review of management. The Board of Directors will consider and approve the overall policy such as vision, mission, operational strategy, corporate governance policy, and overall financial objectives to achieve the objectives and goals, including monitoring, evaluating, and overseeing the reporting of performance, while management is responsible for administering the policies set by the Board of Directors.

Qualifications of independent directors

1. Holding shares not exceeding 0.5 percent of the total number of shares with voting rights of the Company and its subsidiaries.*
2. Not being or used to be a director who takes part in management or an advisor who receives a regular salary or controlling person of the company.*
3. Not being a person related by blood or by legal registration of an executive or controlling person.
4. Not having or never having a business relationship and shareholders of the company or controlling person* in a manner that may interfere with his independent judgment.
5. Not being or used to be an auditor and a significant shareholder of the company's audit firm or a controlling person.*
6. Not being or having been a professional service provider and a significant shareholder, including legal and financial advisory services, receiving service fees of more than 2 million baht per year from the company or a controlling person.*
7. Not being a director who has been appointed as a representative of the company's directors, major shareholders, or shareholders who are related to major shareholders.
8. Not operating a business of the same nature and in significant competition with the Company's business, or not being a significant partner or a director involved in employee management. Advisors who receive a regular salary or hold more than 1% of the total number of voting shares of a company engaged in a business of the same nature and in significant competition with the Company or its subsidiaries.
9. Not having any characteristics that make him unable to express independent opinions on the operations of the company.

* Unless he or she has retired from such a position for at least 2 years. Such prohibited characteristics do not include the case where the independent director used to be a civil servant or advisor to a government agency who is a major shareholder or a controlling person.



Roles and responsibilities of the board of directors

1. Have the authority and responsibility to manage following the law, objectives, and regulations, as well as the resolutions of the shareholders' meeting with honesty and carefulness to protect the interests of the company.
2. Prepare an annual report, balance sheet, profit-loss statement at the end of the accounting period to present to the shareholders' meeting for consideration and approval to show the financial status and operating results of the previous year.
3. Set the vision, mission, policy, strategy, and goals of the Company. And to consider and approve the direction of business operations for the management to use in preparing business plans, support plans, and annual budgets.
4. Arrange for independent discussions and opinions of the management to determine the direction of the organization and be prepared to cope with situations that may change in economic conditions and other environments.
5. Continuously follow up on the operations following the policy and budget plans.
6. Set up an appropriate and efficient accounting system, financial reporting, and reliable auditing, including setting up an internal control system and an internal audit system that is sufficient and appropriate.
7. Establish a risk management policy to cover the entire organization and supervise the establishment of a system or process for risk management with supporting measures and control methods to reduce the impact on the company's business appropriately.
8. Determine policies on social, community and environmental responsibility, including providing guidelines for the Board of Directors, executives and employees to strictly follow.
9. Determine the management structure, and have the authority to appoint and determine the scope of authority and duties of the Executive Committee, Managing Director, and other sub-committees as appropriate.
10. Annual performance appraisal of the Chief Executive Officer (CEO)

Board meeting

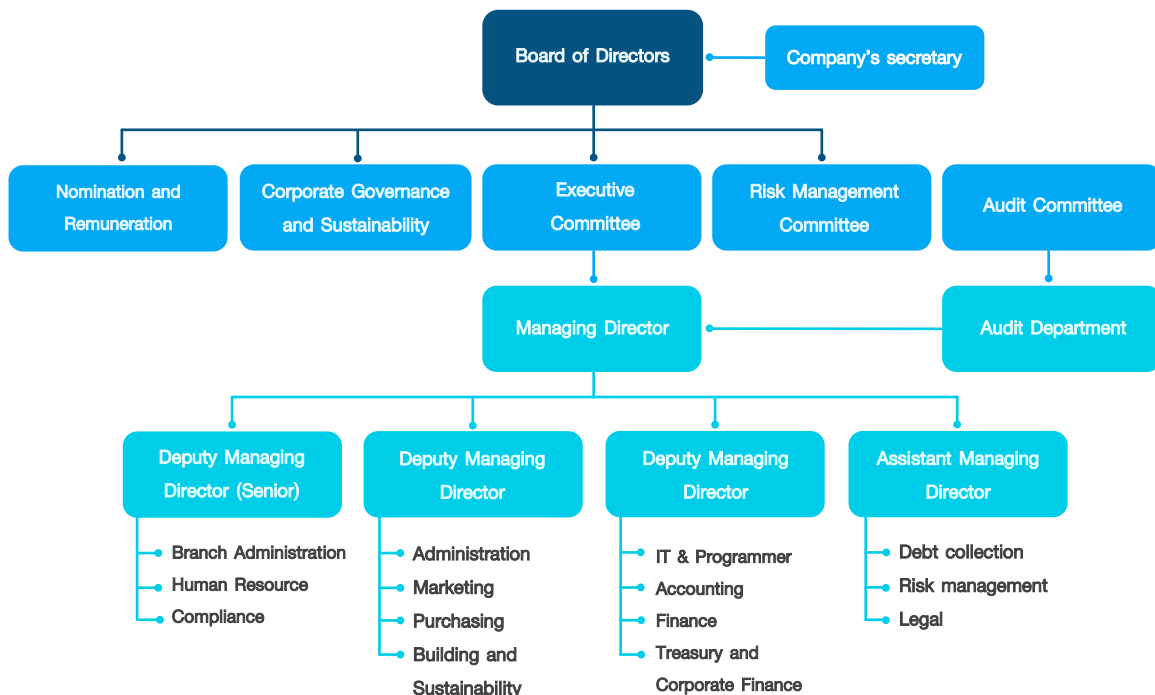
1. Arrange regular meetings of the Board of Directors of the company for acknowledgment of the Company's operating results at least once every three months and may have additional special meetings as necessary. The agenda of the meeting is set and the meeting notice is sent 7 days in advance, and the minutes of the meeting are recorded, stored, certified, and verifiable.
2. Arrange for a discussion meeting among non-executive directors at least once a year to allow them to discuss strategies and operations of the company independently of the management.
3. The Chairman of the Board of Directors and the Chairman of the Executive Committee have to jointly set the agenda of the meeting by allowing other directors to participate in their consideration before adding the agenda and sending the meeting invitation.

4. Directors have to attend the meetings, with the attendance of at least 75 percent of the annual meeting and the minimum quorum not less than two-thirds.
5. Minutes of the meeting shall specify the date and time of the beginning and end of the meeting, the names of the directors who attended and those who did not, the conclusions of the agenda, the issues discussed, and the recommendations of the Board of Directors. This shall include detailed explanations of the management and resolutions of the Board of Directors, along with the signature of the chairman of the meeting. If any director is a stakeholder on any agenda item, he or she shall not participate in the consideration and shall abstain from voting on that resolution. The Company Secretary shall inform all directors of this before the meeting.
6. Minutes of the meeting will be copied and sent to relevant internal and external departments within the specified period and can be stored as a reference document and verifiable. Meeting minutes cannot be edited without approval from the meeting.

**In 2023, a total of 7 Board of Directors meetings were held.
The attendance rate of the Board of Directors meetings is 85%.**

Sub-committee

The Board of Directors has appointed sub-committees to help scrutinize important matters, comprising the Audit Committee, the Corporate Governance and Sustainability Committee, the Risk Management Committee, and the Nomination and Remuneration Committee. Management will adhere to the objectives, goals, and policies set by the Board of Directors. Additionally, there will be a unit to support the corporate governance system, namely the company secretary, risk management unit, compliance unit, internal audit, and organizational development for sustainability.



Audit Committee



Mrs. Kongkeaw Piamduaytham
 • Chairman of the Audit Committee
 • Chairman of the Corporate Governance and Sustainability Committee
 • Independent Director



Mrs. Nongnuch Dawasuwan
 • Member of the Audit Committee
 • Member of the Risk Management Committee
 • Member of the Corporate Governance and Sustainability Committee
 • Independent Director



Mr. Suchart Suphayak
 • Chairman of the Risk Management Committee
 • Member of the Audit Committee
 • Member of the Nomination and Remuneration Committee
 • Independent Director

Role and responsibilities

1. Review to ensure that the Company has accurate quarterly and annual financial reports and adequate disclosure of information to ensure equality of shareholders.
2. Review of the Company has a risk management system, internal control system, internal audit system is appropriate and efficient and considers the independence of the internal audit unit as well as approves the appointment, transfer, termination of employment, and assessment of the performance of the head of the internal audit unit or other agencies responsible for internal audits.
3. Review the Company's compliance with the Securities and Exchange Act. requirements of the Stock Exchange and laws related to the Company's business.
4. Review the Company's operations to ensure compliance with the policy of the Private Sector Collective Action Coalition Against Corruption
5. Consider transactions that may have conflicts of interest to comply with the laws and regulations of the Stock Exchange of Thailand.
6. Review and consider the major risks detected by the management. Including giving suggestions for improvements.
7. In compliance with the scope of powers and duties, the audit committee has the power to invite or order the management or supervisors to attend a meeting to clarify or submit relevant documents.
8. Prepare the Audit Committee's report to be disclosed in the Company's annual report. The report shall be signed by the Chairman of the Audit Committee Review and consider significant risks that have been detected with the management, including making recommendations for improvement.
9. Consider, select, nominate, appoint and propose the Company's auditors' remuneration which is independent to act as the Company's auditor including attending a meeting with the auditor at least once a year
10. Consideration on the independence of the audit department and offer comments to the management regarding appointments, transfers, terminations, internal audit office managers, as well as evaluate performance, budgets, and staffing levels of the internal audit department.
11. Consider and approve the internal audit department's charter implementation plan and performance appraisal agreement.
12. Review the Audit Committee charter at least once a year.
13. Perform other acts as required by law and assigned by the Board of Directors and related operations to achieve the objectives of the Audit Committee.
14. Receive complaints, report clues, the act of corruption both inside and outside at the director executives or employees of the Company involved
15. Audit the Company's operational practices to ensure compliance with laws/regulations/directives mandated by regulatory and supervisory agencies, such as the Debt Collection Act, Personal Data Protection Act.

**Nomination and
Remuneration
Committee**



Role and responsibilities

Nomination

1. Establish criteria and policies for selecting company directors and sub-committee members, considering the appropriate number and structure of the board and the qualifications of directors, to propose to the board or seek approval at shareholder meetings as required.
2. Review, select, and propose suitable candidates to fill vacant or newly created positions on the company's board of directors.
3. Organize elections for directors.
4. Carry out other tasks related to recruitment as delegated by the board of directors.
5. Evaluate the performance of top executives and present recommendations for approval at board meetings.
6. Regularly review the criteria for director selection and the Board Skill Matrix to ensure a diverse range of skills in accordance with best practices.

Remuneration

1. Establish remuneration criteria and policies for the board and subcommittees, seeking approval from the board and shareholders as needed.
2. Determine fair compensation for board members, considering duties, performance, industry standards, and contributions. Recommend the plan to the board and seek shareholder approval.
3. Be accountable to the board of directors and responsible for providing explanations and answering questions regarding directors' remuneration at shareholder meetings.
4. Report on the policies, principles, and rationale for setting directors' and executives' remuneration, as required by securities market regulations, by disclosing such information in the annual Form 56-1 disclosure.
5. Perform any other tasks related to remuneration setting as delegated by the board of directors. Management and relevant departments must report or present information and documents related to remuneration to the Remuneration and Nomination Committee.
6. Present the evaluation results of each subcommittee to the board of directors and propose improvement measures to enhance the efficiency of the committee's work.
7. Review the salary of the Chief Executive Officer (CEO).

Corporate Governance and Sustainability Committee



Mrs. Kongkeaw Plamduaytham
 • Chairman of the Audit Committee
 • Chairman of the Corporate Governance and Sustainability Committee
 • Independent Director



Mrs. Nongnuch Dawasuwan
 • Member of the Audit Committee
 • Member of the Risk Management Committee
 • Member of the Corporate Governance and Sustainability Committee
 • Independent Director



Dr. Suksit Patcharachai
 • Member of the Corporate Governance and Sustainability Committee
 • Member of the Nomination and Remuneration Committee
 • Director

Role and responsibilities

To achieve sustainability for all stakeholders, the company established the "Corporate Governance and Sustainability Committee" to manage the business under good governance while considering the organization's sustainability in various dimensions. This includes annually monitoring and evaluating environmental, social, and economic (ESG) operations to create value for the company as well as the Group of Companies' operations in the same direction.

1. Establish sustainable development goals, policies, and action plans for the company, covering both sustainable organizational development and long-term value creation for stakeholders.
2. Establish a policy for corporate governance and business ethics, and present it to the board for approval. Provide guidance, promote, and review the policy regularly to ensure its compliance with laws and best practices at the international level. Additionally, oversee performance evaluations and regularly report on policy implementation.
3. Suggest and enhance conducting business relating to corporate governance and sustainable development to meet the goal, be equal with the leading companies
4. Consider proposing good practices in relation to corporate governance for the Committee or propose the determination of the Committee's regulations on such matters to be in accordance with the universal guidelines and suggestions of the regulatory institutes.
5. Supervise, evaluate, and review the sustainability goals, policies, and development plans of the company to ensure they are aligned with the business environment, aiming to maximize benefits for the company and stakeholders.
6. Examine and review the goals, policies and process plans of sustainable development to be suitable with the state of conducting business
7. Conduct regular reviews of corporate governance policies and sustainable development practices.
8. Review the company's board charter on an annual basis.
9. Review policies and monitor compliance with measures to combat corruption and ensure transparency, integrity, and anti-corruption practices in all aspects of the company's operations.
10. Oversee the disclosure of corporate governance and sustainable development information to stakeholders through the 56-1 One Report and sustainability reports.
11. Promote a culture of good corporate governance and social responsibility, encouraging participation in community activities.
12. Report the progress and results of corporate governance and sustainable development efforts to the company's board of directors.

Risk management committee

Role and responsibilities



Mr. Suchart Suphayak
 • Chairman of the Risk Management Committee
 • Member of the Audit Committee
 • Member of the Nomination and Remuneration Committee
 • Independent Director



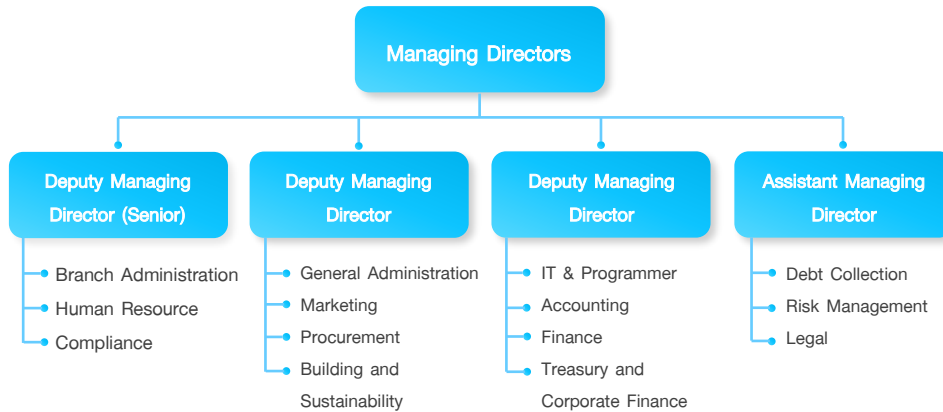
Mr. Chuchat Petaumpai
 • Chairman of the Executive Committee
 • Member of the Risk Management Committee
 • Director



Mrs. Nongnuch Dawasuan
 • Member of the Audit Committee
 • Member of the Risk Management Committee
 • Member of the Corporate Governance and Sustainability Committee
 • Independent Director

1. Establish and review the corporate risk management framework policy.
2. Supervise and support the implementation of enterprise risk management in line with strategies and business goals, including the changing circumstances.
3. Review the organization's risk management report and provide comments on potential risks that may occur, including proposing control measures or mitigation plans, and developing the organization's risk management system for implementation by the risk management team or department to ensure continuous efficiency.
4. Present the results of the organization's risk management to the company's board of directors for acknowledgement. In cases where some significant factors or events may have a significant impact on the company, they must be reported to the board of directors promptly for awareness and expedited consideration.
5. Establish the risk management policy and define the acceptable risk tolerance levels for the company. Present these to the board of directors for overall risk management consideration. This must encompass various types of risks such as strategic risks, liquidity risks, market risks, operational risks, or any other significant risks to the company.
6. Define the organizational structure and resources used in risk management to align with the company's risk management policy. This should enable effective analysis, assessment, measurement, and monitoring of risk management processes.
7. Supervise, review, and provide recommendations to the board regarding risk management policies, standardized practices, strategies, and overall risk measurement to ensure that risk management strategies are implemented appropriately.
8. Perform any other duties assigned by the Board of Directors.

1.3 Management



The management is responsible for managing various areas following the policies, strategies, and goals set by the Board of Directors.

Roles and responsibilities of management

1. Propose goals, policies, and business plans including the annual budget of the Company to the Board of Directors for approval.
2. Supervise the Company's business operations following the policies, plans, and budgets approved by the Board of Directors.
3. Consider and approve operations that are business transactions of the Company, such as various investments according to the investment budget or the budget approved by the Board of Directors, etc., with the amount of money for each transaction according to the approved authority table from the Board of Directors
4. Consider approving the determination, amendment, and change of rules and regulations regarding credit approval, and credit schedule, including setting and amending fines and discounts.
5. Propose an organizational structure suitable for the Company's operations to the Board of Directors. Including considering approval of manpower rates that are not in the annual budget.
6. Consider the profits and losses of the company, interim dividend, or annual dividend payment proposal to the Board of Directors.
7. The power to appoint or hire a consultant Related to the management within the company to achieve maximum efficiency.
8. Authorize the authorization of one or more persons to perform any act under the control of the Executive Board or may authorize such person to have power as the Executive Board deems appropriate. Appropriate and within a period of time that the Executive Committee deems appropriate. The executive committee may cancel, revoke, change or amend the authorized person or authorization as appropriate.
9. Perform other duties as assigned by the Board of Directors.

2. Preparation of good corporate governance policies and guidelines

In 2023, the Board of Directors continually reviewed and improved the policy and monitored performance according to the good corporate governance plan, including the community, social, and environmental responsibility plan, at least once a year in line with the Principles of Good Corporate Governance for Listed Companies 2017 or the Corporate Governance Code (CG Code) by the Securities and Exchange Commission (SEC), which consists of:



1. Realize the roles and responsibilities of the Board as a company leader that creates sustainable value for the business (Establish Clear Leadership Role and Responsibilities of the Board).
2. Determine objectives and main goals of sustainable business. (Define Objectives that Promote Sustainable Value Creation)
3. Adhere to fairness by treating all stakeholders equally and supervising, controlling, and preventing any decisions or actions that have conflicts of interest and related transactions based on the interests of the company.
4. Recruitment and development of high-level executives and personnel management (Ensure Effective CEO and People Management)
5. Promote innovation and responsible business operations (Nature Innovation and Responsible Business).
6. Ensure that there is an appropriate risk management and internal control system (Strengthen Effective Risk Management and Internal Control).
7. Maintain financial credibility and information disclosure (Ensure Disclosure and Financial Integrity).
8. Encourage engagement and communication with shareholders (Ensure Engagement and Communication with Shareholders).

The Board of Directors has established policies and guidelines for corporate governance of the Company, which are divided into 3 groups, namely policies and guidelines for directors and executives, Policies and guidelines for organizational management, and policies and guidelines for stakeholders.



Policies and guidelines for directors and executives

The Board of Directors has established the corporate governance policy and business ethics for directors, executives, and employees as guidelines for all stakeholders. Announcements and communications have been made to employees for their acknowledgment, including disseminating them on the Company's website to provide employees of the Company and related parties with knowledge and understanding of corporate governance principles in the same direction by adhering to transparency, fairness, accountability, and ethics in business operations. There is a practice that is consistent with the rules, regulations, and relevant laws, as well as being responsible for the economy, society, and the environment by setting guidelines to be a framework for operating and treating all stakeholders as the following:

1. Dedicated to applying the principles of good corporate governance and ethical practices in conducting the business operations of the company, as well as fulfilling duties following laws, regulations, and relevant requirements to sustainably create value for the company.
2. The board of directors must play a pivotal role alongside the management in setting the company's vision, strategy, policies, and critical plans. This includes establishing a governance structure that is fair and interconnected among the board, management, and shareholders. It involves laying out management guidelines and business practices that are appropriate and aligned with the company's objectives.
3. The board of directors has to review and approve the vision, strategy, policies, and practices of good corporate governance regularly to enhance the effectiveness of governance and elevate governance standards appropriately in response to changes.
4. The board of directors must collaborate closely with the management in communicating and ensuring compliance with the vision, strategy, policies, and practices of good corporate governance to ensure that employees are informed and adhere to them rigorously.

5. Directors and executives must lead by example in matters of ethics and serve as role models in fulfilling their duties with honesty, integrity, and fairness, subject to transparent scrutiny.
6. All directors, executives, and employees must uphold the principles of good corporate governance as integral values of the organization. This involves treating all stakeholders equally, while actively overseeing and preventing conflicts of interest to prioritize the company's best interests.
7. All directors, executives, and employees must steadfastly adhere to and implement the anti-corruption policy, refraining from intellectual property infringement, respecting laws and human rights, and ensuring an effective anti-corruption system is in place. This ensures everyone is aware of and prioritizes compliance with the anti-corruption policy.
8. The board of directors must establish appropriate internal control and risk management systems, including reliable accounting and financial reporting systems.
9. Directors, executives, and employees must instill ethics, morality, and a strong conscience, treating employees fairly and continually striving to develop and enhance their abilities.
10. The company's management structure must include good corporate governance, clearly defining the roles and responsibilities of each committee and manager.
11. All directors, executives, and employees must act responsibly towards shareholders, stakeholders, communities, society, and the environment.
12. Directors, executives, and employees must be conscious of and equally respect the rights of shareholders.
13. Everyone, including directors, executives, and employees, must strive for business excellence by prioritizing customer satisfaction through active listening, self-reflection, and continuous improvement to enhance management capabilities and consistently innovate.
14. All directors, executives, and employees must ensure sufficient, trustworthy, and timely disclosure of significant information.
15. Directors, executives, and employees must manage taxes efficiently, adhering to good ethical principles, effective tax risk management, and transparent disclosure to ensure maximum effectiveness.
16. Upholding fairness means treating all stakeholders equally, overseeing, controlling, and preventing any decisions or actions that may pose conflicts of interest or compromise the integrity of the organization, along with interconnected items. This responsibility lies with all directors, executives, and employees.



Policies and guidelines for organizational management

1. Risk Management

- Create a risk form in line with a comprehensive management process.
- Organize workshops for all sectors to participate in risk determination.
- Preparation by conducting risk operations with simulations.
- Review risk management, following the company's vision and goals.
- Monitoring and evaluating the results of risk management following the management plan.
- Arrange for reports on the results of risk management at all levels and all departments at least twice a year.
- Promote a culture of risk management and appropriate internal control in all departments of the organization.

2. Internal Control

- Establish appropriate internal control systems and efficient accounting and financial reporting systems.
- Proceed to ensure that the company's management structure has good corporate governance by clearly defining the duties and responsibilities of each committee and executive.
- Providing reliable financial reports and auditing, as well as providing an internal control system and an internal audit system that is sufficient and appropriate.
- Review the company's internal control and internal audit system to ensure suitability and efficiency.

3. Interrelated Transactions

- The company prescribes market prices or fair prices for all transactions.
- Directors must disclose information on transactions that may have conflicts of interest, connected transactions, or related transactions according to the regulations of the relevant authorities.
- Directors with related interests are prohibited from participating in the consideration of approval and in the case of connected transactions. Allow the Audit Committee to attend and give opinions following the principles of good corporate governance and the criteria of the Stock Exchange of Thailand.
- Granting credits or investing in businesses in which directors are involved must be approved by a unanimous resolution of the Board of Directors' meeting without the director participating in the approval process and must set prices and conditions. Following the bank's business practices and treating them as general customers.

4. Anti-Corruption



In 2023, the number of cases of corruption was **0**

The company has joined the Private Sector Collective Action Coalition Against Corruption (CAC) and has been officially certified as one of the business practices in line with good corporate governance principles. The company has established guidelines for anti-corruption to instill it as part of the company's culture, as follows:

- Determine effective anti-corruption strategies.
- Provide whistleblowing channels that are easily accessible and have measures to protect the whistleblower.
- Transparent and fair audit process.
- Determine accurate, clear, and verifiable financial status reporting processes.
- Arrange an announcement showing the intention to oppose all forms of direct and indirect corruption.
- Provide training on good corporate governance, business ethics, and work practices.
- Refrain from giving gifts to executives or employees of the company at every festival.

5. Conflicts of interest

- Disclose and submit information about the company and its stakeholders to the Board of Directors.
- Avoid transactions that may cause conflicts of interest, and do not take any action that conflicts with the company's interests.
- Personnel must not attend the meeting or participate in e
- Expressing opinions or approving the agenda on matters in which they have an interest.
- Supervise and be responsible for ensuring that the company has an appropriate internal control system, a risk management system, and a fraud and corruption prevention system.
- The Board of Directors must supervise compliance with relevant laws and disclose information following related laws and notifications.
- Provide a working system with continuous and reliable disclosure of important information according to established rules. The Board of Directors and executives must report their interests related to the management when they first take office and report every time they change.

6. Whistleblowing

- All informed information is confidential and will not be disclosed to the public without consent.
- The details of clues or complaints must be reliable and clear enough to ascertain the facts for further action.
- The response time for complainants should not exceed 3 days after receiving the complaint.
- The processing time depends on the evidence received from the complainant and the explanations of the complainant, but not more than 30 working days.
- Those who report clues or complaints will be protected.
- Complaint recipients and fact-finding investigators must keep relevant information confidential and disclose it as necessary, taking into account the safety and damage of the complainant and all stakeholders.













Measures to protect whistleblowers or complainants

1. The company will keep the information and identity of the whistleblower, the complainant, and the complainant confidential.
2. The company will disclose information as necessary, consider safety, and have a proper and fair remedial process for the victims.
3. The company will not take any action that is unfair to whistleblowers or complainants, as well as related parties from all sectors.
4. The complainant or the person who cooperates in the fact-finding investigation can request the Company to provide appropriate protection measures.

7. Intellectual property

- The company does not support actions that violate intellectual property rights. Any software used in the company's work system must be authorized and legally copyrighted.
- Employees must comply with all laws, regulations, and contractual obligations regarding valid intellectual property rights. Including patents, copyrights, trade secrets, and other proprietary information without violating the intellectual property rights of individuals.
- Employees who bring work or information belonging to third parties that have been acquired or are to be used within the company must be reviewed to ensure that they do not violate the intellectual property of others.
- Employees who use the company's computers must use the software according to the license of the copyright owner, and only those who have been authorized to use the company's software.
- Upon termination of employment, all intellectual properties, including works, must be returned to the company, regardless of the data stored in any form.

8. Public information disclosure

<p>Publicly disclose important information Through the stock exchange website, company website or annual report.</p>			<p>Disclosure of shareholding information Including related transactions and interests of directors and executives.</p>
<p>Deliver complete financial reports Submit financial reports to the Securities and Exchange Commission within the specified timeframe.</p>			<p>Appointment of auditors The auditor's qualifications are not against the regulations of the Stock Exchange of Thailand and do not provide any other services to the Company.</p>
<p>Establish an investor relations unit for example, holding analyst meetings and presenting information to domestic and foreign investors.</p>			<p>Company's financial statements Unconditionally certified by an auditor.</p>
<p>Trading of the company's shares Set a policy for directors and executives to notify the company at least 1 day before buying-selling shares.</p>			<p>Disclosure of information about directors Consists of position, education, holding company shares, work experience and photographs clearly stated.</p>
<p>Disclosure of directors' remuneration Clearly disclose the remuneration criteria for directors and executives in the annual report.</p>			<p>Attach great importance to stakeholders There is always a meeting, providing information, and exchanging ideas with stakeholders.</p>

"In this regard, the disclosure of information is in accordance with the Personal Data Protection Act 2019, including a process for managing the rights of the data subject, such as having a Personal Data Breach Management (DBM) regulation."

9. Responsible Lending

- The company operates under principles of corporate governance while addressing household debt issues to appropriate levels, adhering rigorously to the criteria set by the Bank of Thailand. This includes offering products tailored to customer needs, considering their ability to repay debts, and ensuring accurate and comprehensive advertising and information dissemination.
- Promoting financial discipline and providing financial management information to customers through various channels such as Line OA, Facebook, and the company's website to support customers in improving financial discipline and managing debts responsibly.
- The company sets up regular checks on operational practices in credit service provision to ensure compliance with relevant policies and regulations, along with preparing and delivering reports in formats and frequencies stipulated by the Bank of Thailand.

10. Money Laundering and Financing Terrorism (AML/CTF)

- The company has the right to establish or deny business relationships or transactions with customers in cases where customers meet the following conditions:
 - The customers were identified as specified by the Anti-Money Laundering Office.
 - Conceal their real names, use aliases, use false names, provide false information, or present false documents.
 - Not receiving information or evidence that is crucial for identifying the identity of customers.
- The company requires customers to identify themselves every time before establishing business relationships or transactions to enable the company to identify and verify the identity of customers in accordance with the law, the criteria of the Bank of Thailand, and other relevant regulations through Know Your Client (KYC) and Client Due Diligence (CDD) procedures, both for face-to-face and non-face-to-face customers.
- Establishing relationships with customers must involve assessing the risk factors of customers, considering factors such as geographical location or country, products or services used, and the profession or status of customers, such as politically exposed persons (PEPs).
- The company has continuous processes to monitor and investigate the account activities of customers until the termination of business relationships, as mandated by legal guidelines, to assess whether customers' transactions align with the purposes, occupations, and disclosed sources of income or not.
- The company reports transactions as mandated by the Anti-Money Laundering Office, such as cash transactions and suspicious transactions, and tracks any transactions of related customers or those reasonably believed to be related to financing terrorism and proliferating weapons of mass destruction.
- The company mandates the storage of customer information, documents, identity verification, and transaction monitoring according to legal criteria.
- The company prohibits the disclosure of information or actions that may inform customers about identity verification or transaction reporting to the Anti-Money Laundering Office.
- The company mandates regular self-assessment of operational practices related to anti-money laundering and countering the financing of terrorism, such as reviewing company processes and transaction reporting systems, to ensure compliance with relevant policies and regulations.

Policy and Guidelines for Stakeholders

1. Policy and Guidelines for Shareholders

- The company respects the rights of shareholders, investors, and all creditors equally.
- The process of shareholders' meetings is organized to support the equal treatment of all shareholders.
- Supervise shareholders to receive equal treatment and protect their rights.
- There are measures to prevent directors and executives from using inside information for themselves or others in a wrongful way.

2. Policies and guidelines for creditors



- The company has a policy to strictly comply with the conditions, contracts, and commitments agreed upon with creditors.
- The company has never had any disputes regarding the default of payment, whereby the company has made payments to creditors following the agreed payment terms.
- In the case of being unable to comply with any of the conditions or causing a default in debt payment, creditors must be notified immediately without concealing the facts.
- Report accurate financial status and information to creditors.

3. Policies and guidelines for customers

- Provide a thorough assessment of the customer's ability to repay the debt.
- Develop and design credit products that meet customer needs.
- Implement proper marketing promotion and do not induce unnecessary debt.
- Develop communication channels with customers so that customers can make comments, complain, or provide services through other channels such as hotlines, emails, and social media, including the Whistleblower Channel application.
- Operate a business with responsibility for the rights of customers, and do not take any action that would infringe on their rights.
- Recognize the rights of customers' personal information by establishing a policy to protect personal information and the security of information systems as disclosed on the website.

4. Policy and Guidelines for Partners

- Do not request or receive or pay any dishonest benefits in trading with partners.
- Inform the business plan so business partners can know the number of products or services to be sold this year, including planning production and delivery to prevent subsequent problems.
- Strictly comply with the terms and conditions that have been agreed upon and pay the debts on time.

5. Policies and guidelines for business competitors

- Do not seek confidential information about business competitors through dishonest or inappropriate means.
- Do not damage the reputation of commercial competitors by making malicious accusations.
- Avoid entering into agreements with competitors in a manner that limits, monopolizes, or reduces competition in the market.

6. Policies and Guidelines for Regulator

The company operates the business with a personal loan business license and a personal loan business license under the supervision of the Bank of Thailand. Including providing fair customer service (market conduct) and reporting information to relevant regulators to be accurate, transparent, and timely.

3. Follow up for implementation

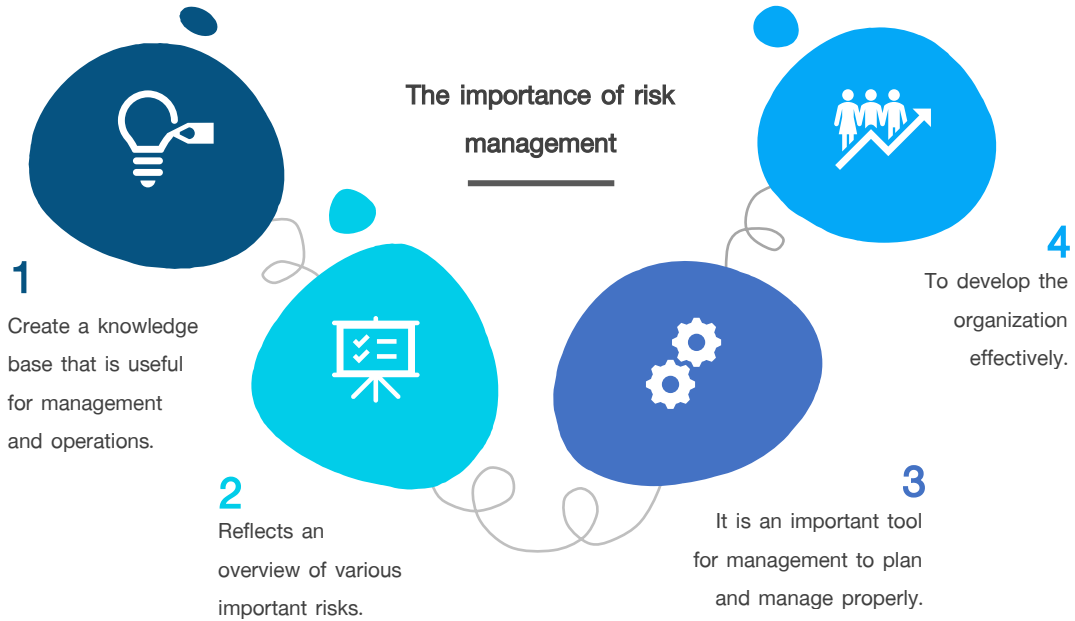
The company has assigned the Corporate Governance and Sustainability Committee to regularly monitor and assess the performance of corporate governance by reporting progress and performance to the Board of Directors twice a year. As well as reviewing and proposing to the Board of Directors to consider revising the scope of duties and responsibilities of the Corporate Governance and Sustainability Committee following the situation.

4. Disclosure of the performance of the Board of Directors to stakeholders

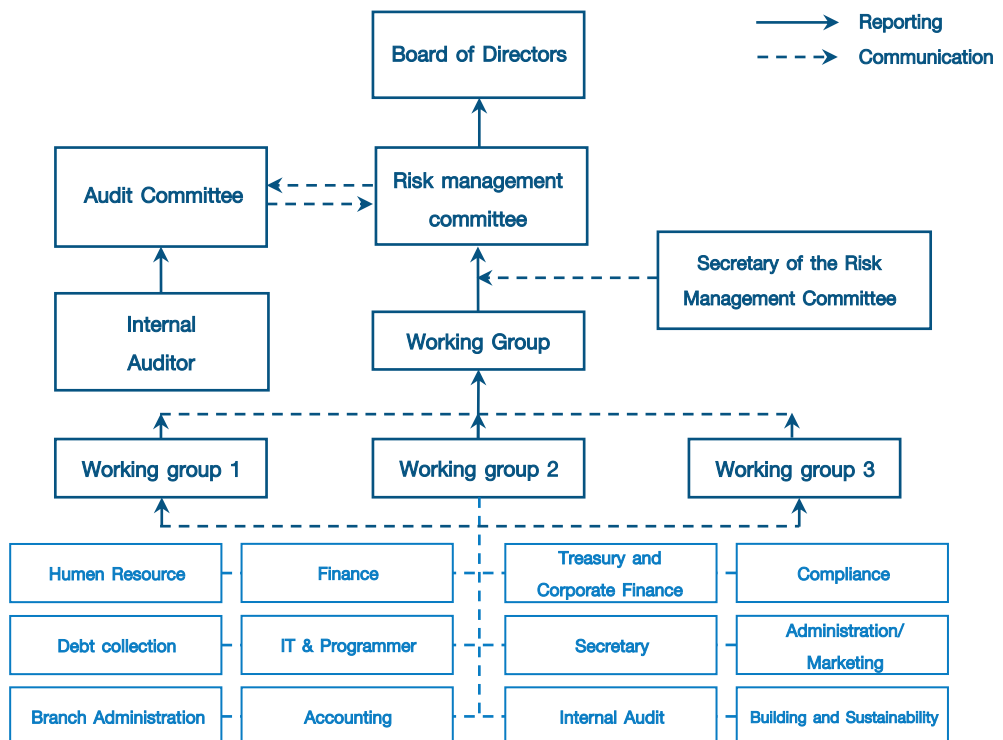
The Board of Directors and all sub-committees must summarize their performance in the 56-1 One Report annually for transparency and assurance that the company's operations will achieve the objectives following the regulations of the unit and be able to create value for the company, which reflects the ability to do good corporate governance, social responsibility, and the environment, as well as creating value for all stakeholders.

2.2 Enterprise risk management

Muangthai Capital Public Company Limited is determined to become a world-class organization by formulating risk management strategies that are in line with international guidelines and practices covering the entire financial business group to grow the business and generate stable returns.



Risk management structure



The company has a risk management structure that is internationally accepted, defining the roles and responsibilities of the Risk Management Committee as well as related committees. At present, there are reports to the Risk Management Committee in dual reporting at least twice a year. In addition, there is an internal audit department that performs duties independently, and the executives set up a regulatory compliance department to make risk management more concise and use the concept of risk management to supervise the company to achieve success according to the strategic plan. The roles and responsibilities of the Board of Directors must look at the overall picture of corporate governance, risk management, and regulatory compliance (Governance, Risk, and Compliance, GRC) to drive the organization toward sustainability with value and promote efficiency in operations.

The Board of Directors

Supervise risk management with efficiency and continuity.

Secretary of the Risk Management Committee

Coordinate with directors or other departments. Including being the highest responsible at the operational level. (Mr. Amornthep Pookang)

Risk management committee

Coordinate general risk management matters, including a comprehensive assessment of individual risks.

Auditor committee

Conduct independent reviews.

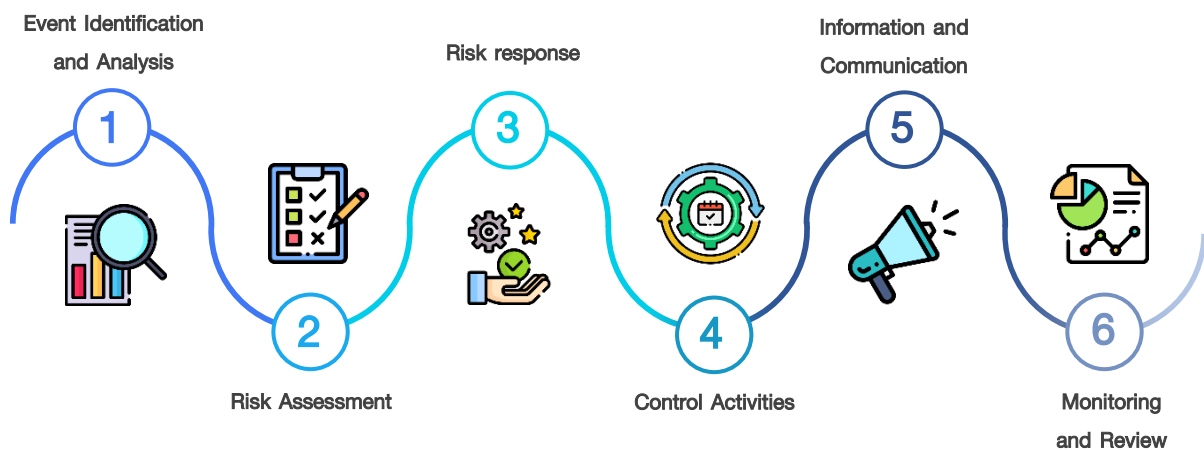
Internal audit department

Conduct a review of the risk management process at least once a year to ensure proper implementation

Working team & Employees

Identify and assess the risks that arise to their responsible departments, formulate contingency plans, and monitor results.

Risk Management Process

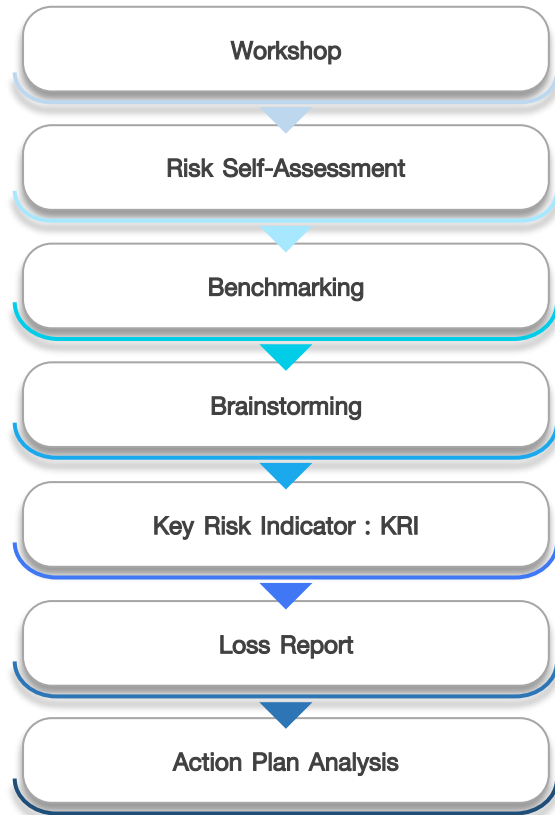


1. Event Identification and Analysis

The procedure for understanding the causes of risk exposure identifies events or process activities that may lead to failure, damage, and non-achievement of the organization's objectives or goals to clarify the risk identification. The company, therefore, classifies all 10 types of risks as follows:

- 1. Strategic Risk
- 2. Operation Risk
- 3. Healthy Risk
- 4. Policy and Compliance Risk
- 5. Financial Risk
- 6. Environment Risk
- 7. Community Risk
- 8. Image and Reputation Risk
- 9. Emerging Risk
- 10. Project Risk

Event Identification and Analysis process



2. Risk Assessment

It is a damage assessment due to risks, consisting of two dimensions: namely, 'likelihood' and 'impacts,' with the following considerations:

Level	"likelihood"	frequency
1	Highly unlikely	Every 6-12 month
2	Unlikely	Every 3-6 month
3	Possible	Every 1-3 month
4	Likely	Twice a week
5	Highly likely	Once a week

Level	"Impacts"	Detail
1	Lowest	Damage value < 50,000 baht
2	Low	Damage value > 50,000 baht
3	Medium	Damage value > 200,000 baht
4	High	Damage value > 500,000 baht
5	Highest	Damage value < 1,000,000 bath

Take into account the risk assessment table as shown below.

The risk levels can be divided into 4 levels for further consideration and management

Risk assessment	Possibility of risk to the organization					Estimated values		Risk level	Guidelines
						of likelihood and impact			
Impacts	5	5	10	15	20	25	0-4	Low	Controlling risks requires no additional management.
	4	4	8	12	16	20			
	3	3	6	9	12	15	5-9	Medium	Prevent risk from moving to a high level.
	2	2	4	6	8	10			
	1	1	2	3	4	5	10-15	High	Manage risks to keep them at acceptable levels.
							16-25	Critical	Manage risks to reach acceptable levels with urgency.
		Likelihood							

3. Risk Response

After the risk assessment, the company has four types of risk responses, as follows:

Risk Reduction

The objective is to reduce the number of incidents of damage or the severity of potential incidents.

Risk Transfer

Analyze and decide on any form of risk transfer, depending on the suitability of the circumstances.

Risk Avoidance

It is the last method used to manage cases. The advantages and disadvantages must be compared before making a decision.

Risk Acceptance

In the event that the Company's executives foresee that the probability of damage is within the acceptable range.

4. Control Activities

Once appropriate risk response methods have been selected, risk control activities are established to ensure that risk is properly managed. In all aspects of the operation, there must be adequate control activities that are appropriate for the type of control which can be grouped as follows:

Preventive Control

It was established to prevent or reduce risks and errors in the first place.

1

Detective Control

It is a control method designed to discover errors that have already occurred.

2

Directive Control

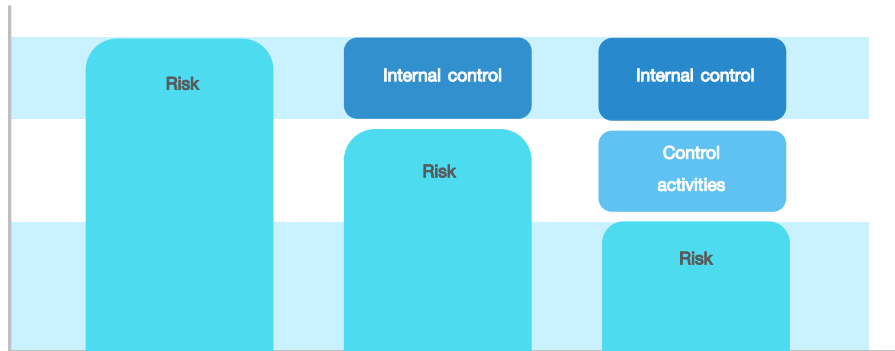
It is a method of control that promotes or encourages the achievement of objectives.

3

Corrective Control

It is established to correct errors that have occurred or not cause errors in the future.

4



Graph showing the correlation between risk and control activities.

The picture shows the relationship between risks and control activities, in addition to adequate internal control. Establishing additional risk control activities can also help reduce the level of risk to an acceptable level.

5. Information and Communication

Information and communication systems will be tools that management can use to convey governance policies and monitor the success of operations. Organizations must have effective information and communication systems. A good information system should consist of the following:

1. User rights are controlled and categorized based on responsibilities and types of tasks.
2. A data backup system is in place to prevent system failures or unforeseen events that may impact critical data.
3. There is a functioning system that facilitates inter-departmental collaboration, enabling effective information management across departments.
4. There is a backup facility equipped with the necessary equipment and systems to enable essential agencies to resume operations immediately in case of emergencies such as fires or building collapses.
5. An asset management system is implemented to meet user needs without unnecessary complexity, thereby facilitating smooth operations.

6. Monitoring and Review

The Risk Management Committee organizes regular meetings to review the organization's risk management, convening at least twice a year. Meeting participants include members of the Risk Management Committee, secretaries, executives, and relevant departments to assess guidelines, modify and enhance policies and guidelines for risk management, ensuring alignment with the company's internal and external environment. At the board level, follow-ups focus on risk issues that could significantly impact the company, posing severe and unacceptable risks that may affect operational results or the direction of the company's activities.

Risk management performance

To foster a culture of risk management within the organization, the company has revised its risk manual to enhance clarity and relevance across various organizational contexts. Additionally, executive-level risk training sessions have been organized to impart knowledge and understanding of risk management principles, ensuring alignment with the company's risk manual. Moreover, each department is encouraged to take ownership of its risk management processes, from identifying risk issues to ongoing monitoring and evaluation. The company also provides a platform for employees to express opinions and suggestions regarding the risk management process, which serves as a guideline for enhancing operational efficiency. The Secretary of the Risk Management Committee is tasked with summarizing results and communicating them to the committee during biannual meetings, thereby ensuring effective oversight and alignment with organizational objectives.

In 2023, the Risk Management Committee held three follow-up meetings and discussed risk issues, with important meeting agendas summarized as follows:

- Considered and acknowledged progress in controlling and solving risk problems.
- Considered and approved the revised edition of the risk management manual.
- Considered and approved the Risk Management Committee Charter.
- Considered and approved new risk rankings.

Business continuity management

The company has established a Business Continuity Management (BCM) Policy and Strategy Committee, comprised of executives from various departments, with the Managing Director serving as chairman. This committee is responsible for setting the company's business continuity strategy and policy, as well as allocating resources to support operations, monitoring progress, and overseeing the overall picture of business continuity management. The organization has reviewed the operational plan for preparing a plan to deal with risks and events that may occur in the future, such as disasters, natural disasters, epidemics, sabotage, etc., in order to return business operations to normal as soon as possible. Examples of the company's operational plans and response guidelines include:

1. Spread of infectious diseases:

Since the outbreak of the COVID-19 disease, the company has established prevention plans and measures to deal with various epidemics that may occur in the future. These include:

- Monitoring, evaluating, and closely following up on various epidemic situations from the Ministry of Public Health.
- Conducting risk screening for employees and preparing special work locations for this group.

2. Disruption in the information technology system:

To prepare for and cope with various events that may cause damage to the information technology system from both internal and external factors, the company has established guidelines for preparation and response as follows:

- Prepare a policy and procedures manual to provide guidelines and principles for employees.
- Conduct emergency information technology system recovery plan drills twice a year to prepare employees and provide coping guidelines.

The company's risk performance

Risk Issues	Impacts	Risk assessment		Risk management	Performance		
		Impact	Likelihood		KRI	Target	Result
1. Lack of Employee	Lack of competent personnel	3	5	Improve the recruitment process.	Ratio of retired employees compared to new employees	The ratio doesn't exceed 1	0.455
2. Corruption	Confidence in the company	4	5	Organize training to develop morality and ethics	Number of corruption incidents	0	0
3. Regulations, including laws and regulations within the Organization	The work operations within the organization are not aligned.	3	5	Organize training and provide a channel for advising on regulations	Average KPI of the branch being monitored	More than 85%	85.96
4. Competition and new competitors	The operating results did not meet the target.	5	4	Always improve products and business strategies.	The proportion of the loan portfolio in the market.	Number 1	Number 1
5. Operating expenses and staff expenses	Increasing expenses for the company	4	1	Cash withdrawal ceiling	Operating Expenses to Earning Ability	Increase of not exceed 10%	2.30% decrease
6. Regulations, including laws and regulations from regulatory body.	Confidence in investors	5	1	Regularly review and follow up the law	Number of times a dispute has occurred	not exceed 1	0
7. Increasing domestic interest rates	Higher financial costs	5	3	Provide alternative funding sources	Average interest rate	Not exceed 3.80%	3.6%
8. Disaster	Operation interruption	3	1	Prepare a budget to deal with the impacts.	Total damage value (MB/year)	Not exceed 5 MB	0 Baht
9. Cyber Threats and Data Theft	Violates the Personal Data Act and the company lacks credibility.	4	1	Incorporate modern technology into organization's operations	The number of times the attack occurred	0 time	0 time

Risk issues	Impacts	Risk assessment		Risk management	Performance		
		Impacts	Likelihood		KRI	Target	Result
10. Funds from financial institutions	Operation interruption	5	3	Evaluate and monitor financial ratios regularly.	Debt to equity ratio (D/E Ratio)	Not exceed 4	3.70
11. Financial liquidity	Causing delays in business development.	5	1	Sale of debentures and funding sources in various institutions	The ratio of cash inflows and outflows	Not less than 1	1.45
12. Robbery	Corporate Property Damage	3	2	Minimize the amount of cash kept in branches.	The number of times the incident occurred	Not exceed 12 times	9 times
13. Loss of image and reputation (impersonation)	misunderstanding of the message's recipient results in damage to both the image and property.	1	5	warnings about fraud to customers through both online and offline channels.	Number of times customers make complaints (times/year)	Not exceed 480 times	317 times
14. The delay in the break-even point in some branches	The results did not meet the target.	4	5	Review and adjust the business plan of each area.	Ratio of Loan receivable per branch	Not less than 14.5	19.02
15. Increase in NPL	Net profit decreased	4	5	reducing lending to high-risk customers selling Non-Performing Loans (NPL) to other companies.	NPL balance	Not exceed 3.5%	3.11%
16. Failure to meet the organization's GHG emissions targets. (Emerging Risk)	losing investor confidence and credibility.	2	2	Initiating projects to reduce greenhouse gas emissions	Reduction Rate of GHG emission (tonCO ₂ /loan amount)	decrease at least 10% from last year	4.71%
17. Carbon Tax (Emerging Risk)	Increased operating costs	1	1	Reduce the amount of GHG emissions from organization's operations.	The amount of GHG emissions (tonCO ₂ /year)	Increase not exceed 10% from last year	13% increased

Risk Analysis

1 Lack of Employee

Nowadays, the microfinance business group is more competitive. Recruiting and developing personnel who can effectively work towards company goals poses a significant challenge. To ensure the company has quality personnel in sufficient numbers to support its growth, satisfaction and engagement assessments have been conducted, along with training programs aimed at developing employees' potential, fostering motivation, and preparing them for career advancement and stability. In 2023, the company implemented these initiatives and found that the ratio of retired employees to new hires was 0.455, which is considered an acceptable value according to KRI.

2 Corruption

The company is aware of the possibility of corruption within the organization. Therefore, measures have been put in place to prevent potential damages arising from severe corruption. This includes a continuous review of the causes and rates of corporate corruption through the establishment of efficient internal control systems, regular monthly audits, or the implementation of SAP operating systems to enhance operational efficiency and reduce the risk of corporate corruption. Additionally, the company conducts training to develop ethics among employees, reviews and formulates anti-corruption policies, and disseminates and emphasizes them through various channels within the organization, such as journals or speeches on various occasions. Furthermore, channels for reporting corruption (whistleblower) have been expanded to make it easier for employees and other stakeholders of the company to access and report incidents. If actual corporate corruption by employees is discovered, the company will hold those employees accountable for the damages incurred and impose penalties according to the company's maximum regulations. Furthermore, the company will take legal action against employees engaged in severe corruption. In the year 2023, no incidents of corruption were found upon investigation.

3 Regulations, including laws and regulations within the Organization

To enhance the quality of operations and deliver excellent service, the company aims to maintain its position as the leading company in the microfinance business, as per company policy. Therefore, stringent regulations and procedures must be adhered to by employees and executives to uphold customer and stakeholder confidence. In the year 2023, the company increased training on regulations, guidelines, and various directives. Policies and manuals were issued to guide the operational processes for employees at all levels. Performance was measured using Key Performance Indicators (KPIs) for each branch, which were found to have increased compared to the year 2565 and met the target of 85% set by the company.

4 Competition and new competitors

Nowadays, many microfinance businesses are emerging. This results in intense competition in the industry. Both in terms of technology, branch expansion, and the expansion of microfinance loan products. Including price competition, the company has always been prepared to cope, review, and adjust its strategy. Moreover, the company still emphasizes providing excellent service and following relevant regulations to reduce conflicts and unfair customer service. There are also plans to expand more branches to promote financial access opportunities for customers. Focus on finding new customer groups along with maintaining the existing customer base. Customer satisfaction with the company's services was inquired about to improve and create new products to be able to respond to customer needs that are constantly changing in everyday life. In the past year, the company has continued to be the number one leader in the microfinance business. The company will not stop developing to ensure that it continues to be the number one leader in the market.

5 Operating expenses

Due to the current inflationary situation, which directly affects the prices of goods within the country, leading to increased expenses across various operations, the company has had to prepare an annual budget, survey product prices, and plan to address the problem of rising prices to maintain quality and keep expenses at a reasonable level, avoiding exceeding the budget set. Additionally, the company has

sought alternative business partners in case the unit prices of goods exceed the anticipated quantities. In the year 2023, the company was able to control the average price of goods, reducing it by up to 2.30%, which aligns with the company's plan to limit the average price increase to no more than 10%.

6 Regulations, including laws and regulations from regulator

The company's main business is providing vehicle registration loans, which are supervised by various regulatory agencies such as the Bank of Thailand (BOT), the Securities and Exchange Commission (SEC), and the Office of the Insurance Commission (OIC). Therefore, the company must comply with regulations and rules set by these agencies, such as setting interest rates, protecting personal data, and reporting information to the Bank of Thailand, among others. These regulations may change over time, and failure to comply or incomplete compliance could negatively impact the company's reputation and result in fines or license revocation. The company continuously reviews and monitors external laws to align them with internal operations, conducts training, including knowledge assessment tests to inform employees of regulations and internal rules at least once a year. Additionally, the company has legal oversight units that report operational results to management and the board of directors at least twice a year. In the year 2023, the company had no legal disputes.

7 Increasing domestic interest rates

The company primarily generates income from interest earned on loans, which are typically calculated at fixed rates. Conversely, the company's borrowing costs are subject to market fluctuations, resulting in potential increases in loan interest rates. Presently, the company is offering loans at lower interest rates aligned with levels set by the Bank of Thailand. However, if future financial costs or other burdens escalate, the company will consider adjusting its interest rate ceiling accordingly. Additionally, the company has diversified its funding sources by increasing the proportion of bond funds, aiming to mitigate the risk associated with domestic interest rate hikes. In 2023, the company secured funding support through a credit line of 5,300 million baht in collaboration with two renowned financial institutions: Germany's Development Finance Institution (DEG) and Sumitomo Mitsui Banking Corporation (SMBC). This collaboration has reduced the company's interest rate costs to 3.6%.

8 Disaster

The disasters occurring at present are considered increasingly severe and continuous. Whether caused by intentional human actions or unpredictable natural disasters, such disasters can have significant impacts on the company, resulting in widespread losses to individuals, property, the economy, and the environment. Therefore, the company communicates about environmental conservation and the impacts of climate change to raise awareness among employees through various channels such as the company's website, bulletin boards, and monthly newsletters. In the year 2023, the company had a Business Continuity Plan (BCP) to guide branches in handling disaster events if they occur. Additionally, a budget and measures to mitigate and cope with potential impacts, totaling 5 million baht, were prepared. However, in the past year, there were no significant disaster events.



9 Cyber Threats and Data Theft

In the current era, technology is advancing rapidly, leading to cybersecurity threats that impact all sectors, including the economy, financial industry, financial institutions, and various financial services users. These threats may manifest in new and increasingly sophisticated forms, making detection more challenging. While the company primarily relies on traditional security measures and cash transactions, its customer data storage and management systems are digitalized. This digital transformation has prompted the company to enhance its data protection systems and train its staff regularly to keep up with evolving technology, with at least quarterly training sessions. Moreover, the company has expanded communication channels with customers and regularly informs them about cybersecurity risks through newsletters and its website. Additionally, all employees receive ongoing

awareness training on emerging cybersecurity threats through internal publications and the company's website. Furthermore, external agencies are periodically engaged to audit the company's systems to ensure sufficient security measures are in place for business operations and customer service. In 2023, there were no reported incidents of information security breaches or violations of personal data, aligning with the company's objectives and efforts to maintain cybersecurity.

10 Funds from financial institutions

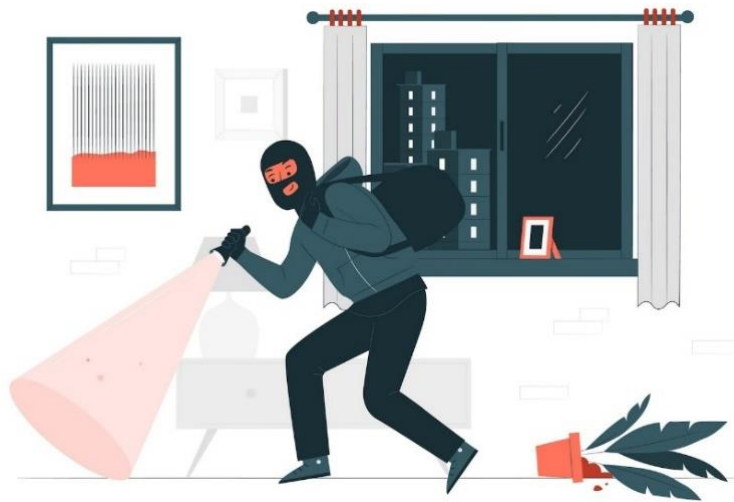
Capital for business operations is crucial for business expansion, especially in the current economic landscape characterized by increased volatility due to rapid technological changes, shifts in climate conditions, and adjustments in financial institutions' credit control policies to enhance financial system reliability. To ensure sustainable business operations, mitigate risks, and improve debt management efficiency, the company has undertaken significant steps to secure capital. One of the strategies employed is issuing corporate bonds to raise funds for operational capital. These bonds undergo rigorous evaluation and approval processes by financial institutions to enhance financial management prudence. This approach ensures that the company has the necessary capital to sustain its operations, reduce risks, and enhance debt management efficiency. In 2023, the company maintained a debt-to-equity (D/E) ratio of 3.70, which is below the set target of 4, demonstrating its commitment to maintaining a healthy balance between debt and equity for sustainable business growth.

11 Financial liquidity

The risk of liquidity is one of the critical risks that the company highly values and is conscious of. Even though the company may have a stable financial position, failure to convert assets into cash timely or secure sufficient capital may hinder its ability to meet existing obligations. Therefore, the company implements control and management plans to ensure sufficient cash flow for operations under both normal and crisis conditions. This is achieved through the preparation of cash flow reports and financial ratio analysis, such as liquidity ratios, to assess the adequacy of cash reserves. Additionally, the company develops appropriate capital procurement plans. In 2566, the cash flow ratio, which measures the ratio of cash inflows to outflows, was 1.45, aligning with the company's predetermined standards.

12 Robbery

Currently, the company is diligently pursuing its mission by expanding branches nationwide. However, recognizing its limitations in controlling individual behavior, the company consistently communicates its ethical values to external stakeholders to foster a sense of community consciousness. This is achieved through various media channels such as leaflets and posters. Additionally, the company implements measures to prevent theft, such as minimizing cash transactions and installing CCTV cameras in all new branches. Regular checks ensure these measures are effective, reducing the risk of incidents and damage to the company. In 2023, there were 9 robbery incidents with a total loss of 16,400 baht, which the company deems acceptable within its standards.



13 Loss of image and reputation

Currently, it is undeniable that many individuals with ill intentions engage in deceptive practices and impersonate important communication channels of the company. In the year 2022, there was an increase in customer complaints regarding debt repayment through these channels. As a result, the company identified this as a recurring risk issue for the year 2023 and sought ways to mitigate these problems, aiming to restore customer confidence and ensure peace of mind when using the company's services. To address these challenges, the company regularly disseminates online media through various channels, typically 1-2 times per month. Additionally, offline media is utilized to alert customers of potential risks at branch locations. Over the past year, there have been a total of 317 complaints regarding these issues, aligning with the company's predefined targets.

14 The delay in the break-even point in branches

Based on the company's mission to maintain its position as a leader in the microfinance industry, continuous branch expansion is crucial to increase opportunities for customers to access financial services. Therefore, expanding branches is one of the factors driving the company towards achieving its goals. However, opening new branches inevitably brings risks regarding the cost-effectiveness of expansion. To mitigate these risks, the company must conduct thorough studies and meticulously plan the opening of new branches. This includes conducting area surveys, assessing population density, targeting customer groups, analyzing the performance of nearby branches, and financial analysis such as Payback Period and Return on Investment. These analyses should meet predefined criteria. Additionally, the company should adjust its customer acquisition strategies to improve branch operational efficiency and increase the likelihood of profitability from new branch openings. In 2023, it was found that the outstanding debt per branch amounted to 19.02 million baht per branch, with a consistent upward trend each year.

15 The increase in non-performing loans.

The deterioration of debt quality poses a significant risk to the company, as failure by debtors to repay debts as scheduled could result in loss of main revenue streams from interest, as well as potential loss of principal funds, thereby impacting profitability and hindering business growth. To manage this risk, the company has implemented stringent customer checks to reduce the likelihood of bad debts. Additionally, each branch has at least one staff member responsible for re-evaluating customer documentation, ensuring confidence in customer screening. Furthermore, the company has engaged in selling such debts to asset management or debt collection companies to transfer the risk associated with unrecoverable debts. As a result, in 2023, the Non-Performing Loan (NPL) ratio was 3.11%, which is below the set target of 3.5%.

16 Failure to achieve the GHG emissions targets. (Emerging Risk)

The goal of greenhouse gas emissions reduction is an international priority, recognized by all sectors, including investors, who can choose to invest in businesses that are mindful and responsible towards climate change. Organizations failing to meet greenhouse gas emission reduction targets as set internationally may risk losing investor confidence. Thus, it is crucial for company to closely monitor organizational progress. In 2023, the company participated in a climate management pilot project and elevated its climate change initiatives to align with increasingly stringent global standards. This is to better prepare for and instill confidence in investors, as climate change can have direct and indirect impacts on both the global economy and society.

17 Carbon Tax (Emerging Risk)

The Department of Pollution Control in Thailand is currently exploring the implementation of a carbon tax, which could significantly impact companies operating within the country. In response, the company has initiated robust publicity campaigns aimed at educating its employees about the importance of resource utilization. These campaigns utilize various channels, including company magazines and websites, to disseminate crucial information. Moreover, the company has established a systematic approach to monitor and analyze data on resource consumption on a monthly basis. This allows for the identification of usage patterns and facilitates the adjustment of measures to optimize resource utilization effectively. Despite these efforts, there remains a pressing concern regarding carbon dioxide emissions. The company has set a target not to exceed a 10% increase in GHG emissions from the previous year. However, recent data indicates a 13.23% increase in carbon dioxide emissions in 2023, highlighting the urgency to reassess and potentially strengthen emission reduction strategies.

2.3 Suppliers Management

Suppliers or business partners are considered stakeholders who play an important role in driving the organization's business continuity. Consequently, the company has implemented transparent, fair, and verifiable procurement guidelines. These guidelines are integral to the selection criteria for business partners, encompassing considerations such as business ethics. The company has also established a process for monitoring and evaluating suppliers to preemptively address and mitigate risks that could impact the quality of service, image, and operations, whether directly or indirectly. Moreover, the company fosters an environment encouraging partners to maximize their potential, cultivating strong and enduring business relationships for long-term success.



100% of Critical Tier 1 suppliers assessed risks according to ESG



The average payment time to suppliers is 25 days, aligning with the company's 30-day guideline.

Code of Conduct for Suppliers

<p style="text-align: center;">Business Ethics</p> <ul style="list-style-type: none"> ● Conduct business by following the law with transparency and accountability. ● Treat stakeholders fairly. ● Maintain the privacy of stakeholders ● Comply with intellectual property laws ● Information is disclosed in cases that may give rise to conflicts of interest. ● Encourage suppliers to make responsible purchases. ● Inspections are conducted upon discovery of mistakes related to supplier. 	<p style="text-align: center;">Human Rights and Labors</p> <ul style="list-style-type: none"> ● Respect differences and treat workers equally without discrimination. ● Do not accept the benefits of forced labor and oppression of labor in any form. ● Prohibiting the use of child labor ● Appropriate and fair wages and compensation for employees and workers. ● Not hiring illegal workers.
<p style="text-align: center;">Occupational health and safety</p> <ul style="list-style-type: none"> ● Comply with laws and occupational health and safety standards. ● Providing a safe working environment and equipment according to occupational health and safety principles. ● Do not neglect actions in the workplace that may cause harm to employees. ● There are preventive, corrective and remedial guidelines for occupational health and safety risks. 	<p style="text-align: center;">Community and Environmental</p> <ul style="list-style-type: none"> ● Complying with national and local environmental regulations while conducting business operations. ● Assessing the community and environmental impact of business operations. ● Encouraging suppliers to adopt socially and environmentally friendly products, services, or processes. ● Promoting supplier certification for sustainability standards relevant to their business processes.

Suppliers risk management



Suppliers Selection

The company follows systematic guidelines for screening suppliers. Criteria for selecting business partners include:

- Price and quality of products or services
- After-sales service and warranty
- Business verification with no history of corruption within the organization
- Performance on corporate social and environmental governance (ESG)



Suppliers Prioritization

The company has grouped suppliers into 2 categories:

- **Critical Tier 1 suppliers** based on the top 20 orders.
- **Critical Non-Tier 1 suppliers** which are the suppliers other than Critical Tier1

In 2023, the company has a total of 155 suppliers who are Critical Tier 1 and Critical Non-Tier 1 suppliers accounting for 12.9 percent and 87.1 percent, respectively.



Suppliers Risk Assessment

The company conducts regular satisfaction and risk assessments across various areas involving suppliers, aiming to promote and support sustainable business operations. Criteria for assessment encompass economic, social, and environmental dimensions:

- **Economic dimensions** include the number of suppliers in the market, product quality, and delivery speed.
- **Social dimensions** involve labor compensation and welfare, human rights, workplace safety, and compliance with regulations.
- **Environmental dimensions** focus on waste management and greenhouse gas emissions reduction. In 2023, a risk assessment of Critical Tier 1 revealed no issues with our suppliers.



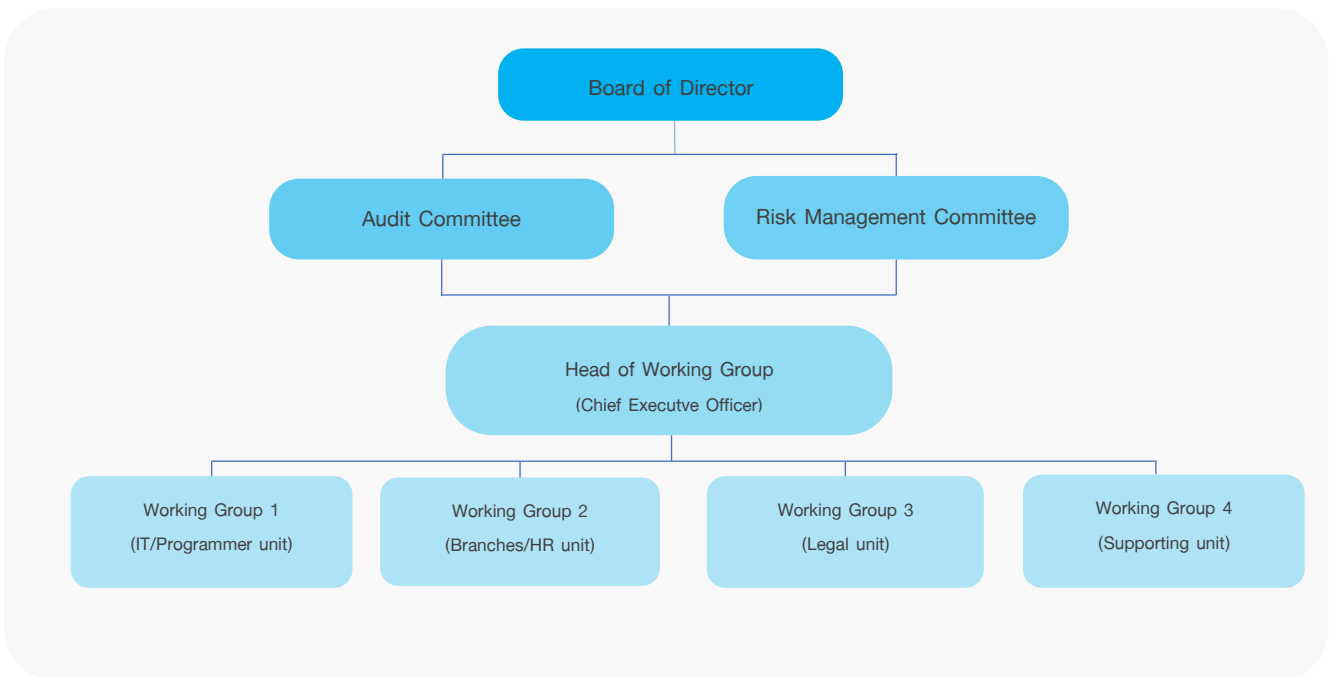
Sustainable joint development

The company facilitates suppliers to share their opinions and suggestions, including organizing projects and activities to enhance business operations and foster sustainable development. In 2023, the company invited current and new suppliers to join the Private Sector Action Coalition Against Corruption (CAC) via email. Out of 31 business partners contacted, representing 20 percent, accepted the invitation to become members.

2.4 Data Privacy & Cybersecurity

The company realizes that information technology systems have played an increasingly important role in the company's operations. This is in line with the continuous growth and expansion of the company's business to prevent unauthorized access to information or use of information and systems by users and various forms of threats. The company has guidelines for controlling the security of information technology systems. By preparing an operational plan announcement of policy and having a clear work process. There is internal and external communication with relevant agencies to inform them about information technology system security management in accordance with laws and various practices, including operations that meet international standards, to ensure that the company's information is protected and to build confidence and trust among all stakeholders.

The company has established a working group on information technology security, consisting of the Executive Chairman and executives from various related departments. The group has the following structure:



Role and Responsibility

1. The Board of Directors is responsible for approving policies and measures to maintain the security of the information technology system, prioritizing prevention of issues stemming from inappropriate network usage and threats from users and other sources.

2. The Information Technology System Security Working Group, Lead by the Executive Chairman, oversees security operations to ensure compliance with legal and regulatory requirements, assessing information risks under risk management supervision.

3. Employees are obligated to adhere to policies, regulations, directives, and operational manuals concerning information system security measures.

The working group is tasked with overseeing information system security operations to align with relevant standards and laws, implementing corrective and preventive measures, and enhancing operational efficiency. The company ensures that operational results are reported to the Audit Committee and Risk Management Committee at least once a year.

Management Approach

1. Installation of network security software (Firewall) to prevent data leakage from external attacks computer viruses.

2. Determination and enhancement of access authority to prevent information leakage.

3. Implementation of a data backup plan and regular checks to ensure compliance with the information security policy.

4. Internal communication initiatives to raise awareness among employees regarding the proper and secure use of technology.

5. Development of a manual for protecting personal information and information security, along with the establishment of a Business Continuity Management Plan (BCP) to address interruptions in business operations caused by IT system threats.

6. Engagement of an external IT Auditor to evaluate internal controls and manage IT system risks, with audit results reported directly to the Audit Committee and the Risk Management Committee.

Year in review

The company conducted two rehearsals of the information technology system recovery plan to test the emergency contingency plan and to review information technology system controls by external auditors regarding access to programs and data, storing and reviewing traces of the use of high-privilege accounts at the database level. Following verification, the results of the review and improvement suggestions were summarized with executives and relevant agencies to enhance the efficiency of the company's work processes. In 2023, the company did not experience any incidents of information technology security breaches or personal data breaches, aligning with the goals set by the company.

2.5 Tax operations

To reflect the values and practices that adhere to responsibility for all groups of stakeholders with fairness and transparency, the company has established tax policies in line with corporate governance principles. We believe that strict compliance with these tax policies will enable the achievement of sustainability goals.

Tax code of conduct



Tax Risk Management

Providing complete, accurate, and reliable information, the Company has established a Tax Control Framework based on risk management policies in line with internationally accepted principles. Adequate and effective control of tax risks by focusing on the accounting record control system related to all types of tax transactions.

In addition, the company oversees tax and other risks through the risk management structure and audit committees to conduct tax risk management and review at least twice a year.

2.6 Business Innovations

Business innovation development is one of the driving forces for business growth and competitiveness. The company is committed to creating innovations to improve the quality of life in society while simultaneously striving to grow the business with minimal environmental impact.

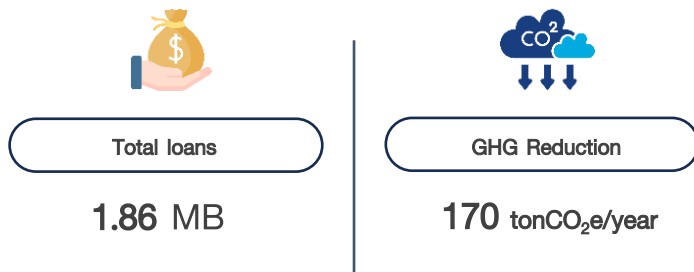
Guidelines

1. Establish an innovation development unit for products and services, listening to the opinions of stakeholders to review and develop innovations.
2. Promote corporate values and culture that encourage employees to be creative.
3. Promote innovation development that creates value for the business, economy, society, and the

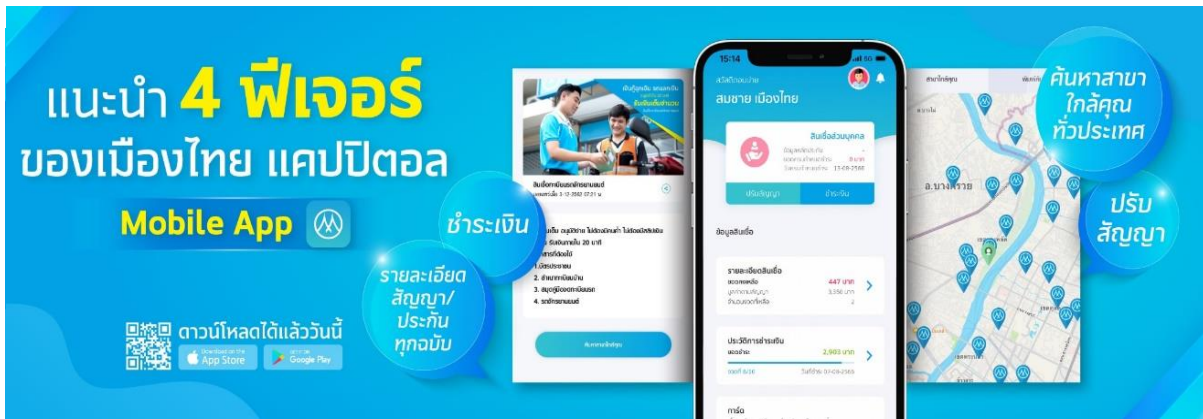
Creation of innovation for sustainability

1. New product "Solar cell loans"

In 2023, the company introduced the "Solar Cell Loan" as an extension of its flagship product, the Pay Later Loan, aimed at fostering and facilitating access to clean energy on a household level. This initiative aligns with our commitment to expanding our product portfolio to comprehensively cater to the diverse needs of our customers while also promoting sustainability and environmental responsibility. The solar cell loan not only offers a sustainable solution but also promises long-term cost savings. With a credit limit of up to 40,000 baht, customers have the flexibility to repay the loan over a period ranging from 6 to 60 months. Throughout 2023, the company disbursed loans totaling more than 1.86 million baht, resulting in a reduction of approximately 170 tons of carbon dioxide emissions



2. Developing the application of Muangthai 4.0



In 2023, there were 587,000 users of the Muangthai 4.0 application, which accounts for 17% of the total customer base. This represents an increase of over 52% compared to the previous year. The Muangthai 4.0 application has been designed to address all the problems and needs of customers in the digital age and provide customers with convenience in conducting various financial transactions, such as accessing financial information, checking details of the company's various products, adjusting contracts, and paying installments. As well as viewing information about nearby branches or contacting the company. In addition, payments are transactions made through the digital payment channel, which helps reduce the amount of paper used in issuing slips or receipts from branches. Thus, customers do not have to store and can check past payment history at any time. It also allows the company to increase efficiency in providing services. Through capturing, collecting, and analyzing data, it is more convenient and faster.

The company regularly reviews feedback from users through various channels and uses it to continually improve its operations. This effort aims to enhance convenience and speed in service delivery for the company's customers. Collaboration with commercial banks, foreign banks, and specialized financial institutions has been initiated to expand payment channels across banks through automatic teller machines and conduct financial transactions via electronic channels. Additionally, new marketing channels have been introduced by updating personal loan offers through the application, making it easier for customers to access.



SOCIAL

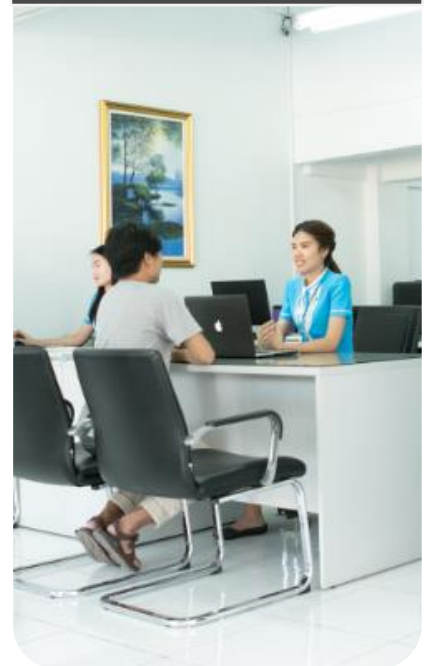
Because everyone has an important part to drive the company to grow forward sustainably. The company pays attention to all stakeholders by giving importance to customers, employees, business partners, human rights, and continually contributing to the society.



Emphasize Customer

Aiming to create a good customer experience with excellent service as well as respecting the rights of customers.

Prepare a customer satisfaction assessment form to enhance the operational process.





Personnel Creation

Creating quality employees

Enhance the recruitment process, develop human resources within the company, offer appropriate compensation and welfare, and cultivate a strong organizational culture.



Protect Human Rights

Respect for human Rights throughout the operational process

Establish policies for employees and executives to strictly adhere to human rights guiding principles in business.



Return Society

Continuously contributing to society

The company operates business with social responsibility, including stakeholders both inside and outside the chain of business by providing social projects on a regular basis.



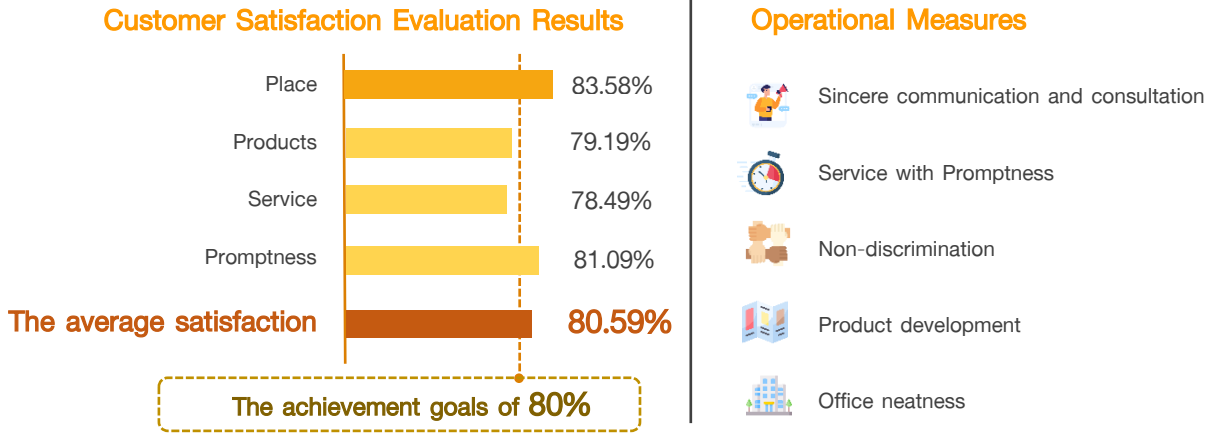
3.1 Customer-Centric Operation with Responsible Business Practices

The customers play a crucial role in driving our company's sustainability. Consequently, the company is committed to creating a positive experience for our customers. We provide excellent service with care and respect for customer rights to retain our existing customer base. Additionally, we aim to attract new customers through recommendations from our satisfied existing customer base. The factors influencing customer service usage are thoroughly considered and have been incorporated into our operational guidelines as follows:

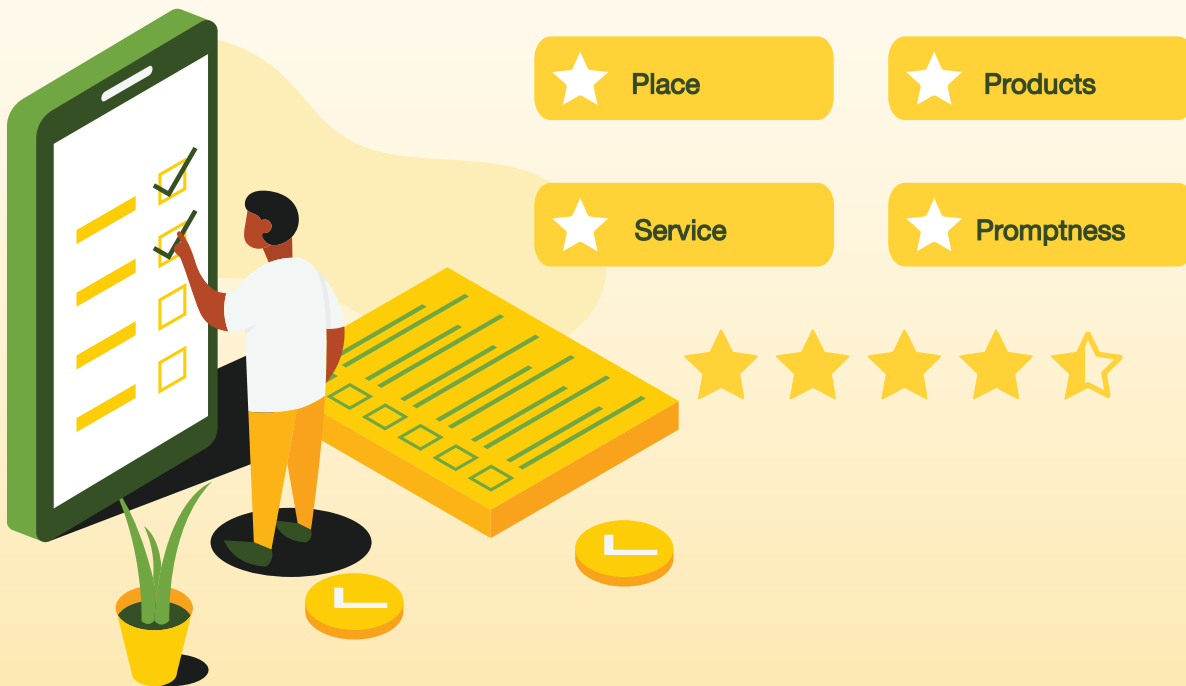


Customer Satisfaction Assessment

Assessing customer satisfaction is crucial for analyzing the company's products and services. It enables us to leverage customer feedback to address issues, enhance service operations processes, and continually develop products to meet customer needs. This process is conducted through various channels, including sending letters, SMS, and conducting assessments at the branches the customer utilizes, as well as utilizing the "Muangthai Capital 4.0" application and chatbot channel. Additionally, we monitor and summarize evaluation results on a monthly basis.

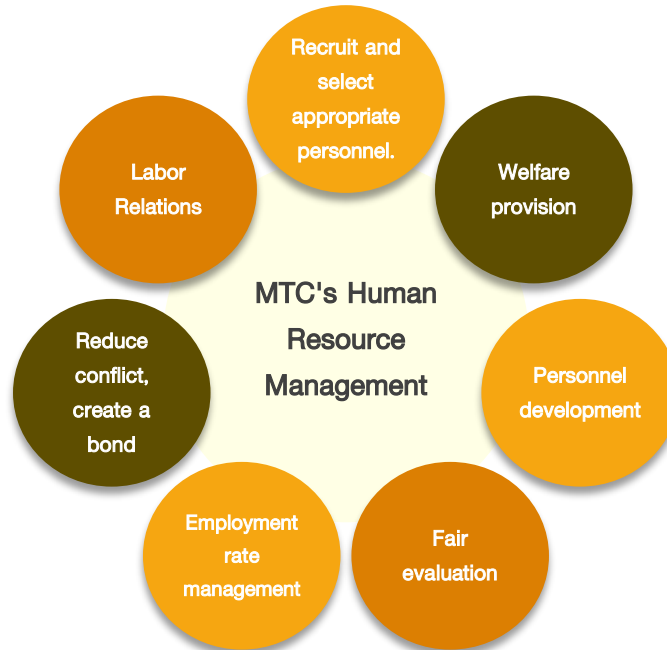


The customer satisfaction assessment in 2023 revealed the highest satisfaction in place, with 83.58%. The second-highest satisfaction was in promptness, at 81.09%. Overall, **the average satisfaction was 80.59%**, exceeding the target of 80%. The company will utilize the results of the survey that did not meet the target to further develop and improve in various areas in order to create greater confidence and satisfaction for customers. This includes designing training courses for employees on appropriate loan follow-up, developing company products to meet customer needs, providing appropriate and complete product information and presentation, and improving the company's service and organization.



3.2 Human Resource Management

Importance of Human Resource Management



Personnel are considered the key to driving the organization. The company focuses on managing human resources to have expertise in each field to be suitable for their position, as well as promoting employee growth along their desired career paths. The criteria for selecting applicants involve assessing their moral and ethical qualities, attitude, and ability to collaborate. We commit to promoting equality of opportunity, adhering to human rights principles that include gender equality and non-discrimination. Furthermore, we actively work on creating and expanding equal opportunities for employees. This includes fostering an organizational culture that values listening, respect, and equal participation. There is also support for women in leadership roles, with company directors playing a crucial role in organizational management.



1. Recruitment and Staffing

Employees are the main force in driving the business. Hence, the selection of personnel to join the organization is an important step that has a significant impact on the organization. Our recruitment process is as follows:



1.1 Recruitment Planning

The company surveys the required workforce within the organization, understanding the structure and operational strategies of each department. This includes evaluating qualifications, expertise, job responsibilities, and necessary experience. Additionally, the company tracks plans for new branch openings or future business expansions to assess and strategize recruitment efforts effectively. Moreover, we design selection processes tailored to meet the organization's needs and ensure efficient and sustainable business operations.

1.2 Criteria Establishment

The company establishes employee qualification criteria, specifying the necessary skills for each position in detail. This includes defining required knowledge levels, abilities, and suitable personal characteristics such as leadership, responsibility, and teamwork skills. Furthermore, we set standards for measuring and evaluating applicants' performance to assess their readiness and suitability for the job. These standards help streamline the selection process and maximize efficiency.

1.3 Recruitment Communication

The company systematically announces job openings through reliable channels such as our website, job boards, and online social media platforms. This increases opportunities for applicants to access job information, with clear details provided to ensure a thorough understanding of job requirements, responsibilities, salary levels, and comprehensive benefits. This approach enhances professionalism and instills confidence in applicants, while also communicating information about the company's business, values, and organizational culture to attract candidates who are genuinely interested in joining.

1.4 Creative Selection Process

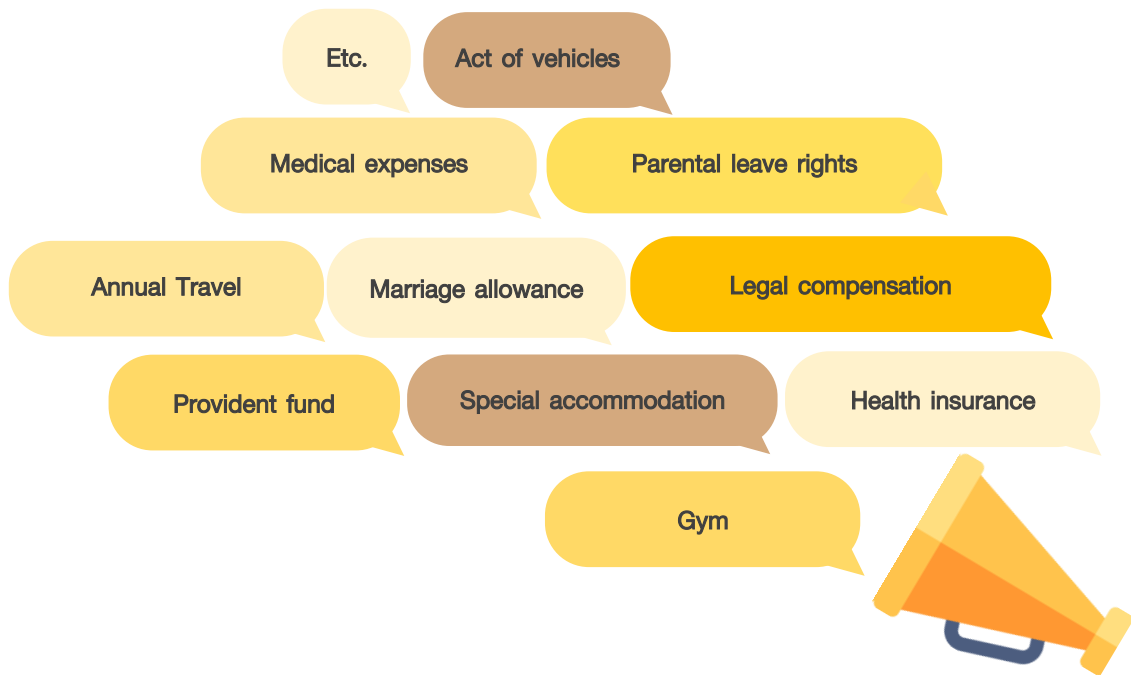
The company focuses on fair application screening to select personnel with qualifications and potential suitable for each position. It implements systematic and efficient selection processes, thoroughly considering applicants' readiness and suitability. Expert interviews in specific fields assess specialized skills, creativity, and teamwork. Moreover, comprehensive evaluations consider applicants' attitudes and ethics, which are crucial for working within the organization. Knowledge, abilities, expertise, and desired qualifications are carefully assessed, as they significantly impact job performance and the organization's long-term success.

1.5 Being a Part of the Organization

Employees must align with the organization's vision, understanding our goals, strategies, and culture. They should also participate in the organization's development to help and improve our operations. Furthermore, self-development and knowledge advancement are crucial. In an era of rapid change, accumulating new knowledge and skills and being proactive in self-development will help the organization become stronger and grow continuously.

2. Employee Welfare and Benefits

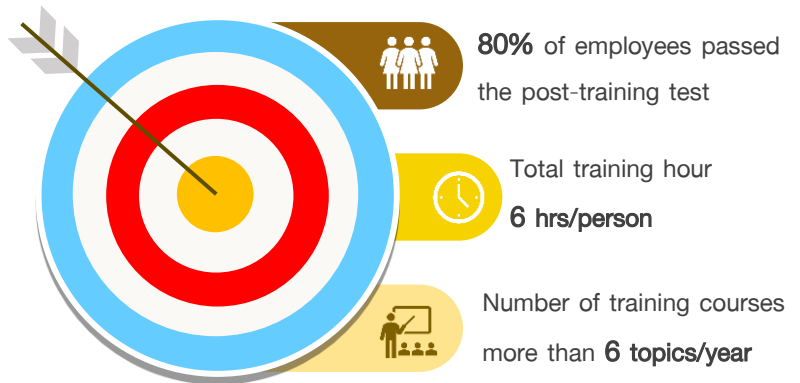
To motivate employees to work effectively, the company provides various benefits and privileges, such as free accommodation, medical insurance, and 98 days of parental leave per year. This is to reward their hard work, reduce the burden of living costs, and allow them to work without worry. The company also promotes health care by providing a standard fitness center for employees, a medical room with medical equipment and medicines, and annual health checkups. To maintain good relationships between employees, the company organizes internal bonding activities, social events, and regular leisure travel to reduce stress that may occur from working for long hours. The company also encourages employees to save money through a provident fund and provides legal compensation to employees who have worked for at least 20 years and 1 day. This is to ensure that employees have a reserve of money to spend in the future or to cover the cost of emergency loans.



In addition, employees in the organization can participate in proposing benefits and privileges that they want through the Welfare Committee and various channels of the company, such as the Z-Thai website, departmental meetings, or recommendations through the employee satisfaction assessment channel. In 2023, the Welfare Committee held a total of 1 meeting to allow all employees to express their opinions and suggestions. The important agenda items of the meeting included considering the daily compensation of employees in accordance with the law and considering proposing a fire escape training course for employees.

3. Training and Development

The company is committed to the development of its employees to prepare them for change, increase work efficiency, and advance their careers. Providing employee training is essential for organizations to do so. In 2023, the company provided an average of 11 hours of training per employee and 8 courses per year. In addition, more than 80% of employees passed the post-training test in almost all courses, which exceeded the company's target. The company's training topics are as follows:



Topics	Hours/ Person	Number of trainees	Number of qualified	Benefits
Excellent services	3	13,933 ♀ 12,524 ♂ 1,399	12,811 (92%)	Understanding and service skills. A good attitude towards the service.
Orientation for new employees	6.5	3,220 ♀ 2,968 ♂ 252	3,220 (100%)	Understanding the culture and goals of the organization. Turnover rate decreased by 18.8%
Work potential development	6	5,014 ♀ 4,622 ♂ 392	3,538 (70%)	Leadership skills and teamwork.
Sustainable business development	2	13,933 ♀ 12,534 ♂ 1,399	12,811 (92%)	Understanding the operations and business within the organization in a sustainable way.
Occupational safety and health	2	219 ♀ 140 ♂ 79	219 (100%)	Understanding of safety, raise awareness among employees.
Risk management	3	18 ♀ 12 ♂ 6	18 (100%)	Aware of risks, able to identify a level and effect of risks.
Business ethics	0.6	14,043 ♀ 12,633 ♂ 1,410	13,948 (99%)	Gain knowledge and understanding of business ethics. Corruption cases are zero.
Human rights	0.3	14,043 ♀ 12,633 ♂ 1,410	13,889 (99%)	Recognizing the importance, no discrimination. Human rights violations are zero.

4. Employment Rate Management

Target

New hired rate **16%**

Turnover rate **20%**

In 2023

New hired rate **26.4**

Turnover rate **12.1**

The company set a target of hiring 16% of new employees compared to the number of employees within the organization at the end of 2022 to support the expansion of branches and to provide opportunities for talented people from all over the country to be part of the organization's growth. The company also set a target of 20% employee turnover. In 2023, the company hired 3,437 new employees, representing 26.4% of the total number of employees. The company also had 1,569 employees leave the company, representing 12.1% of the total number of employees. Among those who resigned, 1,402 did so voluntarily, accounting for 89.4%.

5. Fair Performance Appraisal

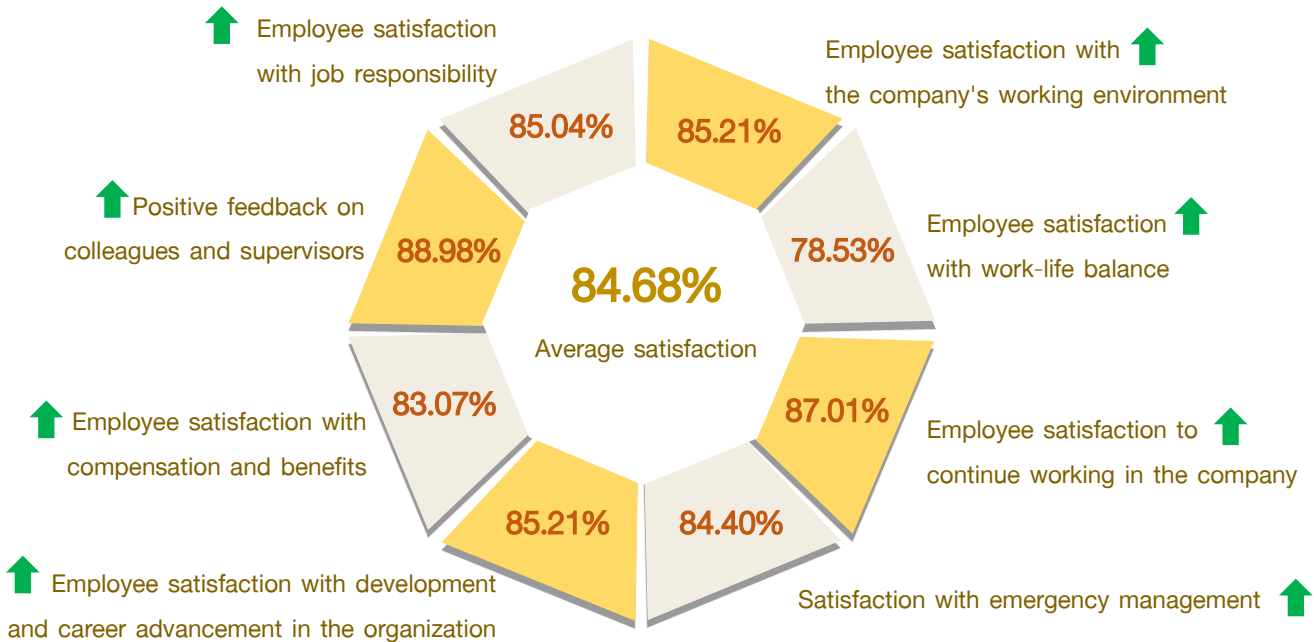
To ensure that the performance appraisal is effective and comprehensive, the company has defined two sets of key performance indicators (KPIs): the MTC Model for executive appraisal and the 360-degree appraisal for internal employees. The KPIs are designed to assess employees' skills, knowledge, ethics, and attitudes. All employees have passed the appraisal in the following categories:



In terms of key performance indicators (KPIs), the company assesses them regularly at least once a year. The results of the assessment will be used as a criterion for considering salary adjustments for employees in the company.

6. MTC Employee Satisfaction

The company conducts an annual employee satisfaction survey. In 2023, the company surveyed 14,228 employees, and 8,997 employees responded, representing 63.23% of all employees. In 2023, **the average employee satisfaction level was 84.68%**, with satisfaction increasing in all aspects. The highest satisfaction was found in positive feedback towards colleagues and supervisors, with a satisfaction level of 88.98%. Following this was satisfaction in continuing to work with the company, with a level of 87.01%. The company set a satisfaction target of no less than 80%, which exceeded the set goal. However, in terms of work-life quality, the evaluation results were slightly below the standard. We will communicate these survey results to employees, acknowledge them, and develop operational processes to further improve employee satisfaction. This includes implementing projects to promote work-life quality for employees, conducting Growth Mindset training to enhance employees' understanding of their work, and organizing activities to relieve work-related stress, such as sports competitions and social gatherings, as opportunities arise.



Employee Engagement

Employee engagement is more important than employee satisfaction. A positive feeling towards the organization, love, trust, and acceptance of the organization's goals and values are key factors that bind employees to be willing to work effectively to achieve the organization's goals and to want to maintain their membership in the organization forever. In 2023, the level of employee engagement was 87.01%, which is higher than the previous year, and the employee turnover rate decreased from 16.98% in 2022 to 12.06%. This is due to the company's promotion of employee engagement activities, including organizing intra-district sports competitions, annual trips, employee training, collaborative work training, and various social gatherings on a regular basis.

01

- Consider the appropriate wage rate.
- Choose individuals with positive attitudes who fit into the corporate culture.
- Select individuals who do what they love and love what they do.

02

- Always develop the potential of employees.
- Conduct evaluations based on competence in a fair manner.
- Appreciate and provide opportunities.

03

- Conduct a fair exit interview.
- Consider penalties fairly.
- Make a positive impression on each other.

7. Employee Retention Measures (Labor Relations)

Since organizations have a diverse workforce, it is not surprising if conflicts arise between them, both in personal and work matters. To prevent or control such incidents and minimize their frequency, we prioritize building interpersonal relationships among employees. This is a crucial tool that fosters peaceful coexistence, generates motivation, and establishes teamwork as the foundation for efficient work. Our main measures are: to work in teams to create communication, cooperation, mutual assistance, intimacy, and unity within the team.



3.3 Human Rights Operations

Human rights are fundamental rights that belong to all people, including stakeholders throughout the value chain of the company. Hence, the company operates with a strong commitment to human rights and promotes them as part of the corporate culture. The company has a governance system in place to prevent human rights abuses at all stages of its operations. The company's policy is aligned with and complies with international guidelines, including the Universal Declaration of Human Rights (UDHR), the UN Guiding Principles on Business and Human Rights (UNGPs), the ILO Declaration on Fundamental Principles and Rights at Work, and the labor laws of the Kingdom of Thailand. Specifically, the company's human rights policy covers the following areas:

Human rights policy

- Treat all parties equally, without discrimination on the basis of gender, race, or religion.
- Do not violate the rights and freedoms of stakeholders.
- Be careful in conducting business to prevent the risk of human rights abuses.
- Do not use or support partners who use all types of illegal labor.
- Communicate and disseminate the policy to all stakeholders.
- Monitor the respect for human rights in all stages of operations.
- Build a corporate culture that is committed to respecting human rights.
- Establish a process to identify and assess human rights risks and their potential impacts.
- Implement disciplinary measures, up to and including termination of employment, for human rights violations.
- Provide appropriate remedies for those affected by human rights violations.
- Prohibit sexual harassment, both physical, verbal, and psychological.

The company diligently adheres to the framework of human rights operations based on the principles of the UN Guiding Principles on Business and Human Rights (UNGPs) to demonstrate its commitment to social and stakeholder responsibility regarding human rights as a business entity. Human Rights Due Diligence (HRDD) has been conducted, covering a comprehensive assessment of every issue throughout the supply chain. The company asserts its stance by declaring a clear organizational human rights policy to both internal personnel and the public, along with continuous education provided to employees. Procedures are in place for prevention, mitigation, and remediation in case of human rights violations, including complaint mechanisms. Measures for respecting and protecting human rights are integrated at every stage of business operations, with continuous monitoring and reporting of outcomes. Additionally, the company consistently discloses its human rights performance according to internationally recognized reporting standards annually.

In the process of conducting comprehensive HRDD, the objectives are to identify and assess human rights risks that may occur within the organization, including prioritizing and managing risks comprehensively. Additionally, procedures for remediation in case of human rights violations within the organization are established. Summarized in a table as follows:

Risk Identification	Impact	Level of impact	Level of likelihood	Risk management	Indicator
Employment conditions	<ul style="list-style-type: none"> Forcing employees to work overtime 	3	3	Providing a channel for receiving complaints.	
Personal data violation	<ul style="list-style-type: none"> Leaking personal data of partners and employees Using customer data without permission 	4	3	Establish appropriate measures to protect the security and privacy of personal data in accordance with the protection of the privacy of personal data	
Illegal labor use in the supply chain	<ul style="list-style-type: none"> Employing child labor and illegal migrant labor 	3	3	Publish the code of conduct and establish a process for assessing the risks of human rights violations by partners.	There were 0 incidents of human rights violations.
Discrimination against employees	<ul style="list-style-type: none"> Unfair and unjust treatment within the organization 	4	4	Establish disciplinary measures for offenders and provide training to raise awareness among employees, as well as create a positive culture of equality for employees to respect each other.	

The company consistently audits and fosters employee awareness regarding human rights in alignment with operational plans and policies to mitigate potential risks. Additionally, it regularly communicates the outcomes of its human rights efforts through annual sustainability reports and periodic updates.

Mitigation and Remediation Measure

In 2023, the company did not encounter any human rights violations or complaints. However, we have recognized the importance of implementing preventive and remedial measures, including avenues for receiving and addressing complaints and grievances from affected parties in an appropriate manner. These measures include both financial compensation, such as restitution payments, and non-financial remedies, such as providing opportunities for feedback and offering counseling to victims through various channels. In the event of human rights violations, the company will conduct fair investigations and impose penalties in accordance with our regulations and policies going forward.

3.4 Occupational Health & Safety

To ensure employee safety, well-being, and effectiveness at work, as well as to foster a safety culture, the company has implemented a policy on occupational safety, health, and working conditions. Comprehensive training and education are provided to all employees to enhance awareness and promote adherence to the policy.



Occupational health & Safety Policy

1. Build a safe work culture for employees within the company by developing a management system for safety, occupational health, and working environment that is consistent with the law and complies with international standards.
2. Establish regulations to supervise the performance of employees to comply with the regulations set up within the company and ensure safety by requiring all employees to wear helmets during their work.
3. Encourage employees and partners to participate in operations related to safety, occupational health, and working environment.
4. Provide risk assessment and prevention of potential dangers in terms of safety, occupational health, and environment by carefully setting up a plan to prevent and mitigate risks effectively.
5. The company promotes skills and educates employees on the importance of safety, occupational health, and working environment by organizing safety training and conducting fire evacuation drills for employees on a regular basis.
6. Determine a plan to monitor and evaluate the implementation of the policy on safety, occupational health, and working environment set by the company in order to assess the level of employee skills.
7. The company has provided resources for developing and conducting work on safety, occupational health, and working environment.
8. The company considers safety, occupational health, and the working environment to be the responsibility of all employees from all departments within the company.

Occupational Health & Safety Operations

- Promote employee training and conduct fire drills at least once a year to enhance awareness and mitigate the risk of future losses.
- Establish the goal of zero accidents and work-related fatalities, collecting data on employee injuries, and implementing corrective measures based on the analysis.
- Implement a reporting channel for emergency incidents or unsafe working conditions through the company's official Line account, managed by the Building and Sustainability Department.
- Organize activities that support employee well-being, including an annual sports day featuring men's futsal, women's chairball, basketball, badminton, and traditional sports. These activities foster team participation and contribute to overall employee fitness. Additionally, the company provides fitness center facilities at the head office and nearby branches to support employee health. Moreover, branch-specific sports activities are also organized for employees across all branches nationwide.



Occupational Health & Safety Training Program

In 2023, the company conducted knowledge and understanding tests on occupational health and safety for employees. Over 100% of employees participated in the training courses, averaging 2 hours per person, meeting the organization's goals. This initiative aimed to enhance workplace safety and maintain personnel well-being. The training curriculum included topics such as safety, occupational health, and environmental conditions within the office, work-related risk factors, safety in driving both cars and motorcycles, advocating for helmet use during work-related vehicle use, fire evacuation drills, and real-time emergency simulations within the main office building. These efforts were aimed at fostering and improving employee skills in maintaining safety.

Target

90% of employees have participated in the training at least **2** hrs/person/year and **0** accident

Performance



100%

of employees have participated in the training

100%

have passed the post-training test



58

The number of accidents in the working hour



and 30 is the number of lost time injury

Promoting Accident Prevention in Employee Driving

The company prioritizes the safety of our employees and road users. Therefore, training on road safety for both car and motorcycle usage is essential. This training helps raise awareness and enhances driving skills. Encouraging the use of helmets and seat belts while working outside is emphasized. Additionally, fostering a culture of respectful and consistent adherence to traffic rules is crucial to minimize risks and the severity of accidents or losses. The company promotes safe driving practices among employees through the "Muangthai Capital Rally" initiative, which emphasizes the importance of wearing helmets and fastening seat belts. This initiative is aimed at reminding employees of traffic regulations, driving cautiously, and avoiding recklessness to prevent harm to themselves and others, including potential injury to life and property.

Employee wellness and well-being measures

Despite the easing of the COVID-19 situation, new outbreaks loom on the horizon, including monkeypox, influenza, and climate-related diseases. Therefore, it consistently implements stringent health and well-being measures to minimize the risk of spreading and contracting various infectious diseases. These measures include wearing masks at all times during work, frequent handwashing, providing hand sanitizer stations at touchpoints, and regular cleaning to eliminate pathogens. Additionally, the company provides health education and guidelines to employees, such as ergonomic knowledge, to enhance work efficiency and reduce health risks. These efforts contribute to lower absenteeism rates due to illness and decreased healthcare expenses for employees. In addition, the company monitors the working environment every day to ensure that it is suitable for employees. This includes daily temperature checks on each floor, carbon dioxide monitors in all meeting rooms, and support for a fitness center for employees. According to the 2023 employee satisfaction survey, 85.2% of employees were satisfied with the company's working environment, exceeding the organization's target. This is a very good rating, indicating that employees are very satisfied with the company's measures.

Remedial measures for personnel affected by work-related incidents

The company's business model requires branch employees to regularly travel to meet customers, increasing the risk of accidents during work. To prioritize employee safety and offer psychological relief, the company has implemented measures in case of an accident. These include providing accident insurance for employees working outside the office, along with compensation for damages and coverage of all medical expenses. Specifically, the relief measures for personnel affected by work encompass accident insurance, compensation for damages, and coverage of medical expenses. These measures are designed to offer both financial and emotional support to employees in the event of an accident, ensuring a swift recovery and their timely return to work.



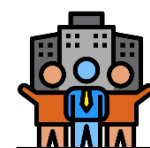
Provide accident insurance for personnel.



Compensate for the income of the victim of accidents.



Covers medical treatment expenses



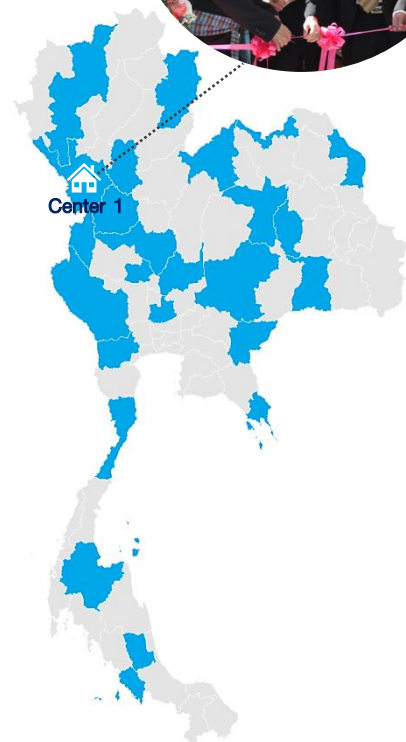
Receive psychological treatment

3.5 Corporate Social Responsibility

New Home for Chance

The company recognizes the importance of and wants to be a part of early childhood education development, especially for children aged 0-6 years old. This is the best time for learning, including brain development, communication, and children's emotions and well-being. It is a foundation for a good life that will set the direction for children to grow up to be quality people. The company has therefore initiated a project to build early childhood development centers, which are like a second school for children, providing care and education under the name "New Home for Chance". The company provides buildings that are learning centers and playgrounds that promote children's development skills to help relieve the burden on parents and guardians and to promote children's health in a clean and safe environment. The project started construction on the first building in 2012 and has been running continuously every year. Over the past 10 years, the company has delivered a total of 24 early childhood development centers. In 2023, the company has supported two more centers: Wat Wongpadtana Development Center in Trat Province and Wat Samaidang Development Center in Chai Nat Province, totaling 26 centers. There are also plans to continue the project in 2024 with an additional 4 centers. The company hopes that this project will be a starting point for promoting children's development effectively. The company is committed to co-creating a sustainable future for children who are disadvantaged in education by supporting education and promoting children and youth to grow up to be quality adults who will drive society forward.

- | | | | |
|---------------------|-------------------|------------------|---------------------|
| Center 1 | Tak | Center 14 | Maha Sarakham |
| Center 2 | Loei | Center 15 | Surin |
| Center 3 | Nan | Center 16 | Surat Thani |
| Center 4 – 5 | Ratchaburi | Center 17 | Nakhon Sawan |
| Center 6 – 7 | Nakhon Ratchasima | Center 18 | Nakhon Phanom |
| Center 8 | Lopburi | Center 19 | Kanchanaburi |
| Center 9 | Kamphaeng Phet | Center 20 | Prachuap Khiri Khan |
| Center 10 | Chiang Mai | Center 21 | Khon Kaen |
| Center 11 | Phatthalung | Center 22 | Satun |
| Center 12 | Sa Kaeo | Center 23 | Sukhothai |
| Center 13 | Ayutthaya | Center 24 | Nong Khai |



Blood For Chance



Muangthai Capital Public Company Limited is actively involved in raising awareness of the shortage of blood reserves in blood banks and cultivating a strong sense of corporate culture among employees through the "Muangthai Together, Blood Donation" project, held annually since 2023. Employees from all branches nationwide are invited to donate blood under the concept "Blood for Chance."

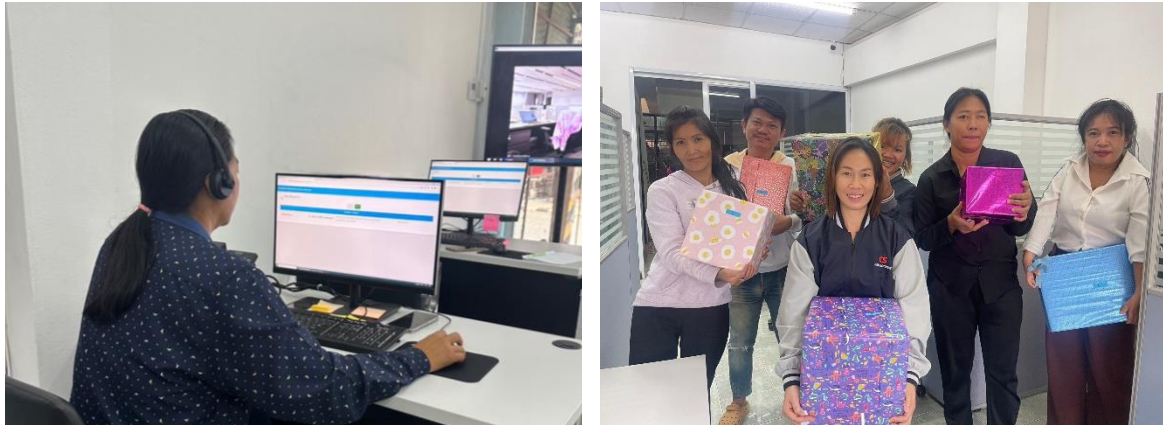
In 2023, a total of 7,226 employees participated in the blood donation project, an increase of 2,233 from the previous year. This resulted in the company collecting more than 21,600 units of blood for patients in need. The company believes that blood donation not only provides blood but also offers patients a chance at life. Therefore, they are committed to conducting this project annually to contribute to the sustainable development of Thai society and to improve the country's healthcare system.

MTC - Money Matters, Sustainable Happiness

Muangthai Capital Public Company Limited has collaborated with members of the Vehicle Title Loan Association (VTLA) to organize activities aimed at enhancing financial literacy for the public. They have initiated a project called "Money Matters, Sustainable Happiness" under the curriculum "Debt Relief, Happy Life." This initiative promotes and disseminates financial knowledge and debt management to the community in Ban Nong Samrong, Sakaerat Subdistrict, Khok Samrong District, Lopburi Province. We aim to promote understanding, financial resilience, and provide effective financial tools. This will bolster stability, improve quality of life, and foster sustainable societal development.



MTC - Promoting Employment Opportunities for Disabled People



Muangthai Capital Public Company Limited recognizes the importance of equality in society, especially in terms of employment opportunities, acknowledging that individuals with disabilities possess potential and can work efficiently. Moreover, there is a need to provide equal opportunities for employment and recruit personnel equally. Therefore, we have initiated the "Promoting Employment Opportunities for Disabled People" project. In 2023, the company employed 6 disabled people in positions such as Call Centers and housekeeper at the provincial office in Sukhothai. There are plans to continuously expand employment opportunities for people with disabilities in various other positions to contribute to the organization's growth.

The company firmly believes that promoting employment opportunities for disabled people is essential for building a sustainable Thai society. It helps improve the quality of life for people with disabilities and contributes to driving the country's economy forward.

ENVIRONMENT

To support business expansion with annual growth of more than 20%, the organization has set common goals to use resources efficiently and to the fullest extent. The organization has also set environmental management policies to provide a unified direction for the organization.



Realized Climate Change

Recognizing the possible consequences of climate change risks

Task Force on Climate-related Financial Disclosures (TCFD)





Goals

Net Zero

Environmental Management Goals

Establish strategies to achieve the net zero emissions goal by 2050.



Policy Strategies

Policy, Strategy and Operational framework for effective resource management

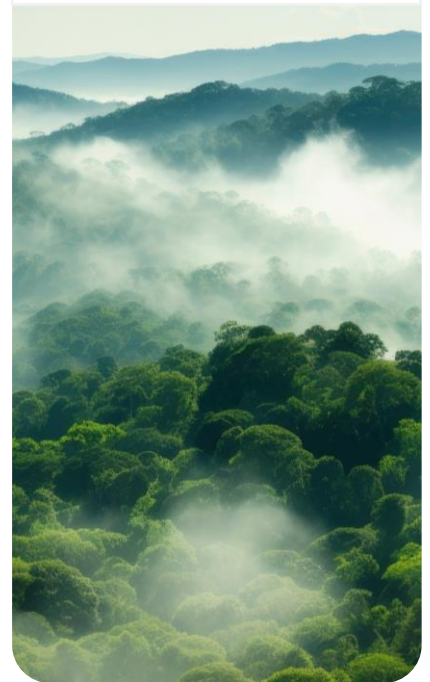
Establish measures to control the quantity of resource utilization in operations.



Results Resources

Resource Management Performance

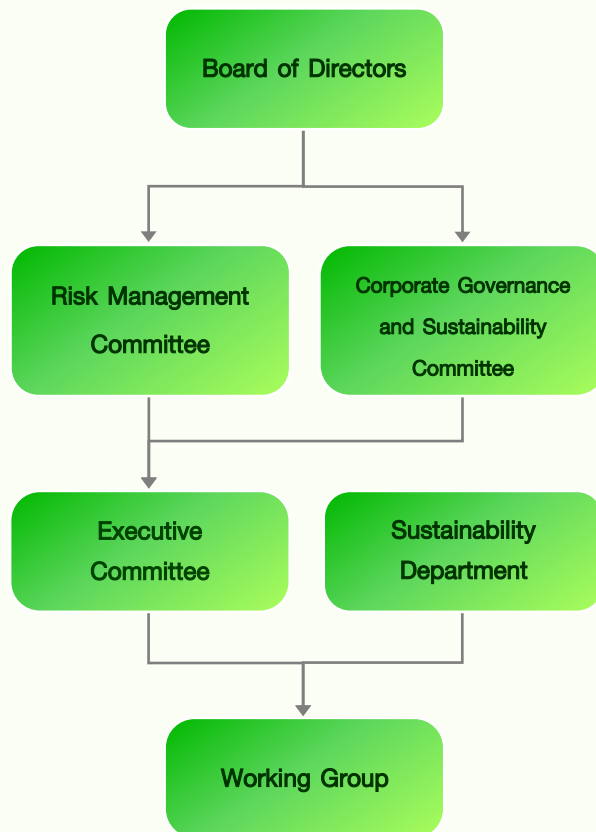
The release of GHG emissions from the utilization of resources in the operations.



4.1 Recognizing the possible consequences of climate change risks

Climate change is primarily caused by the excessive emission of greenhouse gases. Climate change poses severe risks to the impacting all sectors. To drive business growth while addressing this challenge, our company utilizes the Science-Based Targets Initiative (SBTi) to analyze financial impacts. We have developed strategies to effectively manage climate-related risks, aiming to maximize effectiveness. This includes setting short, medium, and long-term goals to reduce carbon emissions, aligned with scenario analysis to control global temperature rise within 1.5 degrees. Moreover, we enhance financial disclosure practices related to climate change following TCFD standards and establish a task force to review and develop our business plans, both direct and indirect, considering the potential systemic impacts of climate change in line with our company's guidelines and policies.

Governance Structure



Board of Directors

Oversee, monitor, and follow up on the implementation of climate-related risk to ensure compliance with the company's policies

Corporate Governance and Sustainability Committee

Monitor climate-related issues that impact the company, such as internal energy consumption and greenhouse gas reduction targets. Report directly to the company's board of directors

Risk Management Committee

Establish risk management guidelines, policies, frameworks. Provide risk recommendations to each department

Executive Committee

Develop a sustainable development policy and create an appropriate plan for the working group to comply with the policies and practices set by the board of directors

Sustainability Department

Be responsible for preparing and presenting reports to management to update on the progress of operational activities at least twice a year

Working Group

Collect and analyze data that is relevant and consistent with the company's sustainability policy

Risks and Opportunity Management

The company integrates the identification and assessment of climate-related risks into its overall risk management process, considering both physical and transition risks. Establish appropriate procedures for comprehensive risk assessment within the organization, including identification, assessment and alleviation of potential impacts on customers, employees and the business. This is conducted regularly at least twice a year, to stay abreast of evolving trends and potential impacts. The company categorizes climate-related risks such as strategic, legal, financial, and technology risks by timeframe(short, medium and long term). Monitors the result of these risks using Key Performance Indicators (KPIs) linked to the identified risks, enabling ongoing evaluation and assessment of risk management plans.

Processes of Climate-related Risk Consideration



- 1. Risk Identification** Every department actively participates in identifying risks related to climate conditions, including physical risks and transition risks. The sustainability department oversees the process, collecting risk information and monitoring outcomes.
- 2. Risk Assessment** Considering the prioritization based on the severity of impacts and the likelihood of occurrences, divided into four levels : low, moderate, high and critical.
- 3. Risk Mitigation** Implementing flexible risk mitigation measures and contingency plans tailored to appropriateness and specific circumstances.

In 2023, the company participated in the Climate Change Management Role Model with SET and ERM to drive business resilience and adaptability to various scenarios arising from climate change. It ensured appropriate risk management practices were in place, developing risk management plans aligned with global temperature rise concerns. The analysis summarized the risks and opportunities as follows:

	Risks	Impacts	Risk assessment		Time frame	Risk Mitigation	KRI
			Impacts	Likelihood			
Physical Risks	Acute Natural Disasters	<ul style="list-style-type: none"> Damage to personnel and organizational property 	5	1	Short-long term	<ul style="list-style-type: none"> Allocate budget reserves for damage mitigation Develop mobile application systems for customer service 	Value of damages not exceeding 1 million Baht
	Chronic Natural Disasters	<ul style="list-style-type: none"> Suspension of customer service through branches Impact on customer revenue 	3	2	Long term	<ul style="list-style-type: none"> Establish location selection criteria for branches to ensure safety and minimize the impact of disasters 	Value of damages not exceeding 1 million Baht
Transition Risks	Legal and Policy-related Risk	<ul style="list-style-type: none"> Increase operational costs Customers may not be able to adapt quickly to new regulations 	2	3	Short-long term	<ul style="list-style-type: none"> Raise awareness about the importance of resource utilization among employees within the organization through journals and the company's website 	Increased expenses due to environmental regulatory compliance not exceeding 1 million baht
	Technology-related Risk	<ul style="list-style-type: none"> Expenditure on implementing clean energy or renewable energy within the organization 	1	3	Medium-long term	<ul style="list-style-type: none"> Prepare for the transition to using electric vehicles instead of fossil fuel-powered vehicles 	Expenditure on alternative energy use not exceeding 1 million baht
	The reduced ability to repay debts due to climate change	<ul style="list-style-type: none"> Increase in Non-Performing Loans (NPLs) 	5	2	Short-long term	<ul style="list-style-type: none"> Adjusting the criteria for evaluating loan applications to be appropriate for the customer's situation 	NPL not exceeding 5%
	The risk of not achieving the Net Zero Company target	<ul style="list-style-type: none"> Affects the confidence of stakeholders 	3	3	Long term	<ul style="list-style-type: none"> Monitoring the trends in reducing the organization's greenhouse gas emissions Establishing withdrawal ceiling for certain resources Advocating for the efficient and meaningful use of resources within the organization 	Greenhouse gas emissions have decreased by 10%.
Opportunity	Opportunities	Definitions of Opportunities	Benefits	Time frame	Respond to Opportunities (Present – 5 Years Ahead)		
	Products / Services	Issuing credit for low-carbon products and services to help mitigate the impact of climate change	<ul style="list-style-type: none"> Expand customer databases and increase revenue from low-carbon products and services Enhance competitiveness in the market 	Short-long term	<ul style="list-style-type: none"> Develop new credit products and services that align with the transition towards a low-carbon society such as the credit approval process 		
Energy Source	The increase in renewable energy sources which have minimal environmental impact such as solar energy, wind energy, hydroelectricity	<ul style="list-style-type: none"> Reduce operational costs through strategies and planning to enhance energy efficiency within the organization Foster a positive image for the organization 	Medium-long term	<ul style="list-style-type: none"> Develop new credit products that align with the transition to a low-carbon society such as clean energy loans for solar panels 			

Climate-related Scenario Analysis

Operating a business in a climate of uncertainty regarding the weather is a critical aspect that should not be overlooked. It can directly impact the operations of the company due to its connection to global situations and pressures from various changes. Therefore, conducting climate-related scenario analysis becomes important. This allows businesses to plan and adapt efficiently at the appropriate time, both qualitatively and quantitatively.

	Category	Risks	Scenario	Assumption	Financial Impact (Million Baht)		
					2030	2040	2050
Physical Risks	Acute	Flood	Achieving Net Zero Carbon Emissions by 2050 (SSP1-2.6)	% Change in rain average largest 5-day cumulative precipitation = % NPL impact due to disaster	3,587	3,628	3,669
			Doubling Carbon Dioxide Emissions by 2050 (SSP5-8.5)	% Change in rain average largest 5-day cumulative precipitation = % NPL impact due to disaster	3,658	3,726	3,793
Transition Risks	Legal and Policy	Carbon Tax	Stated Policies Scenario (STEPS)	Thai's implementation of taxing carbon emission will be done in the next 17 year (by 2040) for all sectors in line with Singapore's carbon tax structure	-	198.7	445.1
			Net-Zero Emission Scenario (NZE)	Thai's implementation of taxing carbon emission will be done in the next 7 year (by 2030) for all sectors in line with Singapore's carbon tax structure	78.9	238.5	498.5

4.2. Environmental Management Goals

The company is committed to driving its business operations with environmental responsibility in addressing climate change issues. It has set targets to become a Carbon Neutrality by 2030 and to achieve Net Zero Emission by 2050. These goals align with regulations mandating each sector's participation in initiatives outlined in agreements from the 28th United Nations Climate Change Conference (COP28). To ensure continuous development, the company has established targets and action plans as follows:

	% GHG reduction & removal*	Target Year	Metrics	Reduction	Removal	Mitigation plan
Scope 1+2	42%	2030	Intensity tonCO ₂ e/MB	42%	0%	<ul style="list-style-type: none"> • Installation of Solar PV, generating 100,000 MWh of electricity
	100%	2050	Intensity tonCO ₂ e/MB	100%	10%	<ul style="list-style-type: none"> • Conversion of air conditioning units in branches to inverters, covering 20% of the total branches
Scope 3	25%	2030	Intensity tonCO ₂ e/MB	25%	0%	<ul style="list-style-type: none"> • Switch to Electric Vehicles
	100%	2050	Intensity tonCO ₂ e/MB	100%	10%	

* The company has set 2022 as the base year.



4.3 Environmental and resource management policy

Managing resources in business operations to maximize efficiency and reduce environmental impacts at the organizational, regional, and global levels. Improves operations to reduce greenhouse gas emissions, striving to be a Net Zero organization and advocating for the importance of environmental preservation among employees, customers, partners and stakeholders.



The company establishes strategies and frameworks according to policies as follows:

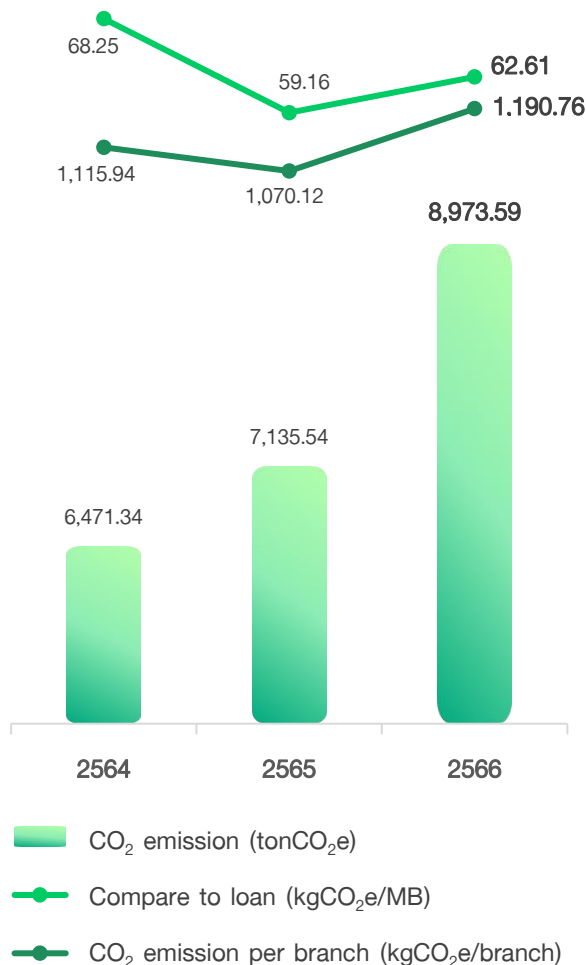
1. Promote and raise awareness among managers and employees about climate change and its negative impact on the organization, while emphasizing the importance of efficient utilization of resources.
2. Collect data on resource usage (electricity, water, paper and fuel) for each branch. Create data on resource usage comparison, including reports in the meeting. Also, create an environmental manual to instill and promote environmental conservation awareness among employees to maximize resource usage.
3. Consider the impact on biological diversity and protecting ecosystems from selection processes in the establishment of branches that may pose risks to habitats or affect endangered species.
4. Promote the adoption of standardized and contemporary products and innovations in organizational operations, such as utilizing renewable energy from solar technology, implementing paperless initiatives with E-Receipt technology, and advocating for certified Green Products.
5. Comply with environmental regulations and strive to exceed legal requirements.
6. Promote environmental sustainability in the supply chain by selecting partners, contractors and business partners based on their environmental management capabilities, environmental responsibility and compliance with the company's environmental policy.
7. Monitor climate change by studying practices to reduce carbon footprint in the organization in line with international standards.

4.4 Resource Utilization

A performance indicator has been set to measure the intensity of greenhouse gas emissions. This indicator is calculated as the direct variation of the amount of carbon dioxide equivalent emissions per loan balance (tons of carbon dioxide equivalent per million baht). The target is to reduce the intensity by more than 10% compared to the previous year. For the following year, this intensity indicator will be one of the organization's key performance indicators (KPIs) for both the short and long term.

Fuel consumption management

Currently, operations within the company still unavoidably rely on oil energy, coupled with a customer base that expands annually. The increasing number of credits leads to a continuous rise in oil consumption. Nevertheless, we continue to consider the impact of greenhouse gases, the root cause of global warming and climate change. Therefore, measures have been implemented to manage oil consumption as follows:



Target	Results
Intensity decreased by 10%	3,678,814.66 Liters Compare to loan 25.67 Liters/MB
The intensity has decreased from the base year to 2030 42%	GHG emission 8,973.59 tonCO₂e Increased 25.76% (from 2022)
	Energy intensity consumption 0.86 GJ/MB



Promoting the policy of using electric vehicles (EVs) in the operations process.

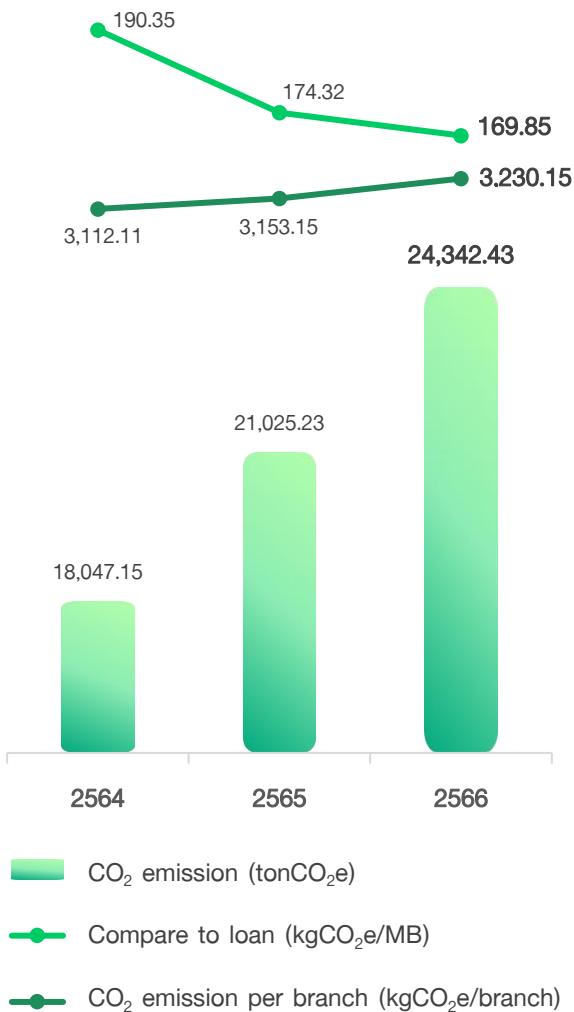


Branch employees will be set a ceiling for reimbursing fuel costs based on the appropriateness of their work.

In 2023, intensity increased from 2022 by 5.84% which is lower than the set target.

Electricity consumption management

Electricity is a key factor for business operations. Organizations need electricity for almost every step of their operations. The increase in branches leads to an increase in electricity consumption and operating costs, which also results in more pollution. The company is committed to promoting the use of electricity produced from renewable energy (RE) in its operations. The company has also set measures to manage electricity consumption in the most cost-effective and appropriate way, as follows:



Target

Intensity decreased by **10%**

The intensity has decreased from the base year to 2030

42%

Results

48,694,599.60 kWh

Compare to loan **339.77 kWh/MB**

GHG emission

24,342.43 tonCO₂e

Increased 15.78% (from 2022)

Energy intensity consumption **1.22 GJ/MB**



For the headquarters, utilizing air conditioners is scheduled at specific times. There is also monitoring to ensure that air conditioners are used appropriately



A ceiling for reimbursing electricity costs for branches has been set, based on the nature of their work and the amount of electricity they use. This is to help promote the idea of energy conservation among employees.

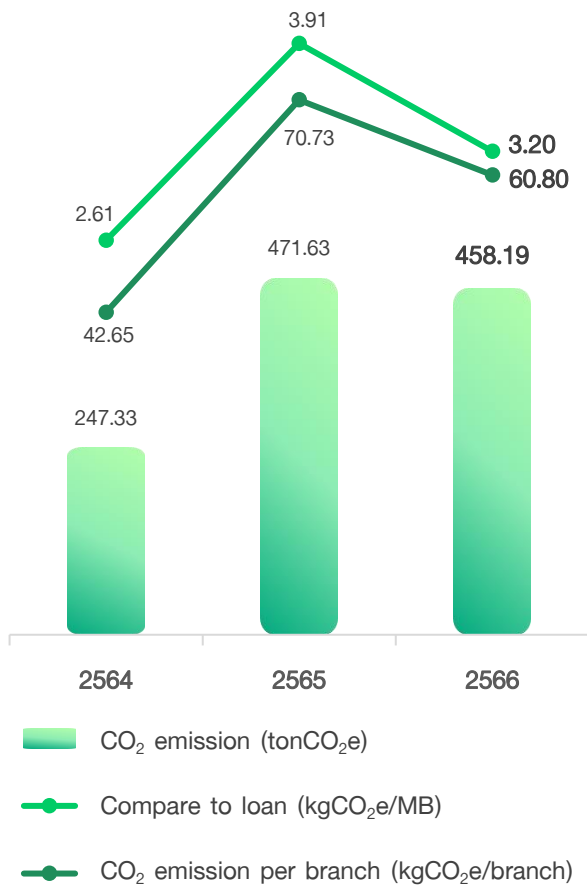


Regular maintenance of air conditioners is required.

In 2023, intensity decreased from 2022 by 2.56% which is lower than the set target.

Water consumption management

Water is a fundamental resource that is essential for life and business. Currently, there are problems with floods in some areas and droughts, which affect the ability to develop the economy and improve the quality of life of people in society. In addition, the increase in population has led to an increase in water demand, which has resulted in Thailand facing a continuous water resource crisis. The company has recognized the importance of water resource conservation through campaigns to conserve water use and communicate with all personnel to conserve water resources. The company has also implemented the following measures:



Target
Intensity decreased by **10%**
The intensity has decreased from the base year to 2030 **25%**

Results
846.94 Megaliters
Compare to loan **5,909** Liters/MB

GHG emission
▼▼▼ **458.19** tonCO₂e
Decreased 2.85% (from 2022)



Inculcate and promote knowledge among employees on environmental conservation, and know how to use resources to the greatest benefit.



Use water-efficient fixtures and appliances, and regularly inspect water-using devices. If there is damage, repair it immediately.

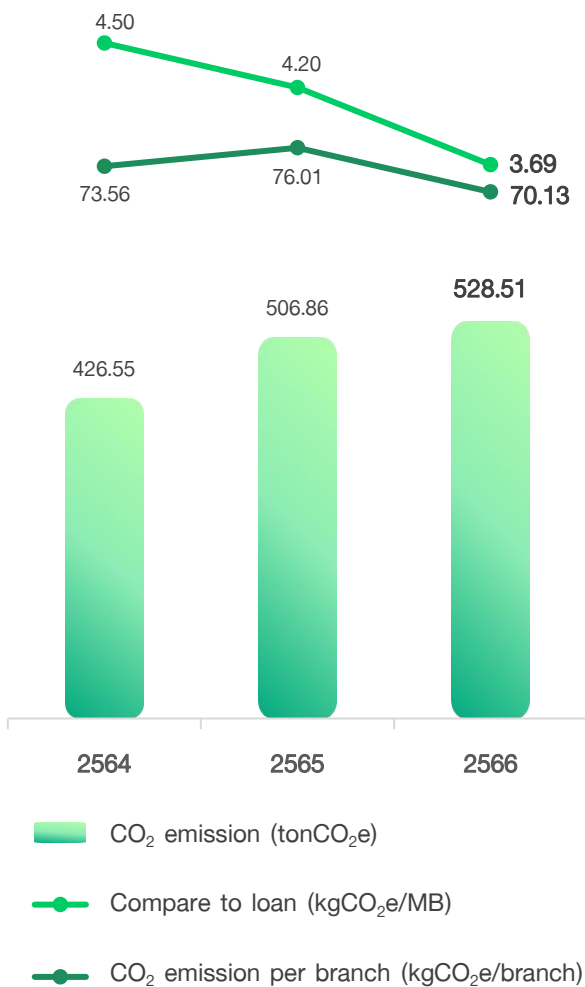


Set a ceiling for reimbursing water costs that is appropriate for the amount of usage of each branch.

In 2023, intensity decreased from 2022 by 18.24% which is exceeded the set target.

Paper usage management

The company's operations still primarily use paper to support the expansion of branches and business growth of over 20%. Of course, the amount of paper usage will increase. However, the company has measures to reduce and control the amount of paper usage to minimize indirect environmental impact. The company has the following measures:



Target

Intensity decreased by **10%**

The intensity has decreased from the base year to 2030 **25%**

Results

791,538.37 kg
Compare to loan **5.52 kg/MB**

GHG emission

528.51 tonCO₂e
Increased 4.27% (from 2022)



For the headquarters, an initiative has been launched to encourage employees to use both sides of the paper. There are also collection points for single-sided paper for all parties to use.



The development of the e-Receipt system must be in accordance with regulations and guidelines in order to comply with the law.



Choose environmentally friendly paper products

In 2023, intensity decreased from 2022 by 12.25% which is exceeded the set target.

Resource Consumption and Greenhouse Gas Emissions



Fuel consumption **3,678,814.66 Liters**

GHG emissions **8,973.59 tonCO₂e**

Compare to loan **62.61kgCO₂e/MB** (Increased **6.78%**)



Electricity consumption **48,694,599.60 kWh**

GHG emissions **24,342.43 tonCO₂e**

Compare to loan **169.85 kgCO₂e/MB** (Decreased **2.30%**)



Water consumption **846.94 Megaliters**

GHG emissions **458.19 tonCO₂e**

Compare to loan **3.2 kgCO₂e/MB** (Decreased **17.95%**)



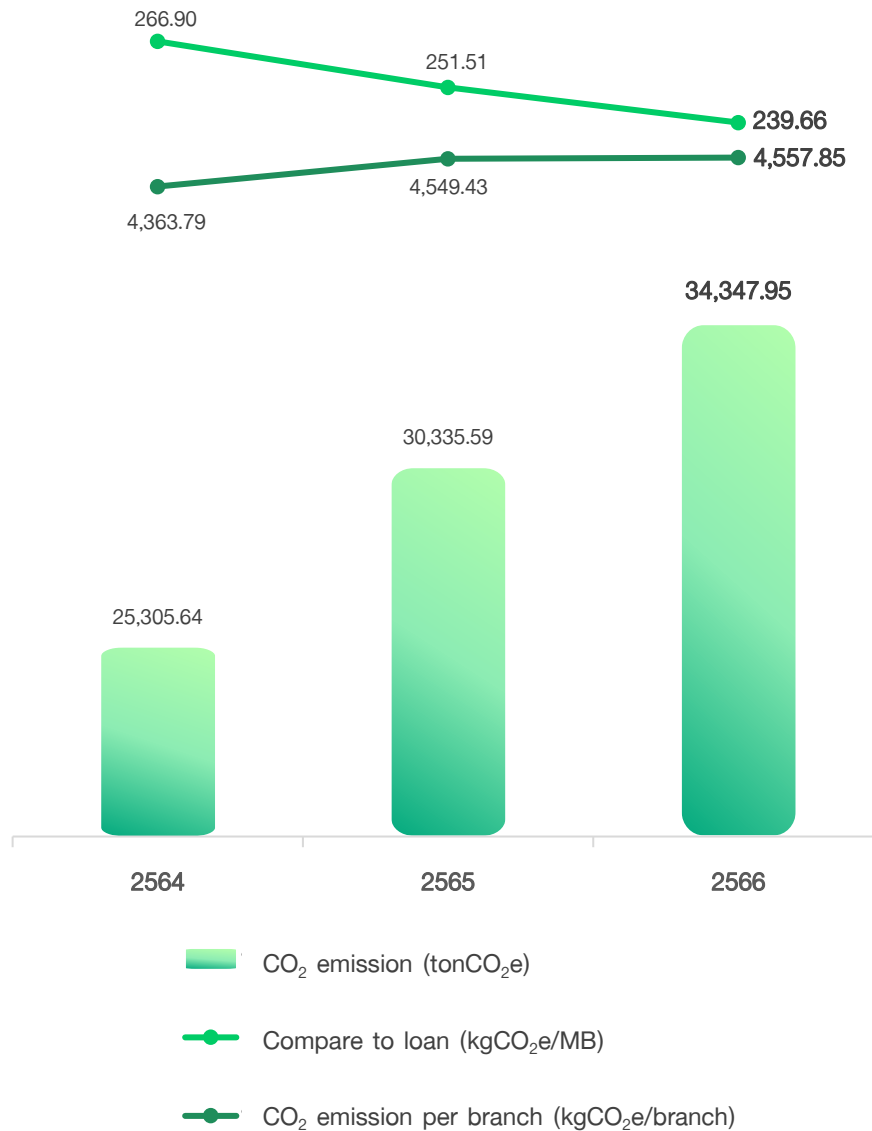
Paper usage amount **791,538.37 kg**

GHG emissions **528.51 tonCO₂e**

Compare to loan **3.69 kgCO₂e/MB** (Decreased **11.90%**)



The company's use of various resources and greenhouse gas emissions in the operational process have increased due to business growth through branch expansion and an increasing customer base. However, if the greenhouse gas emissions per outstanding loan balance are compared, the trend is declining. This shows that although the company has grown by more than 30%, overall resource use has not increased accordingly. This is due to the implementation of various measures and the promotion of their implementation in the operational process. There is a clearly responsible agency. Nevertheless, the company remains committed to improving resource management efficiency, including the application of new technologies in the operational process. There is monitoring and development of the environmental reporting framework to keep pace with global changes. The ultimate goal, both in the short and long term, is to minimize environmental impacts.



Waste Management

Most of the **wastewater** generated from the operations (headquarters) comes from toilets, urinals, and handwashing basins. The wastewater management involves a Combined Biological Treatment System, which is more efficient than conventional activated sludge systems. This ensures that the treated water meets the quality standards mandated by law before being discharged into public water bodies. Some of the treated wastewater is reserved for watering plants and firefighting purposes.



Wastewater Treatment System



Water Recycling



“In 2023, the company sets a goal to reduce the amount of waste from paper/vinyl labels by 5%”

Waste is categorized and separated by bin color into general waste, recyclable waste, hazardous waste, and electronic waste (ink cartridges, damaged electronic devices that can be sold and recycled 100%). Each type of waste is appropriately managed in accordance with health regulations, and hazardous waste is handled by the organization in an environmentally friendly manner. The company aims to minimize the amount of general waste sent to landfills. The company has begun studying the use of biodegradable plastic bottles, starting with a pilot project in the main office. This is still in the study phase, developing a data collection, tracking, and disposal system for each type of waste. Additionally, there are plans to create value-added products from waste to generate income, enhance the organization's image, and promote environmental awareness within the company.



Waste Separation



Raise Awareness

Consideration of the impact on biodiversity



The headquarters and branches are not located in areas that are at risk of impacting biodiversity. The number of impacts on animals on the IUCN Red List is zero. The process of selecting branch locations has a policy of selecting areas that take into account areas that may pose a risk to biodiversity or impact animals listed as threatened or endangered species.

In addition to the fact that past business activities have had no impact on biodiversity, we are also looking at protecting, restoring, and developing the surrounding areas of the branch offices and the headquarters. This is done by promoting activities that promote, such as planting forests with rare plant species in those areas. The goal is to maintain abundance, enhance biodiversity, and protect ecosystems.



Reforestation



Area Selection Policy



Appendix

Economic Operation Performance

Information	2023	2022	2021	Unit
Total income	24,526	20,068	16,019	MB
Total administrative and operating expenses	18,400	13,709	9,817	MB
Employee expenses	6,085	4,749	4,272	MB
Community & Social investment	5.54	10.84	2.25	MB
Other expense	8,452	6,136	3,416	MB
Tax expenses	1,220	1,267	1,256	MB
Net Profit	4,906	5,093	4,945	MB
Total asset	150,156	128,066	98,390	MB
Total liabilities	118,239	98,976	73,521	MB
Total shareholder's equity	31,917	29,091	24,869	MB
Return equity	20.53	18.88	21.71	Percent
Return on assets	3.11	4.50	5.63	Percent
Market value	95,400	80,560	124,550	MB
Number of branches	7,536	6,668	5,799	Branches
Audit expenses	5,050,000	4,800,000	4,330,000	Baht
Non-Audit expenses	350,000	321,000	-	Baht
Case of Corruption	0	0	0	Cases

Contributions to External Organization & Associations

	2023	2022	2021
Lobbying or interest representation (Baht)	0	0	0
Political party or political interest (Baht)	0	0	0
Trade association or tax-exempt groups (Baht)	30,000	20,000	30,700
- Car registration operator trade association	30,000	20,000	20,000
- Personal loan operator trade association	0	0	10,700
Other contribution (Baht)	0	0	0

Social Operational Performance

Number of employees

Gender	Age	Number (Persons)		
		2023	2022	2021
Committees		7	7	7
Male	< 20 years old	-	-	-
	20 – 29 years old	-	-	-
	30 – 39 years old	-	-	-
	40 – 49 years old	1	1	1
	50 – 59 years old	-	-	-
	≥ 60 years old	3	3	3
	Total		4	4
Female	< 20 years old	-	-	-
	20 – 29 years old	-	-	-
	30 – 39 years old	-	-	-
	40 – 49 years old	-	-	-
	50 – 59 years old	-	-	-
	≥ 60 years old	3	3	3
	Total		3	3
Total employees		14,873	13,005	11,460
Senior Management		9	9	-
Male	< 20 years old	-	-	-
	20 – 29 years old	-	-	-
	30 – 39 years old	-	-	-
	40 – 49 years old	1	1	-
	50 – 59 years old	3	3	-
	≥ 60 years old	2	2	-
	Total		6	6
Female	< 20 years old	-	-	-
	20 – 29 years old	-	-	-
	30 – 39 years old	-	-	-
	40 – 49 years old	-	-	-
	50 – 59 years old	2	2	-
≥ 60 years old	1	1	-	
Total		3	3	-

Gender	Age	Number (Persons)		
		2023	2022	2021
Junior Management		426	350	-
Male	< 20 years old	-	-	-
	20 – 29 years old	-	-	-
	30 – 39 years old	242	240	-
	40 – 49 years old	138	87	-
	50 – 59 years old	23	19	-
	≥ 60 years old	1	-	-
	Total	404	346	-
Female	< 20 years old	-	-	-
	20 – 29 years old	-	-	-
	30 – 39 years old	5	1	-
	40 – 49 years old	8	2	-
	50 – 59 years old	9	1	-
	≥ 60 years old	-	-	-
	Total	22	4	-
Division Head		10	14	-
Male	< 20 years old	-	-	-
	20 – 29 years old	-	-	-
	30 – 39 years old	6	6	-
	40 – 49 years old	2	5	-
	50 – 59 years old	-	-	-
	≥ 60 years old	-	-	-
	Total	8	11	-
Female	< 20 years old	-	-	-
	20 – 29 years old	-	-	-
	30 – 39 years old	1	1	-
	40 – 49 years old	1	2	-
	50 – 59 years old	-	-	-
≥ 60 years old	-	-	-	
Total	2	3	-	
Unit Head		4,821	4,176	-
Male	< 20 years old	-	-	-

Gender	Age	จำนวน (คน)		
		ปี 2566	ปี 2565	ปี 2564
Male	20 – 29 years old	1,637	2,112	-
	30 – 39 years old	2,782	12	-
	40 – 49 years old	27	-	-
	50 – 59 years old	-	-	-
	≥ 60 years old	-	2,112	-
	Total	4,446	3,835	-
Female	< 20 years old	-	-	-
	20 – 29 years old	113	135	-
	30 – 39 years old	251	199	-
	40 – 49 years old	10	6	-
	50 – 59 years old	1	1	-
	≥ 60 years old	-	-	-
Total	375	341	-	
Employees		9,607	8,420	-
Male	< 20 years old	3	1	-
	20 – 29 years old	7,855	7,041	-
	30 – 39 years old	647	397	-
	40 – 49 years old	6	4	-
	50 – 59 years old	-	-	-
	≥ 60 years old	-	-	-
Total	8,511	7,443	-	
Female	< 20 years old	-	-	-
	20 – 29 years old	688	628	-
	30 – 39 years old	171	148	-
	40 – 49 years old	175	146	-
	50 – 59 years old	59	54	-
	≥ 60 years old	3	1	-
Total	1,096	977	-	

Number of New hired employees

Gender	Age	Number (Persons)		
		2023	2023	2023
New hired employees		3,437	3,599	2,096
New Hired Rate (%)		26.43	31.6	20.36
Male	< 20 years old	2	3	-
	20 – 29 years old	3,161	3,334	-
	30 – 39 years old	4	6	-
	40 – 49 years old	1	-	-
	50 – 59 years old	-	-	-
	≥ 60 years old	-	-	-
	Total	3,168	3,343	1,907
Female	< 20 years old	-	-	-
	20 – 29 years old	194	195	-
	30 – 39 years old	34	32	-
	40 – 49 years old	40	29	-
	50 – 59 years old	1	-	-
	≥ 60 years old	-	-	-
	Total	269	256	189
Average cost of recruiting new employees (baht/person)		53.38	-	-

Number of resignations

Gender	Age	Number (Persons)		
		2023	2022	2021
Number of resignations		1,569	1,932	1,016
Turn Over Rate (%)		12.06	16.98	9.87
Voluntary Turn Over Rate (%)		89.36	-	-
Male	< 20 years old	-	-	-
	20 – 29 years old	1,213	1,568	-
	30 – 39 years old	234	241	-
	40 – 49 years old	3	1	-
	50 – 59 years old	-	-	-
	≥ 60 years old	-	1	-
	Total	1,450	1,811	920

¹ Compared to the total number of employees as of December 31st, 2022

Gender	Age	Number (Persons)		
		2023	2022	2021
Female	< 20 years old	-	-	-
	20 – 29 years old	65	75	-
	30 – 39 years old	30	24	-
	40 – 49 years old	21	16	-
	50 – 59 years old	3	2	-
	≥ 60 years old	-	4	-
	Total	119	121	96

Occupational Health and Human Rights

Topics	2023	2022	2021
Number of work-related injuries	158	8	5
Man-hour (hours)	25,923,282	22,282,920	20,128,109
Lost Time Injury Rate (injuries/200,000 hour worked)	0.231	0.045	0.05
Rate of Sickness Leave (hours leave/hours worked)	0.003	0.0014	-
Rate of fatalities as a result of work- related injury (fatalities/200,000 hours worked)	0.015	0	0
Number of Incidents of Human Right Violence	0	0	0

¹ The company has developed an employee accident reporting system since 2022, which has significantly increased the number of accidents reported.

Leave rights

Topics	2023	
	Male	Female
Number of employees with parental leave rights	-	1,544
Number of employees taking parental leave rights	-	75
Employees return to work after leave		
Parental leave (%)	-	100
Retention rate of employees after leave		
Parental leave (%)	-	100
Absentee Rate (%)		2.68

Rate of employee remuneration

Lists	2023	
	Rate of Remuneration (Female : Male)	
Rate of annual salary: Division Head	1 : 1.06	
Rate of annual salary: Unit Head	1 : 1.08	
Rate of annual salary: employees	1 : 1.07	

Collective bargaining

Lists	2023		2022	
	Number of employees	%	Number of employees	%
Number of employees covered by a labor union	0	0	0	0
Number of employees covered by a welfare committee	14,873	100	13,005	-

* The company has established a welfare committee in 2023 for the first year.

Employee training

Lists	2023	2022	2021
Average hours of training (hours)	11.06	11.24	2.97
Average cost of employee training (baht)	322.04	-	-

Satisfaction and performance appraisal

Lists	2023	2022	2021
Customer satisfaction rate (%)	80.59	84.59	91.58
Employee satisfaction rate (%)	84.68	81.98	82.56
Board performance evaluation (self-evaluation)			
Board of directors (%)	95.62	98.37	99.54
Individual board member (%)	100	98.70	99.43

Contribution to society

Project	Budget (baht)	Performance in Social	Performance in Economic
New Home for Chance	5,000,000	Built two additional early childhood development centers to increase access to learning and reduce educational inequality.	-
Blood For Chance	-	A total of 7,226 people participated in the project, and they were able to help more than 21,600 patients in need of blood.	-
MTC - Money Matters, Sustainable Happiness	-	Disseminate financial knowledge and debt management skills to the community in Ban Nong Samrong, Sakaerat Subdistrict, Khok Samrong District, Lopburi Province.	-
MTC - Promoting Employment Opportunities for Disabled People	-	Employed 6 disabled people in positions such as Call Centers and housekeeper at the provincial office in Sukhothai Province.	-

Environmental Operational Performance

Resource Utilization

Energy Consumption	2023		2022		2021	
	Energy (GJ)	Compare to loan (GJ/MB)	Energy (GJ)	Compare to loan (GJ/MB)	Energy (GJ)	Compare to loan (GJ/MB)
Non-renewable fuel consumption						
Diesel	53,427.86	0.37	44,034.05	0.37	40,127.03	0.44
Benzene	69,628.16	0.49	53,726.93	0.45	¹ 47,867.17	¹ 0.52
Different types of energy consumption						
Electric power	175,300.56	1.22	² 151,411.93	1.26	129,965.40	1.42
Total	298,356.59	2.08	249,172.91	2.07	¹217,959.60	¹2.38

Energy concentration consumption

Energy type	Energy consumption concentration ratio	
	Compare to loan balance (GJ/MB)	Compare to workforce (GJ/person)
Fuel	0.86	8.26
Electric power	1.22	11.77
Total	2.08	Increased by 20.03
		Increased by 0.57%
		Increased by 4.55%

Water consumption

Water type	Water consumption (Megaliters)		
	2023	2022	2021
Tap water	846.94	² 871.77	869.96
Surface water	0	0	0
Water discharge	677.55	695.73	-

Note

¹ The energy consumption of gasoline/gasohol in 2021 has been revised to 47,867.17 GJ, which has resulted in changes in total energy consumption and energy intensity in 2021.

² In 2022, the calculation method for water and electricity consumption was changed. The actual water consumption (m3) and electricity consumption (kWh) are now reported instead of using estimated figures converted from the amount of money paid to the number of units used. However, there are some gaps in the activity data (Activity Data) for water consumption, accounting for 4.12%, and electricity consumption, accounting for 0.14% of the total data. This is due to data collection limitations (for some branches that pay a flat rate).

Greenhouse gas emission

Scope/Type	2023		2022		2021	
	Emission (tonCO ₂ e)	Compare	Emission (tonCO ₂ e)	Compare	Emission (tonCO ₂ e)	Compare
		to loan (tonCO ₂ e /MB)		to loan (tonCO ₂ e /MB)		to loan (tonCO ₂ e /MB)
Direct and Indirect greenhouse gas emission						
¹ Direct greenhouse gas emissions (GHG SCOPE 1)	10,237.92	0.071	8,241.07	0.068	6,471.34	0.07
² Indirect greenhouse gas emissions from energy consumption (GHG SCOPE 2)	24,342.43	0.170	21,025.23	0.174	18,047.15	0.20
² Other indirect greenhouse gas emissions (GHG SCOPE 3)	986.70	0.0069	1,069.29	0.0089	787.15	0.01
Total	35,567.05	0.248	30,335.59	0.252	25,305.64	0.28

Note

¹ The organization has expanded the scope of its Scope 1 greenhouse gas emissions reporting to include emissions from septic tanks. This has resulted in a significant change in greenhouse gas emissions values in 2022. However, the organization's current Scope 1 only covers greenhouse gas emissions from septic tanks and fuel. There is currently no data collection for greenhouse gas emissions from other sources, which the organization plans to do in the future.

² Thanon Lad Phrao 101 soi 28-30 sub branch shares electricity and water with other buildings.

About this report

Muangthai Capital Public Limited has published this sustainability report, the 5th edition, following the sustainability report for the year 2021 to communicate the commitment in business operation in agreement with sustainability in economic, social and environmental dimensions to group of stakeholders. And the company will use all the information in 2022 to set targets for future operations.

Scope of work

This report presents an overview of the operation of Muangthai Capital Public Company Limited in headquarter and branches across the country which covers operations from 1st January to 31st December, 2023, coinciding with the 2023 Financial Report.

Reporting framework

The company prepares the sustainability report in according with GRI (Global Reporting Initiatives) standards and additional disclosure approaches for business groups striving to perform the operation corresponding to the 17 Sustainable Development Goals (SDGs) of the United Nations.

Contact channels

If you have any question, you can ask for more information about this report at Building and sustainability department

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E-mail : whistleblower@muangthaicap.com

Satisfaction assessment channels

Facebook : Muangthai Capital

Telephone : 1455 or 02-483-8888

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	201-3 Defined benefit plan obligations and other retirement plans	91		
	201-4 Financial assistance received from government			
Procurement practices				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers			
Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	67, 69		
	205-2 Communication and training about anti-corruption policies and procedures	92		
Anti-competitive behavior				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices			
Tax				
GRI 3: Material Topics 2021	3-3 Management of material topics			

GRI Standard	Disclosure	Page	Omissions	External Verification
GRI 207: Tax 2019	207-1 Approach to tax	81		
	207-2 Tax governance, control, and risk management	81		
	207-3 Stakeholder engagement and management of concerns related to tax	81		
	207-4 Country-by-country reporting			
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	112, 116		✓
	302-2 Energy consumption outside of the organization			
	302-3 Energy intensity	129		
	302-4 Reduction of energy consumption	112, 113		
	302-5 Reductions in energy requirements of products and services			
Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	114		
	303-2 Management of water discharge-related impacts	118		
	303-3 Water withdrawal			
	303-4 Water discharge	129		
	303-5 Water consumption	114, 129		✓
Biodiversity				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	119		
	304-2 Significant impacts of activities, products and services on biodiversity	119		
	304-3 Habitats protected or restored	119		
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	119		
Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics			

GRI Standard	Disclosure	Page	Omissions	External Verification
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	130	Include only GHG emissions from septic tanks and fuel.	✓
	305-2 Energy indirect (Scope 2) GHG emissions	130		✓
	305-3 Other indirect (Scope 3) GHG emissions	130		✓
	305-4 GHG emissions intensity	130		
	305-5 Reduction of GHG emissions			
	305-6 Emissions of ozone-depleting substances (ODS)			
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions			
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts			
	306-2 Management of significant waste-related impacts			
	306-3 Waste generated			
	306-4 Waste diverted from disposal			
	306-5 Waste directed to disposal			
Supplier environmental assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	78		
	308-2 Negative environmental impacts in the supply chain and actions taken	78		
Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	125		✓
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	91		
	401-3 Parental leave	91, 126		

GRI Standard	Disclosure	Page	Omissions	External Verification
Labor/management relations				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes			
Occupational health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	98		
	403-2 Hazard identification, risk assessment, and incident investigation			
	403-3 Occupational health services	99, 100		
	403-4 Worker participation, consultation, and communication on occupational health and safety	99, 100		
	403-5 Worker training on occupational health and safety	99		
	403-6 Promotion of worker health	99, 100		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships			
	403-8 Workers covered by an occupational health and safety management system			
	403-9 Work-related injuries	126		✓
Training and education				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	92		
	404-2 Programs for upgrading employee skills and transition assistance programs	92		
	404-3 Percentage of employees receiving regular performance and career development reviews	92		
Diversity and equal opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	122-124		
	405-2 Ratio of basic salary and remuneration of women to men	127		

GRI Standard	Disclosure	Page	Omissions	External Verification
Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	96, 97		
Freedom of association and collective bargaining				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			
Child labor				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	97		
Forced or compulsory labor				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	97		
Security practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	79, 80		
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures			
Rights of indigenous peoples				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples			
Local communities				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs			
	413-2 Operations with significant actual and potential negative impacts on local communities			

GRI Standard	Disclosure	Page	Omissions	External Verification
Supplier social assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	78		
	414-2 Negative social impacts in the supply chain and actions taken	78		
Public policy				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 415: Public Policy 2016	415-1 Political contributions	121		
Customer health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services			
Customer Privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics	79, 80		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	80		



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Independent limited assurance report

To the Directors of Muangthai Capital Public Company Limited (“MTC”)

Conclusion

Based on the procedures performed, as described below, nothing has come to our attention that causes us to believe that the selected subject matters (“Subject Matters”) identified below and included in the Sustainability Report 2023 (the “Report”) for the year ended 31 December 2023 are not, in all material respects, prepared in compliance with the reporting criteria (the “Criteria”).

Our Responsibilities

We have been engaged by MTC and are responsible for providing a limited assurance conclusion in respect of the Subject Matters for the year ended 31 December 2023 to be included in the Report below.

Our assurance engagement is conducted in accordance with the International Standard on Assurance Engagements ISAE 3000 (*Revised Assurance Engagements other than Audits or Reviews of Historical Financial Information*) and ISAE 3410 *Assurance on Greenhouse Gas Statements*. These standards require the assurance team to possess the specific knowledge, skills and professional competencies needed to provide assurance on sustainability information, and that we plan and perform the engagement to obtain limited assurance on whether the Subject Matters are prepared, in all material respects, in compliance with the Criteria.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants’ *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. The firm applies International Standard on Quality Management 1 which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have not been engaged to provide an assurance conclusion on any other information disclosed within the Report.

Subject Matters

Subject Matters comprised of the following data expressed numerically or in descriptive text for the year ended 31 December 2023:

- GRI 302-1 Energy consumption within the organization (2016)
- GRI 303-5 Water consumption (2018)
- GRI 305-1 Direct (Scope 1) GHG emissions (2016)
- GRI 305-2 Energy indirect (Scope 2) GHG emissions (2016)
- GRI 305-3 Other indirect (Scope 3) GHG emissions (use of paper and water) (2016)
- GRI 401-1 New Employee hires and employee turnover (2016)
- GRI 403-9 Work-related Injuries (2018)

Criteria

The Subject Matters were assessed according to the following criteria:

- The Sustainability Reporting Standards of the Global Reporting Initiative (“GRI Standards”)



Directors' and management's responsibilities

The directors and management of MTC are responsible for the preparation and presentation of the Subject Matters, specifically ensuring that in all material respects the Subject Matters are prepared and presented in accordance with the Criteria. This responsibility also includes the internal controls relevant to the preparation of the Report to ensure they are free from material misstatement whether due to fraud or error.

Procedure performed

In forming our limited assurance conclusion over the Subject Matters, our procedures consisted of making enquiries and applying analytical and other evidence gathering procedures including:

- Interviews with senior management and relevant staff at corporate and operating sites;
- Inquiries about the design and implementation of the systems and methods used to collect and process the information reported, including the aggregation of source data into the Subject Matters;
- Inquiries about managements practices and procedures related to identifying stakeholders and their expectations, determining material sustainability matters and implementing sustainability policies and guidelines;
- On-site visit at Headquarter, Thanon Phahon Yothin Bangbua Major Branch and Thanon Lad Phrao 101 soi 28-30 Sub Branch; remote site visit at: Thanon Chalong Krung Soi 31 Major Branch, Talad Hua Ro Major Branch, Nakhon Ratchasima Major Branch, Ratchaburi Major Branch and Ban Pak Thang Saluang Sub Branch, are selected on the basis of risk analysis including the consideration of both quantitative and qualitative criteria;
- Agreeing the Subject Matters to relevant underlying sources on a sample basis to determine whether all the relevant information has been included in the Subject Matters and prepared in accordance with the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and consequently the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion.

Inherent limitations

Due to the inherent limitations of any internal control structure, it is possible that errors or irregularities in the information presented in the Report may occur and not be detected. Our engagement is not designed to detect all weaknesses in the internal controls over the preparation and presentation of the Report, as the engagement has not been performed continuously throughout the period and the procedures performed were undertaken on a test basis.

Restriction of use of our report

Our report should not be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than MTC, for any purpose or in any other context. Any party other than MTC who obtains access to our report or a copy thereof and chooses to rely on our report (or any part thereof) will do so at its own risk. To the fullest extent permitted by law, we accept or assume no responsibility and deny any liability to any party other than MTC for our work, for this independent limited assurance report, or for the conclusions we have reached.

KPMG PHOONCHAI AUDIT LTD.

KPMG Phoomchai Audit Ltd.

Bangkok

22 March 2024



Muangthai Capital Public Company Limited