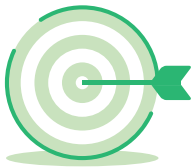






### Vision

To provide the best insurance coverage for all Thais and to become the most trusted service in the country



### Mission and Key Goal

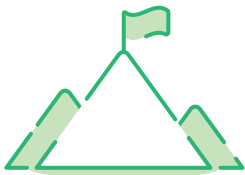
To build the company that has unbeatable financial strength and conducts a fair, ethical business model.

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To provide plans that are affordable, accessible and most of all, plans that will lower the risks of damages for all.

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To serve with standards, thrives for customers' satisfaction and partnerships that are legitimate and honorable.



### Long-Term Goal

To be the innovative leader in the insurance business that cares for the environment.

## Financial Highlights (Consolidated Financial Statements)

	2022	2021	2020 <sup>(1)</sup>	2019	2018
<b>Information about common stocks</b>					
Basic earnings per share	0.68	1.56	0.26	0.37	0.37
Book value per share	0.29	0.70	0.20	0.20	0.07
Dividend per share	5.95	5.90	4.40	4.29	4.08
Highest price <sup>(2)</sup>	33.75	30.50	4.44	5.00	4.30
Lowest price <sup>(2)</sup>	11.30	3.76	2.78	3.72	3.34
Close price	12.00	27.25	4.00	4.20	3.76
Share capital	303,000,000	303,000,000	303,000,000	303,000,000	303,000,000
Market capitalization (Million Baht)	3,636.00	8,256.75	1,212.00	1,272.60	1,139.28
Price earnings ratio (PER)	17.75	17.49	15.60	11.35	10.29
Price per book value ratio (PBV)	2.02	4.62	0.91	0.98	0.92
Dividend Yield <sup>(3)</sup>	5.83%	0.73%	5.00%	4.76%	1.86%
Dividend Payout <sup>(4)</sup>	40.63%	43.77%	77.26%	52.20%	52.53%
<b>Performance and Financial position (Thousand Baht)</b>					
Direct premium written	7,313,641	6,332,882	5,985,826	4,809,544	4,155,144
Investment income	(58,431)	196,327	4,943	136,726	23,222
Claim and loss adjustment expense	3,996,274	3,248,861	3,191,826	2,824,319	2,102,671
Operating expense	2,372,405	2,112,679	1,895,080	1,677,966	1,424,333
Net profit	204,824	472,004	77,670	112,157	110,693
Total assets	9,699,468	8,845,049	7,845,299	6,530,719	5,649,442
Total Liabilities	7,884,545	7,044,197	6,499,541	5,217,146	4,396,791
Equity	1,814,923	1,800,852	1,345,758	1,313,573	1,252,651

### Note

<sup>(1)</sup> Financial statements as of December 31, 2020 onwards are based on financial reporting standards relating to financial instruments.

As a result, some financial statements and financial ratios cannot be compared with the prior year.

<sup>(2)</sup> Highest price and lowest price during the year from Domestic trading Board

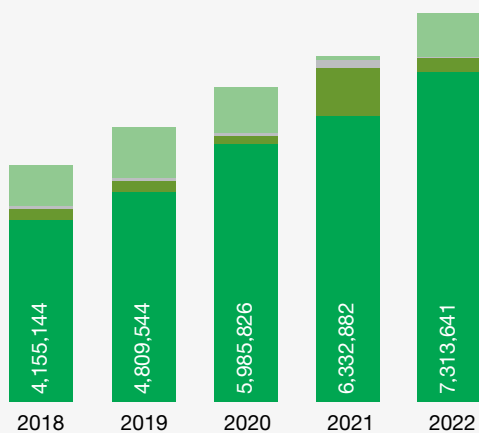
<sup>(3)</sup> Calculate from close price and the price specific for Thaivivat insurance public company limited

<sup>(4)</sup> Especially Thaivivat insurance public company limited

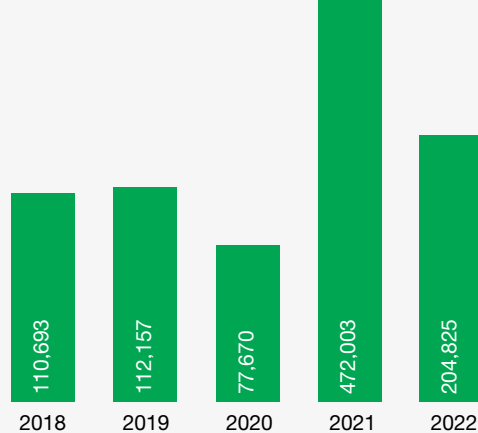
(Unit : Thousand Baht)

## Direct Premium Written

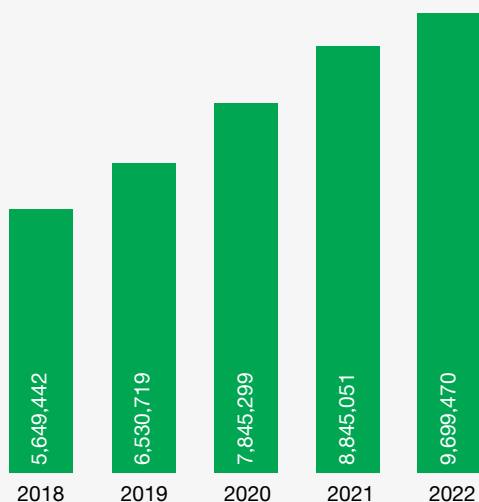
■ Motor ■ Fire ■ Marine Cargo ■ Miscellaneous



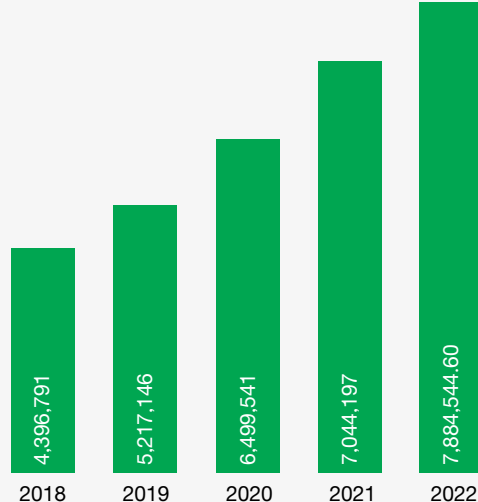
## Net profit



## Total assets



## Total liabilities



	2022	2021	2020 <sup>(1)</sup>	2019	2018
Gross profit margin ratio	18.07	21.06	14.61	14.11	18.21
Net profit margin ratio	3.20	8.20	1.65	2.89	3.41
Liquidity ratio	0.40	0.51	0.47	0.49	0.50
Return on assets ratio (ROA)	2.21	5.66	1.08	1.84	2.04
Return on equity ratio (ROE)	11.33	30.00	5.84	8.74	9.09

## Note

<sup>(1)</sup> Financial statements as of December 31, 2020 onwards are based on financial reporting standards relating to financial instruments. As a result, some financial statements and financial ratios cannot be compared with the prior year.



## Contents

004	Statement of the Board of Directors and Chief Executive Officer	101	Part 3 Financial Statements (Report for the Past 3 Years)
006	Part 1 Business Operation and Performance	112	Attachment
007	1. Structure and Operation of the Group of Company	113	Attachment 1 Details on Board of Directors, Executives, Controlling Persons and Corporate Secretary
023	2. Risk Management	118	Attachment 2 Details on Directorship of Directors and Executives
028	3. Steering Business towards Sustainability	130	Attachment 3 Business Assets and Details on Asset Valuation
052	4. Management Discussion and Analysis	131	Attachment 4 Policies and Guidelines for Corporate Governance and Business Ethics
063	5. General Information and Other Important Information	132	Attachment 5 Report of Board Committees
065	Part 2 Corporate Governance	138	Attachment 6 Report of the Board of Directors' Responsibilities for Financial Reports
066	6. Corporate Governance Policy	139	Attachment 7 Independent Auditor's Report
071	7. Corporate Governance Structure and Important Information Concerning the Board of Directors, Board Committees, Executives, Employees and Others	142	Attachment 8 Financial Statements and Notes to the Financial Statements
085	8. Report on Important Operational Results of Corporate Governance		
090	9. Internal Control and Related Party Transactions		

## Statement of the Chief Executive Officer and Chairman

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In 2022, the Thai economy is expected to expand from 3.0 - 3.5 percent, an increase from a 1.5 percent expansion in the previous year. This was driven by important supporting factors; including the expansion of private consumption, expansion of exports, and tourism that continues to recover. This was in the second half of the year which expanded in line with accelerated investment from the private sector. For the year 2023, many sectors have forecast that the Thai economy will continue to expand at 3.0-3.5 percent, although the trend of the tourism sector will continue to improve. However, the export sector showed signs of slowing down, in line with the global economy. High costs are based on increasing energy prices, electricity prices, and interest rates pose challenges for the private sector as it requires careful planning and management.

Under the “Think for All Lives” slogan, with the determination to maintain the position of the non-life insurance company and as a leader of InsurTech in Thailand, the company continues to bring new innovations. The aim is to develop all types of non-life insurance products to respond to the insured’s needs while taking into account the current economic and lifestyle conditions. In 2022, the company launched various new insurance products, such as 2-year top-up motor insurance, the first insurance in Thailand that gives peace of mind with up to 2 years of coverage. The insured will not need to worry about renewing the policy on a yearly basis. It also comes with an automatic coverage hours top-up when the hours are finished. This is an insurance experience that saves more on premiums and it even extends coverage to pets inside the car.

The Company also developed easy and secure access to insurance products through E-Commerce channels, emphasizing safety standards for purchasing insurance and online payments certified by the Department of Business Development. The Company also aims to improve the quality of various insurance services to meet the needs and facilitate the insured. While continuing to offer benefits such as providing Thaivivat Parking where the insured can reserve private parking, the insured also can reserve their parking spaces via the Thaivivat application. There will also be car maintenance benefits where the insured can acquire benefits of free car wash services and also continue to focus on the insured health care during the spread of the Covid-19 pandemic. The Company also arranged monthly exercise classes in an on-ground format. In addition to various benefits, the Company is still committed to developing the “Thaivivat” application that provides services and communicates directly with the insured under the slogan “One app for all - a new experience, that makes all insurance easy for you.” This has combined all policies in one and there is also an emergency hotline service where the insured can contact the Company immediately without the need to dial a phone number. The accident point will be automatically located with GPS and can search for the nearest hospital and garage associated with the contract.

This approach enables the Company to maintain being a non-life insurance company that is highly trusted by consumers and business partners. As a result, the Company’s performance remains satisfactory, with a continuous insurance premium growth rate. In 2022, total written premiums reached 7,307 million baht, an increase of 15.4 percent from the previous year, making the Company achieve the top premium growth rate in the non-life insurance market.

In addition to focusing on using innovation to develop products and services, the Company still maintains the non-life insurance business with careful risk management. By taking into account many other factors as a component of business management to build strength and sustainability and adhering to such guidelines, in 2022, the Company was able to maintain a level of profit from underwriting of more than 300 million baht. This includes maintaining the loss rate at 60 percent as the Company’s previously set goal.

The Russia-Ukraine war in early 2022 resulted in higher world oil prices and affected the cost of production. This is a factor that increases the pressure on the global economic recovery resulting in the slowing down of the economy. In addition, the Chinese economy has slowed down significantly from the Zero Covid Policy and may slowly recover. Despite additional economic stimulus measures, this may have a negative impact on Thai exports in the future. An increase in the inflation rate in the United States has accelerated and spread, coupled with concerns about the ongoing spread of COVID-19, has resulted in the Company suffering a large loss in investment in the first quarter of 2022. Even in the second half of the year 2022, the Company was able to return to profit from the investment. However, it still caused the investment result to remain negative at 60 million baht, which is different from the year 2021 where the Company can make a profit from investments up to 194 million baht.

The Company has always focused on taking care of and developing its personnel. The Company believes that personnel are valuable assets for the organization and society. In the first half of 2022, during the outbreak of COVID-19, the Company focused on strict measurement and prevention of the outbreak and publicized self-care prevention for COVID-19 to employees. In addition, in 2022, the Company established a learning center for employees

under the Thaivivat Academy project by training and developing employees. The aim is for employees to have increased knowledge and skills for them to have a higher standard of welfare by adjusting health insurance. The Thaivivat Active Health insurance will encourage employees to use InsurTech technology and take better care of their health. According to such guidelines, in the year 2022, the Company's operating expenses were 856 million baht, an increase of 10.9 percent from the previous year.

With the organization's determination to be a leader in InsurTech, and how it's 'never stop thinking and never stop developing', the company won the Outstanding Development Insurance Award from the Prime Minister's Insurance Awards 2022. The award was organized by the Office of Insurance Commission in October 2022. In addition, the Company also has a policy that is committed to driving the organization's ESG (Environmental, Social, and Governance) by emphasizing business operations and taking care of the environment, society, and good governance. The Company also set development strategies regarding insurance innovations for society, driven stability and sustainability which was why it was selected as 1 in the Universe ESG100 securities group (Environmental, Social, and Governance) from the ESG Rating Unit of the Thaipat Institute. The institute is the organization that initiated the development of information regarding Business Sustainability of the Year 2022. This is considered another proud moment in creating a business standpoint to support society in all sectors.

In addition, the Company also foresees the development of society to reduce inequality, especially in education. The Company organized the Thaivivat Innovation Awards Season 2 project to support and lay the foundation for innovation development for the future. The project will award scholarships valued at 100,000 baht. As a part of giving opportunities to students in all parts of the country, the Company also participated in the Partnership School Project organized by the Ministry of Education and the Thai Chamber of Commerce. The project will focus on the participation of the private sector in supporting education for children and youth to increase educational opportunities to keep up with social and economic development in this era. For the project, the Ministry of Education will select 1 school under the Ministry to enter the project in every province. The Company was a representative that assisted in managing school administrators in five provinces, including Yasothon, Satun, Phatthalung, Phayao, and Ranong. This project will take 5 consecutive years after being approved by the Ministry of Education to be responsible for that school. The Company will continue to build a strong corporate culture through a customer-centric approach and adhere to morality and ethics in work. The Company will also be committed to anti-corruption and is aware of being a truly anti-corruption organization. In 2022, the Company renewed its certification from the Thai Private Sector Collective Action Against Corruption (CAC) for the second time.

On behalf of the board of directors, I would like to take this opportunity to thank our shareholders, customers, business partners, and stakeholders for your continued support. I also would like to thank our management and employees for their dedication and hard work to drive Thaivivat as the insurance company in the heart of our customers, which will bring about continued reputation and prosperity.



(Mr. Jiraphant Asvatanakul)  
Chief Executive Officer & President



(Dr. Phisit Setthawong)  
Chairman

# Part 1

## Business Operation and Performance



007	1. Structure and Operation of the Group of Company
023	2. Risk Management
028	3. Steering Business towards Sustainability
052	4. Management Discussion and Analysis
063	5. General Information and Other Important Information

# 1 Structure and Operation of the Group of Company

## 1.1 Policy and Business Overview

### 1.1.1 Background of Thaivivat Insurance Public Company Limited

Thaivivat Insurance Public Company Limited is a non-life insurance that operates its business over 70 years focusing on being the stable guarantee for Thai people, the asset management as adequate reserve for liabilities and obligations pursuant to the insurance contracts, and the Risked-Based Capital Maintenance according to laws. Therefore, the Company has a strong financial position for providing the services to the people. Moreover, the efficient risk management has also been selected through a quality-focused guarantee, together with adjustment of the competitive strategies through acquisition of the new potential marketing channels via Counter Service or online. Meanwhile, the Company has concerned on the people needs by persistently developing the good insurance products and services. Besides the transparent management with the principle of governance, the Company has also participated in the non-profit making projects that are useful for the society, for instance, Microinsurance Project, focusing on the provision of insurance services at the price accessible by the common people; and participated in the Wet Season Rice Insurance Project with the Government since 2011 as creation of income security for the agriculturists.

Three existing constant operating missions of the Company are 1) Build the company that has unbeatable financial strength and conducts a fair, ethical business model., 2) Provide plans that are affordable, accessible and most of all, plans that will lower the risks of damages for all, and 3) Serve with standards, thrives for customers' satisfaction and partnerships that are legitimate and honorable. The Company is ready to be the consultant of all insurances for customers and population by having the various operating guidelines in the organization development continuously human and intellectual capital development, innovation development, and operational process improvement to be standard and effective.

Since 1980, the Company has been aware of the changes in technology and consumer need, Therefore, applied the information and technology system to the business operation. Until 1989, the Company had been selected to be honored with HI TECH Award in term of service. The Company has still developed to continuously apply the modern technology to be consistent both with products and services. From 2017, the Company has been continuously awarded in the technological field, whether being Thailand ICT Excellence Awards 2017 in the field of Innovation Projects, Prime Minister's Insurance Award for Technological Innovation Creation in Insurance Week Event for 2018, or Innovativeness and Total Innovation Management Award and Certificate from National Innovation Agency, etc.

In 2022, Thaivivat Insurance Public Company Limited was awarded the "Outstanding Non-life Insurance Development 2021" from the Prime Minister's Insurance Awards 2022 for being a leading organization in Insurtech. The Company comes with a standpoint for continuous innovation, aiming to create alternatives to support the lifestyle of people in the new generation and improve the quality of life of Thai people. The Company also elevates Thai insurance industry standards to international standards as well as receiving an "Excellent" Corporate Governance Report of Thai Listed Companies Rating (CGR) at a 5-star level for 3 consecutive years (2020-2022). The Company also received 100 points for the quality assessment of the shareholders' meeting for 2 consecutive years. In addition to this, the Company has also launched "MARS " Deep Tech Startup with a "MARS Inspect" solution that uses AI technology to inspect vehicle conditions in real-time. It offers accuracy as a finger touch, making it the first time in the Thai insurance business.

### 1.1.2 Environment Affecting the Operation

#### 1.1.2.1 Economic Condition

After the ease of measures to prevent the spread of Covid-19 and the relaxation of international travel measures from July 1, 2022, private consumption and tourism have recovered. The number of foreign tourists has increased to 10 million from 2 million in 2021. There are many measures to maintain domestic consumption, such as a project to increase purchasing power for people with social welfare cards and the 50:50 co-payment scheme to support domestic demand in the country. Inflation also rose to 6.08%, which was the highest in 24 years, due to energy prices, wages, and electricity costs. The Russian-Ukrainian war that started in late February resulted in the world's prices of energy and commodities drastically increasing. Farmer's income

increased significantly from the price of agricultural products. In August, the Monetary Policy Committee reached the conclusion to increase the policy rate from 0.5% to 0.75% which was raised twice in September and November meetings. The rate as of the November meeting was 1.25% as the economy began to recover and inflation began to adjust along with high-interest rates. As a result, the government bond yields increased in line as expected. The policy interest rates and global money market direction for 2-year bond yield have increased 97 bps to 1.63% at the end of 2022. A 10-year bond yield has increased 74 bps to 2.64% at the end of 2022.

The SET index at the end of 2022 closed at 1,668.66 points, Forward PE 16.1 and Historical PE 14.5. This was a slight increase compared to the end of 2021, with an average trading value of 76,776 million baht/day.

The global economy in 2022 was highly volatile, with inflation accelerating from the easing of the Covid-19 pandemic and the geopolitical risks from the Russian-Ukraine war. It also resulted from Russian sanctions measures, the political and military tensions between China and Taiwan; restrictions on exports of goods and technology to China; including Russia. According to the Western sanctions, tensions on the Korean Peninsula over North Korea's political and military retaliation against South Korea, the United States and Japan have created political and economic polarization. Western countermeasures against Russia affect world energy prices, with Russia being a major gas distributor to Germany and Europe. The Brent oil prices rose to \$138/barrel. In March, it decreased to \$70-80 at the end of the year. The global Inflation rose in June to 9.1%. And in October, the EU inflation rose 10.7% and the UK rose 11.1%, the highest in 41 years. Gas prices rose 130%, and electricity prices rose to about 66%. US inflation from January to March was high at 7% - 8%. The Federal Open Market Committee (FOMC) of the Federal Reserve Board (FED) started raising interest rates at its March meeting by adjusting the policy rate from 0.25% to 0.50% and raising it 7 consecutive times. This caused the policy rate at the end of the year to be at 4.50% with the objective of preventing inflation from skyrocketing. In July, inflation began to decline, reaching 7.1% at the end of the year. Other central banks also gradually raised their policy rates. Short-term US bond market interest rates rose more than long-term interest rates, causing the bond yield to become an inverted yield curve and affecting the adjustment of the US stock market and global stock markets. From higher financial costs, the US dollar appreciated as stock investors sought stable assets instead of investing in risky assets. The dollar index at the end of 2021 was 95.67, which rose to a maximum of 113.29 in October 2022. In addition, interest rates increased along with the dollar appreciation. As a result, the price of gold rose from 1,814 dollars/ounce at the end of 2021 to a peak of 2,070 dollars/ounce on March 8, 2022, and was at its lowest of 1,616 dollars/ounce in November.

### 1.1.2.2 Trend of Economy in 2023

In 2023, financial markets and the economy continue to face uncertainty and there is an increased risk if there is a geopolitical risk and recession. During the first quarter in Thailand, an election of members of the House of Representatives will take place. This will play a significant role in determining economic policy for the next 3-4 years to which direction it will be going forward. The recovery of the tourism sector continues to be the main supporting factor from last year. Monetary policy still plays a role in building economic confidence. The global economy is at risk of entering a recession. Although agricultural energy prices may weaken, interest and inflation rates remain high, putting pressure on business profits. The food, beverage, and pharmaceutical sectors are resilient to economic uncertainty. This also includes gold prices that match the current economic conditions. China's re-opening has a positive effect, but may not affect the consumption of products; including energy, agricultural products, and industrial raw materials.

In early January 2023, the World Bank reduced its global growth forecast to 1.7% from its previous outlook of 2.9%. The slow growth increases the risk of a recession. Developing countries' growth is down from 2.5% last year to 0.5% this year, as well as the United States which will grow to 0.5%, while Europe will grow 0%. Emerging market countries will grow 2.7% from 3.5% last year. Thailand grew by 3.4% last year.

Fitch rating affirms Thailand's sovereign credit rating at BBB+ with a stable outlook. Meanwhile, Japan Credit Rating Agency (JCR) improves the country's sovereign credit rating to A from A- with a Stable outlook. Fitch expects the economy to grow by 3.8% from tourism. The number of tourists has increased to 24 million. For Public Finance, the budget deficit is likely to decrease from 4.9% to 3.8%, maintaining the public debt-to-GDP ratio at a level that can withstand unexpected situations in the future. In addition, the majority of public debt is denominated in baht, reducing exchange rate risk. The current account balance returned to a slight surplus of 1.9% from last year's deficit of 3.2%. Issues that must be taken into account are inflation measures and household debts. Thailand gradually continued to recover after the COVID-19 epidemic, supported by tourism and the export sector. This also includes government measures. But it is expected that in 2023, the export sector will decrease due to a slowdown in global consumption and the appreciation of the baht.

### 1.1.2.3 Trend of Stock Exchange in 2023

The increase in tourists since the third quarter of last year is a factor that helped raise this group of stocks. While the group that is likely to benefit from the recovery of domestic consumption such as food and beverage groups, retail groups, department stores, and recreation, including hospital, medicine, and medical supplies. Although consumption is recovering, the vulnerability of household debt including small and medium-sized enterprises (SMEs) remained high. This was after the end of measures to help debtors according to the BOT's policy for financial institutions. As a result, financial institutions that provide credit for consumption and spending must be extra careful with the debtor's quality and higher financial costs due to higher interest rates. The price of energy, both oil and natural gas, tends to stabilize at high levels, especially oil, causing companies with a high proportion of energy costs to have reduced profits. The export group has factors to monitor; such as the appreciation of the baht and the decline in consumption of trading partners due to the risk of economic recession. Industries that apply technology to improve work processes or to facilitate businesses and individuals will continue to expand from the need to reduce costs and steps to facilitate convenience. However, business growth may slow down from the entry of competitors. Factors that investors need to be careful about are: uncertainties outside the country; such as geopolitics and the recession. Domestic factors include high energy costs, the tendency of increasing labor costs, the volatility of the baht and relevant currency, and the current account balance. The SET INDEX is expected to be between 1,780 - 1,530 points PE 15 - 17, and the Dividend Yield will be between 2.6% - 3.0%.

### 1.1.2.4 Non-Life Insurance Industry in 2023

In the previous year, 2022, although it was still in the middle of the Covid-19 pandemic, there is a tendency to expand. Direct insurance premium business amounted to 275,505 million baht, a 3.6% increase, despite a sharp decline in COVID-19 insurance sales in 2022. Compared to the growth of the non-life insurance business in 2021 with a growth rate of 5.2%, this is equivalent to a direct premium of 265,898 million baht. It is divided into direct premiums for motor insurance: there is continuous growth. However, negative factors including the competitiveness of the non-life insurance businesses tend to intensify. This was because the claim rate has decreased since the outbreak of COVID-19. To maintain market share, various insurance companies will apply price strategies to compete. In 2022, car premiums will grow by 4.3%. Personal accident and health insurance: an increase in medical expenses. This was due to increased awareness of the importance of health, the use of health premiums for annual tax deductions, and the entry of an aging society. It is a factor that resulted in increased demand for health and personal accident insurance. Along with the development of new products and services, resulting in 2022 personal accident insurance to grow by 7.7% and health insurance to grow by 3.6% (excluding Covid-19 insurance). Travel insurance: from the implementation of the measures to re-open the country of many countries around the world, including Thailand, economic activities have begun to return to normal since the beginning of 2022. This has resulted in the trend of domestic and international travel increasing when compared to 2021 with a growth of 93.8%. Fire Insurance: In 2022, the housing market will expand slightly from the previous year due to the economic recovery of Thailand, especially in the tourism sector. Decisions to buy housing have become quicker due to concerns about housing prices that are likely to increase in the future. Measures to reduce ownership transfer and mortgage fees for homes that do not exceed 3 million baht and second-hand homes and the temporary ease of the LTV measure until the end of 2022 also play a role. However, there are still negative factors that may affect housing demand, causing it to decrease including higher inflation rate, higher cost of living, the baht that has drastically depreciated, and interest rates also tend to increase. As a result, fire premiums remained stable. It grew by only 0.9% over the previous year. Industrial All Risks (IAR) from the contraction of Reinsurance Capacity in the global market at the end of 2019 due to frequent occurrences of natural disasters and intensified from the outbreak of COVID-19 in 2020. This results in insurance market conditions and reinsurance into Hard Market conditions causing the rise of property values. As a result, the sum insured increases. As a result, the premium rates for all types of insurance increased continuously. The terms of insurance are more stringent combined with the recovery of the business and industrial sectors. As a result, the demand for all types of IAR insurance remains high. In 2022, all types of Industrial All Risks insurance grew by 9.2%. Marine and logistic insurance: From the global economic slowdown, including the economies of important trading partners of Thailand, especially the United States, the Eurozone, Japan, and China, which was due to the conflict between Russia and Ukraine since the beginning of 2022. This caused energy prices and product prices to adjust and a tendency to increase production costs which is a factor that affects exports and imports of Thailand. The value of merchandise exports will expand by 7.5 percent compared to 19.2 percent, and the value of merchandise imports will grow by 17.8 percent, compared to 23.9 percent in 2021. Thailand will continue to expand with a value of approximately 106 billion baht, growing by 17%. In 2022, marine and logistic premiums will grow to 10.5%.

### 1.1.2.5 Trend of Insurance Industry in 2023

For 2023, the NESDC expects the economy to expand in the range of 3.0 - 4.0 percent, supported by the recovery of the Thai tourism sector and the ease of travel measures worldwide. The expansion of domestic consumption, private and public investment, and the agricultural sectors also play a role in economic expansion. However, the risk factors that Thailand will still encounter comprise the contraction of the world economy in the US and Europe due to the Russian-Ukrainian War. The Chinese economy may slow down, inflation conditions, the spike in interest rates, political instability, and the return of a new outbreak of COVID-19 also are some of the risk factors. From the recovery of the Thai economy in 2023, it is expected that all types of non-life insurance businesses would expand accordingly. The overall picture of the non-life insurance business is expected to grow by about 6.5%, divided into car premiums. This is expected to grow by 5.0%. For accident and health insurance, the accident premiums (excluding COVID-19) are expected to grow by 6.0%, and health (excluding COVID-19) premiums are expected to grow by 10.0%. Travel premiums will grow by 40.0%. Property and fire premiums' growth will be at 2.0%, industrial all risks premiums will grow at 10.0%, and marine and logistics premiums will continue to grow at 8.0%.

One of the important supervisory agencies for the business in the group of non-life insurance is the Office of Insurance Commission (OIC). Since 2006, the OIC has continuously prepared the Strategic Plan for Developing the Insurance Industry. At present, it has been the Strategic Plan No. 4 as a framework and direction of development for the year 2021 – 2025 by aiming at the matters of the secure, sustainable, and competitive insurance system in the digital economy and society with innovation and technology, and aiming at the insurance access and utilization by the public sector, private sector, and people to support risks. The key of the said Strategic Plan consists of four issues that are considered as the supporting and promoting strategies for the insurance industry as follows:

**Strategy 1 :** To develop and promote the insurance business to adjust the business operation model to be consistent with the new environment by developing and promoting the insurance business to use technology in business operation, altering the sustainable growth-focused business operation model to develop the channels, forms, and products easily accessible by the people, as well as promoting Thailand to be InsurTech Hub that can link the network with Startup Business and Tech Firms.

**Strategy 2 :** To create the insurance risk management culture for the people and private sector by adjusting the behavior and attitude of the people and private sector to be more aware of the importance of insurance, building good experiences for the people, developing the coverage mechanism, and reinforcing the potential of the insurance intermediaries.

**Strategy 3 :** To advance the insurance system to play the role in supporting the sustainable economic and social system by encouraging the Company to focus on the use of insurance matter in risk management, implementing the public sector policy, reinforcing the insurance company to have financial security in order to support the ability to assume more insurance risks, and advancing the insurance business to take part in making entire society sustainable in Environment, Social, and Governance (ESG).

**Strategy 4 :** To develop the insurance infrastructure for promoting the insurance business development, which is the development of the OIC internal structure by developing the insurance foundation to be strong in terms of law or rules for governance to have international standards, and system, database, and technology that can link the internal and external data, and also adjust the agency characteristic to be SMART OIC.

The current Strategic Plan promotes and supports the insurance business to develop both in terms of operation process and products mainly focusing on consumer benefits and needs.

Since 2020, it has been counted as the new challenge of insurance business from the COVID -19 pandemic situation as it has been the accelerating variable causing the Company's requirement to urgently adjust the operation process to be faster from the schedule of the primary plan. In fact, the event has not just been one factor of which the sustainable development and growth opportunity has been taken into account by the Company. There have still been various factors of the Company's opportunity and challenge as follows:

**Technological change** The rapid change and variety have been the key factors producing more products and services with new innovation and system called Automation.

**Change of the consumer's lifestyle** including the change in behavior with needs of variety of products and services to fulfill the needs, and convenience to access the source of product and service data in various dimensions. Therefore, it has been the Company's opportunity and challenge to mainly take into account the Customer Journey.



**Change of the population structure** Thai society in the current era has been counted as the beginning of Aging Society, and the proportion of population in the aged group has been firstly significantly increased. According to the statistical data of Department of Provincial Administration, the finding indicated that in 2023, Thailand will completely enter into Aged Society, and there was an anticipation that in 2037, the proportion of the aged will be high up to 30 percent of total population. Therefore, the Company's design of its products to fulfill the coverage of Thai population in the future has been a challenging factor.

**Public sector projects** The Government has currently initiated the projects directly relating to the insurance business, which are Crop Insurance Project for Thai Farmers for the participation of the group of non-life insurance companies in underwriting for covering the damage of crops damaged from natural resources that are rice and maize; or the project that indirectly and positively affect the insurance business, namely Eastern Economic Corridor (EEC) Project as the project making an increasing growth rate of insurance business due to expansion of economic sector in accompany with the area of EEC Zone as the industrial zone requiring the coverage of various types of policies whether being All Risks Insurance (IAR), health insurance, accident insurance, or fire insurance. In addition, it has been the opportunity of insurance business to design the new products to be corresponding to the nature of business of each company in the EEC area, for instance, motor insurance policy for Electric Vehicle or policy for the business in the group of Biotechnology, etc.

In 2022, there was an anticipation that the approximate growth rate of premium of the non-life insurance business will be 5% according to the tendency of Thai economic expansion approximately 3-6% due to the re-opening for the vaccinated tourists to travel all over the country in the mid-year period of 2022. The said re-opening has been a positive factor for the recovery of service sector. The private sector investment will be recovered due to the manufacturing for export according to the goods demand of the trade partner countries. The public sector spending in infrastructure has been increased in order to help stimulating the economic growth of the country. More highlight of Thai economy has been changed from manufacturing sector to service, where the entrepreneurs have been driven with technology for increasingly developing new business models.

#### Direct Premium Written of Non-life Insurance Segment by Class of Business

(Unit : Million Baht)

Class of Business	Year	Direct Premium			
		2022	2021	2020	2019
		Sub Class			
Motor	Voluntary	136,057	128,960	127,684	125,528
	Compulsory	19,972	18,896	18,708	18,497
	<b>Total</b>	<b>156,029</b>	<b>147,856</b>	<b>146,392</b>	<b>144,025</b>
Fire	Fire	9,882	10,475	10,120	10,118
Miscellaneous	Miscellaneous	102,610	99,717	92,580	84,443
Marine	Marine	6,984	6,237	5,285	5,469
<b>Grand Total</b>		<b>275,505</b>	<b>264,285</b>	<b>254,377</b>	<b>244,055</b>

Source : Insurance Industry Flash Report from The Insurance Premium Rating Bureau

In 2022, the company has a market share of 2.7%

Class of Business	2022		2021	
	Market Share	Rank	Market share	Rank
<b>Fire Insurance</b>				
- Fire	3.1%	10/43	2.0%	12/46
<b>Marine Insurance</b>				
- Cargo	0.1%	30/39	0.2%	29/44
<b>Motor Insurance</b>				
- Compulsory	0.8%	21/41	0.7%	21/44
- Voluntary	4.4%	8/40	3.9%	9/43
<b>Miscellaneous</b>				
- IARs	0.1%	29/41	0.1%	30/44
- Public Liability	0.1%	32/38	0.1%	34/40
- Engineering	0.01%	34/38	0.01%	38/40
- Personal Accident	0.1%	32/47	0.1%	33/50
- Travel	0.4%	18/39	0.1%	24/39
- Health	0.1%	28/38	0.1%	28/40
- Others	10.4%	3/39	9.6%	3/42
<b>Total</b>	<b>2.7%</b>	<b>9/51</b>	<b>2.3%</b>	<b>11/54</b>

Source: Insurance Industry Flash Report from The Insurance Premium Rating Bureau

## 1.2 Nature of Business

### 1.2.1 Structure of revenue of the Company and its subsidiaries

The Company operates the non-life insurance business, and generates the main revenue from insurance premiums. After the Company receives insurance premiums, it shall reinsure one portion of insurance premiums, and solely assume the other portion. After the portion assumed by the Company is deducted with expenses, the Company shall use this portion to invest pursuant the Non-Life Insurance Act, and the Notification of the Office of Insurance Commission relating to the investment to operate other businesses of the licensed non-life insurance company in order to seek for revenue in another part.

## Revenue Structure of the Group Company in Consolidated Financial Statements for the years ended 31 December as follows:

(Unit : Million Baht)

	2022		2021		2020	
	Amount	%	Amount	%	Amount	%
Underwriting income						
<b>Total of the company</b>						
Motor	5,714.7	89.4	4,919.6	85.5	4,108.4	87.5
Fire	157.7	2.5	122.1	2.1	102.2	2.2
Marine	8.3	0.1	9.8	0.2	9.9	0.2
Miscellaneous	544.7	8.5	489.9	8.5	456.5	9.7
<b>Total of subsidiaries</b>	<b>4.6</b>	<b>0.1</b>	<b>3.3</b>	<b>0.1</b>	<b>3.6</b>	<b>0.1</b>
<b>Total underwriting income</b>	<b>6,430.0</b>	<b>100.5</b>	<b>5,544.7</b>	<b>96.4</b>	<b>4,680.7</b>	<b>99.7</b>
<b>Investment income</b>	<b>(58.4)</b>	<b>(0.9)</b>	<b>196.3</b>	<b>3.4</b>	<b>4.9</b>	<b>0.1</b>
<b>Other income</b>	<b>23.8</b>	<b>0.4</b>	<b>13.1</b>	<b>0.2</b>	<b>8.0</b>	<b>0.2</b>
<b>Total income</b>	<b>6,395.4</b>	<b>100.0</b>	<b>5,754.1</b>	<b>100.0</b>	<b>4,693.6</b>	<b>100.0</b>

## Non-Life Insurance business operation of Company can be divided as following

<p><b>Motor Insurance</b></p> <ul style="list-style-type: none"> <li>• Compulsory Insurance according to the Protection for Motor Vehicle Victims Act B.E. 2535 (1992)</li> <li>• Voluntary Insurance Class 1</li> <li>• Voluntary Insurance Class 2</li> <li>• Voluntary Insurance Class 3</li> <li>• Voluntary Insurance Class 4</li> <li>• Voluntary Insurance Class 5</li> </ul>	<p><b>Miscellaneous Insurance</b></p> <ul style="list-style-type: none"> <li>• Personal Accident Insurance</li> <li>• Travel Accident Insurance</li> <li>• Health Income Compensation Insurance</li> <li>• Critical Illness Insurance</li> <li>• Contractor All risks Insurance</li> <li>• Contractor Plant and Machinery Insurance</li> <li>• Boiler Explosion Insurance</li> <li>• Public Liability Insurance</li> <li>• Golfer Indemnity Insurance</li> <li>• Neon Sign Insurance</li> <li>• Burglary Insurance</li> <li>• All Risks Insurance</li> <li>• Health Insurance</li> <li>• Global Travel Accidental and Health Insurance</li> </ul>
<p><b>Fire Insurance</b></p>	
<p><b>Marine Insurance</b></p> <ul style="list-style-type: none"> <li>• Cargo Insurance</li> </ul>	

## 1.2.2 Business operation of each product line

### Product or service characteristics

**1.2.2.1 Motor insurance** Compulsory insurance and Voluntary insurance is divided into 5 types such as class 1, class 2, class 3, class 4, and class 5 with different coverage.

**1.2.2.2 Fire insurance** is making contract to receive disaster risk that the company agrees to pay compensation to the insured in case of the insured property is damaged from fire or lightning or gas explosion of household consumption and has coverage extension to water damage, explosion, riot, strike, hail, flood, earthquake, windstorm, and aircraft etc.

**1.2.2.3 Marine and transportation insurance** is making contract to receive disaster risk that the company agrees to pay compensation to the insured in case of the insured property is damaged from transportation.

**1.2.2.4 Miscellaneous insurance** includes several kinds of insurance such as personal accident insurance, travel accident insurance, health insurance, compensation indemnity insurance, critical illness insurance, contractor all risks insurance, burglary insurance, health insurance, global travel insurance etc.

## 1.2.3 Competitive market

### 1.2.3.1 Important policy and nature of product and service market

The competition strategies are the rapid and convenient service, together with creation of the insured's impression, and publicity for more recognition on the Company, use of all modes of the modern communication technologies, and employee training for the constant quality of the employees.

The Company has currently operated the motor insurance business for almost longest time among all of insurance companies, causing the experiences in services to the insured and the related parties, and availability of quite complete database for determining the underwriting, availability of the Company's long-lasting insuring customer base, as well as customer base to some extent of good spread of risk. In accompany with quite large amount of the Company's capital, so the Company can take the high risk.

In addition, the Company has the corporate culture of good understanding on needs of customers and related parties to make them impress on our services.

However, the works of the Company have been acquired from the direct market. The Company has no works acquired from captive business.

### 1.2.3.2 Target group customers of the Company

As the insurance work is a work in the big industries, most of them are the insurances with the insurance companies that have the relationship in form of investment. Therefore, according to the Company's structure, its marketing target has been in the group of small-sized or medium-sized customers that are quite highly independent in selecting the insurance companies. Therefore, the distinctive point of services and product development that are suitable for the consumer needs can highly influence the customers' decision-making, by focusing on the customers in the natural person group. Meanwhile, the products are designed to support the needs of the customers in the organizational or institutional group.

### 1.2.3.3 Competition Condition

The non-life insurance business in 2022 has expanded. The entire business of direct insurance premiums is worth 275,505 million baht, an increase of 3.6% from 2021. The situation of the Covid-19 pandemic is likely to continue to improve, resulting in a good direction for the Thai economy. The supporting factor is that private consumption has expanded from economic activities as the export sector distributes products to main markets. The price of agricultural products also increased according to the demand of both domestic and international markets. The tourism sector, which is an important economic driver of Thailand, is likely to improve due to the ease of international travel restriction measures between Thailand and abroad. These factors have a positive impact on the economic growth of Thailand and a positive effect on all types of non-life insurance businesses. At present, electric cars are more popular, including new cars that use more technology, making cars more expensive. As a result, premiums will grow. However, the negative factor of price competition of various insurance companies also affects the growth of the auto insurance business. In addition to this, the value of new housing loans has increased from the previous year. The insurance and reinsurance market has entered the hard market, including frequent large-scale fire damages. As a result, IAR premium rates continue to increase. Health premiums rose as people realized the importance of health insurance.

Due to the Company's adoption of technology in selling and designing its products for fulfilling the current customer needs, and anticipation on the importance of the travel and accident insurance, the insured can easily purchase the policy and has more needs. The direct written premium of this class of insurance will be grown in the same direction as the health insurance. The Company also emphasizes on innovation leadership, strategic adjustment to step toward digital era, application of technology for new product development to fulfill both organizational level and small-sized customers by selling through a variety of distribution channels in order to access the group of target customers as much as possible, for instance, agent, broker, bank (Bancassurance), financial institution, Telemarketing, convenience store, and through online channels more and more. In addition, the services have also been developed through Smartphone Application.

### 1.2.4 Supply of products and services

Product distribution channels: The non-life insurance business earns the main revenue from premium. The insurance policy is the Company's product performed through the intermediaries as follows:

**1.2.4.1 Distribution through the non-life insurance agent** Section 4 of the Non-Life Insurance Act defines that "the non-life insurance agent means a person whom a company assigns to induce another person to enter into an insurance contract with the company."

**1.2.4.2 Distribution through the insurance broker** Section 4 of the Non-Life Insurance Act defines that "the non-life insurance broker means a person who, with the expectation of a commission, advises or manages for another person to enter into an insurance contract with the company."

**1.2.4.3 Distribution through electronic channel** The electronic offer for sale of the insurance policy means the invitation, advice or managing for a prospect to enter into an insurance contract with the company, and presents the detail of insurance product by electronic means, without depending on the offer of insurance product by the company's staff, non-life insurance agent or non-life insurance broker who is the natural person. The prospect shall declare his/her intention to apply for entering into the insurance contract using the electronic means. However, it excludes the offer for sale of the insurance policy via phone pursuant to the Notification of the Office of Insurance Commission on Determination of Rules and Procedures for Issuing and Offering for Sale of the Insurance Policy and Duty Performance of the Non-Life Insurance Agent, Non-Life Insurance Broker, and Bank.

**1.2.4.4 After sales service channels** These channels are regarded as the important part for the insurance business like the product distribution. The Company's after sales service channels include the accident notification service via Application System where the accident inspector status can be accurately monitored, resulting in the insured's ability to clearly know the service usage period; the formulation of customer relations system for providing the case receiving services, and coordinating various matters for the insured and the persons who desire to contact the Company; and an opening of the contact channel via social media consisting of Facebook, Line, Instagram, and Twitter, for contacting the Company without delay. The Company establishes the indemnity consideration system that is fair and consistent with the coverage of insurance policy so that the complete coverage is provided to the insured.

## 1.2.5 Business operation strategies

**1.2.5.1 Product and service development for fulfilling the customers** The Company is the leader of insurance innovation focusing the product and service design and development to fulfill the customer lifestyles, under emphasis on the use of modern technologies and availability of platforms accessible by the customers to the Company's products anywhere and anytime as required by the customers. In addition, the customer opinions and suggestions are taken to improve the products and services to extensively and increasingly fulfill the customer needs.

In addition, the Company has also internally and externally developed the internal operation system to upgrade more customer service capability, together with maximizing the consumer benefits.

**1.2.5.2 Strong and reliable branding** The said branding is performed with marketing communication through brand presenter and online channel, for instance, Line Account, Facebook, Instagram, and Twitter, etc., as well as communication from real experiences of the customers and the employees within the Company.

**1.2.5.3 Development of long-term competitiveness** The Company has the schemes for managing the products and after sales services in order to mainly reinforce and develop the strength for customer services by :

- Adopting the modern technologies in all management procedures according to Ecosystem in all procedures for reinforcing the strength to cover all insurance activities.
- Participating in the schemes with the leading trade alliances in Thailand for creating Ecosystem together with developing products and services for building the most suitable experiences for customers.
- Managing the contingent underwriting risk to be the proactive risk prevention by selecting and cooperating with the alliances in the group of the leading reinsurance companies in Thailand and foreign countries, which are financially expert and strong.
- Developing the ability to analyze data and statistical data for benefits of products and after sales services to increasingly fulfill the customer needs.

**1.2.5.4 Ability to maintain the ratio of each business class** The company has a capital adequacy ratio that is required to maintain under the law higher than the standard specified by the Office of Insurance Commission (OIC) and used an important measure in corporate governance for operate the business consistent and effective.

### Service Network – Branch and Group of the Affiliated Companies

Nature of Services	Quantity	
	2022	2021
Branches of claim services	29	29
Foreign Branch Company – Laovivat Insurance Company Limited	1	1

\*There are 29 branches, leasing from Airports of Thailand Public Company Limited 2 branches.

## 1.2.6 Business Assets

### Main fixed assets for business operations

Asset Type	Ownership	Value (Baht)	Obligation
<b>1. Head Office Building</b>			
11 stories building with 5,500 sq.m. usage area located at 71 Dindaeng Road, Samsennai Phayathai Bangkok	Owner	180,917,853.89	-
4 stories building with 1,215 sqm. usage area located at 1 Dindaeng Road, Dusit Bangkok	Owner	30,560,357.00	-
<b>2. Branch Office especially for indemnity claim service</b>			
Nakhon Ratchasima branch 1528 Issarapab Road, Thambon Nai Muang, Amphoe Muang, Nakhon Ratchasima	Owner	1,008,441.00	-
Chon Buri branch 136/88-9 Moo 9 Sukhumvit Road, Thambon Bansuan, Amphoe Muang, Chon Buri	Owner	2,884,427.00	-
Sara Buri branch 175/30-33 Moo 8 Phahon Yothin Road, Thambon Hua Sai, Amphoe Nong Kae, Sara Buri	Owner	9,415,803.01	-
Lam Phun branch 152/1 Moo 11 Lam Pang-Chiang Mai Road, Thanbon Umong, Amphoe Muang Lam Phun, Lam Phun	Owner	8,548,953.25	-
Pattaya branch Title deed no. 151138 land no. 661 21 Sq.Wah area and commercial building 392/91 Moo 6 Thambon Na Kaer, Amphoe Bang Lamung, Chon Buri	Owner	5,850,000.00	-
Ubon Ratchathani branch Title deed no. 68108 land no. 3 29.2 Sq.Wah, Thambon Jar Ramae, Amphoe Muang Ubon Ratchathani, Ubon Ratchanthon	Owner	4,036,644.00	-
Ratchaburi branch Title deed no. 83237 54.2 Sq.Wah area and commercial building no. 73/5 Petchakasem Road, Thambon Na Muang, Amphoe Muang Ratchaburi, Ratchaburi	Owner	5,500,000.00	-
Hua Hin branch Title deed no. 26808 28.4 Sq.Wah area and commercial building no. 57/1 Petchakasem Road (TL.4), Thambon Hua Hin, Amphoe Hua Hin, Prachuap Khiri Khan	Owner	4,500,000.00	-

Asset Type	Ownership	Value (Baht)	Obligation
Udonthani branch Title deed no. 190003 31.3 Sq.Wah area and commercial building no. 200/223 Muang UdonThani triangle Road, Thanbon Sam Phrao, Amphoe Muang, Udonthani	Owner	5,500,000.00	-
Sara Buri 2 branch Title deed no. 15525 20 Sq.Wah area and commercial building no. 67/10 Mittraphab Road, Thambon Pak Pure, Amphoe Muang, Sara Buri and title deed no. 188860-188862 30 Sq.Wah Area	Owner	1,500,000.00	-
Pitsanulok Branch Title Deed no. 178018 24 Sq.Wah area and Commercial Building no. 206/3 Sriharajdechochai Road, Tambon Naimuang, Amphoe Muangpitsanulok, Pitsanulok	Owner	5,900,000.00	-
Mahasarakam Branch Title Deed no. 89533 51 Sq. Wah area and Commercial Building No. 290-290/1 Muangmahasarakam, Mahasarakam	Owner	7,500,000.00	-
Surin Branch Title Deed no. 175968 23 Sq.Wah area and Commercial Building no.10, Moo 2,Liengmuangsurin Road, Tambon Nokmuang, Amphoe Muangsurin, Surin	Owner	4,400,000.00	-
Tak Branch Title Deed no. 54628 20.6 Sq.Wah area and Commercial Building no.154/10, Phahonyothin Road, Tambon Mai Garm, Amphoe Muang, Tak	Owner	4,000,000.00	-
Phuket Branch Title Deed no.106900 19.4 Sq.Wah area and Commercial Building no.92/31, Thepkasattre Road, Tambon Kokkaew, Amphoe Muang, Phuket	Owner	6,700,000.00	-
Nakomsawan Branch Title Deed no.114113 23.8 Sq.Wah area and Commercial Building no. 132/10, Moo 10, Tambon Nongkrot, Amphoe Muangnakomsawan, Nakomsawan	Owner	4,500,000.00	-
Khongan Branch Title Deed no.280233 20 Sg.Wah area, address no. 92/106 Moo 14, Mitrapap, Tambon Naimuang, Amphoe Muangkhongan, Khongan, Khongan Province	Owner	8,800,000.00	-
Chantraburi Branch Title Deed no.68769 26.2 Sg. Wah area, address no. 90/7 Moo 11 Sukhumvit Road, Tambon Pluppa, Amphoe Muang, Chantraburi Province	Owner	4,390,000.00	-



Asset Type	Ownership	Value (Baht)	Obligation
Chiangrai Branch Title Deed no.132167 44.8 Sq. Wah area, address no.478/9Moo5 Phaholyothin Road, Tambon Rimko, Amphoe Muang Chiangrai, Chiangrai Province	Owner	7,340,000.00	-
Suratthani Branch Title Deed no.107136 18.3 Sq. Wah area, address no.118/38 Moo 1 Surat-Kongbin 7 Road, Tambon Watpradoo, Amphoe Muang-Suratthani, Suratthani Province	Owner	5,500,000.00	-
Nakomsrithammarat Branch Title Deed no.157993 20.8 Sq. Wah area, address no.43/8 Pattanakamkookwang, Tanbon Naimuang, Amphoe Muang, Nakomsrithammarat Province	Owner	6,500,000.00	-
Hadyai Branch Title Deed no.31.3 Sq. Wah area, address no.84/47 Lopburiramesuan, Tambon Klonghae, Amphoe Hatyai, Songkla Province	Owner	6,500,000.00	-
Maesod Branch Title Deed no. 60204 33.9 Sq. Wah area, address no.81/14 Saiasia Rd., Tumbon Maesod, Amphoe Maesod, Tak Province	Owner	6,000,000.00	-
Kanchanaburi Branch Title Deed no.30825 21.3 Sq. Wah area, address no.65/35 Moo 9, Liengmuang Rd., Tumbon Pakprak, Amphoe Muang Kanchanaburi, Kanchanaburi Province	Owner	4,800,000.00	-
Kampangpetch Branch Title Deed no.70135 29.08 Sq. Wah area, address no. 781/7 Ratchadamneon1, Tambonnaimuang, Amphue Kampangpetch, Kampangpetch Province	Owner	5,500,000.00	-
Rayong Branch Title Deed no. 179777 and no. 17977844.3 Sq. Waharea, address no. 70/16-17, Rayong Bypass Rd. (National highway 3), ChoengNoen, MuangRayong, Rayong	Owner	15,546,912.00	-
Pattani Branch Title Deed no. 65408 22.5 Sq. Waharea, Na Kluea Rd., A No Ru, Muang, Pattani	Owner	9,000,000.00	-
<b>3. A place for spare part keeping and car junk business</b>			
Commercial building no. 224/3-4 Thambon Bang Khlo, Yannawa district, Sathu Pradit, Bangkok	Owner	15,601,734.00	-
Commercial building no. 58/12-13 Prathum Thani-Lat Lum Kaew Road, Thambon Ban Chang, Amphoe Muang Prathum Thani, Prathum Thani	Owner	5,000,000.00	-
Land at Prakanong Title deed no. 7347 371 Sq.Wah area located at Thambon Khong Ton, Prakanong district, Bangkok	Owner	28,082,653.00	-

Asset Type	Ownership	Value (Baht)	Obligation
Commercial building no. 67/9 Mittraphab Road, Thambon Pak Pure, Amphoe Muang, Sara Buri	Owner	541,077.00	-
<b>4. A place for recreation location of employee</b>			
Metro Jomthien condominium suite no. 420 Moo 12, Jomthien Beach Road, Thambon Nong Preur, Amphoe Bang Lamung, Chon Buri	Owner	5,053,004.00	-
Residence house Samut Prakan no. 605/18-19 Moo 2, Thambon Bang Phu Mai, Samut Prakan	Owner	3,000,000.00	-
Bang Kapi condominium no. 142 Soi Lat Phrao, Thambon Klong Jun, Bang Kapi district, Bangkok	Owner	1,500,000.00	-
Rayong villa 229/7-8 Moo 6 Rock Gargen Beach project, Sukhumvit-Aow Kai, Thambon Krum, Amphoe Klang, Rayong	Owner	3,200,000.00	-
House at Kao Phra Nond Kilometer no. 18 Thanarat-Muaklek, Ban Kudkla road, Thambon Moosi, Amphoe Pak Chong, Nakhon Ratchasima	Owner	8,148,867.50	-
<b>5. Company Emergency Reserve Office</b>			
Commercial building no 108/6-7 Ratchada Pisek road, Soi Therd Thai 33, Bukkalo, Thon Buri, Bangkok 10600	Owner	7,000,000.00	-
<b>6. Building Improvement</b>	Owner	34,957,658.84	-
<b>7. Decoration Accessories</b>	Owner	60,584,604.63	-
<b>8. Office Equipment</b>	Owner	113,529,427.18	-
<b>9. Vehicle</b>	Owner	86,212,090.73	-
<b>10. Work in process</b>	Owner	-	-
<b>Total</b>		<b>745,510,508.03</b>	

The Group company have property building and equipment as of 31 December as follow :

(Unit : Thousand Baht)

Details	2022	2021	2020
Land	211,950	211,950	211,950
Building	273,234	238,277	238,277
Equipment	266,856	247,562	252,833
Other	-	14,547	1,760
<b>Total</b>	<b>752,040</b>	<b>712,336</b>	<b>704,820</b>
Less Accumulated depreciation	405,301	385,785	372,368
<b>Property, building and equipment</b>	<b>346,739</b>	<b>326,551</b>	<b>332,452</b>

## 1.3 Shareholding structure

### 1.3.1 Investment in the subsidiaries

#### Investment policy of the Company

- The Company establishes the strategy of investment in the business that operates the entity as the insurance service supporting section, where the Company shall enter to hold the shares in those entities in order to acquire the rights and powers to manage and make decision on operating those businesses.

- The Company shall appoint the Executives and Working Group by entrusting the representative directors of the Company to supervise the business operations for the operations according to the Company's standards. At present, the Company has had two subsidiaries that operate the business to support the Company as follows:

1. Laovivat Insurance Company Limited is the listed company and operates the non-life insurance business in People's Democratic Republic of Lao. The Company is the shareholder in the proportion of 70 percent of total number of issued and paid-up shares or in the amount of Kip 16,000 million or 67,200,000 Baht.

2. Motor AI Recognition Solution Company Limited is the listed company and operates its business in Thailand in order to support the technological development of the Company with the main objective of enhancement of the service efficiency for the insured. At present, the Company is the shareholder in the proportion of 100 percent of total number of issued and paid-up shares or in the amount of 20,000,000 Baht.

### 1.3.2 Structure of shareholders

Mafam Company Limited has acquired shares of the Company total 145,655,120 shares, or 48.07% of the Company's total issued shares, which is the acquisition of shares from 2 former major shareholders, namely M.A. International Company Limited and Tang Mun Company Limited, which merged on October 14, 2020 when merged with juristic entities that have control business of the Group (Mr. Jiraphant Asvatanakul and Mrs. Sutepee Asvatanakul) as a result, the group holds the Company's ordinary shares. After this acquisition, 49.99% of the total voting rights of the Company's ordinary shares Changes in the shareholding structure there is no effect on the change of control within the Company. Mafam Company Limited and Mrs. Sutepee Asvatanakul will exercise their voting rights in the Company's shares, in the same direction as advised by Mr. Jiraphant Asvatanakul as the Chief Executive Officer and President of the Company.

## Name list of top ten shareholders of Thaivivat Insurance Public Company Limited as of 9 May 2022.

Number	Name shareholder	No. of share	Holding (%)
1	Mafam co., ltd.	145,655,120	48.07
2	Mrs. Jiraporn Buranasombat	18,239,400	6.02
3	Mr. Thepphan Asvatanakul	15,542,150	5.13
4	Miss Janejira Asvatanakul	15,542,150	5.13
5	Jane Phan Property Company Limited	15,082,648	4.98
6	Bank of Singapore Limited	12,096,000	3.99
7	Miss Rojana Theravithayangkura	9,115,500	3.01
8	Mr. Cham Chanvipa	5,570,900	1.84
9	Mr. Suchote Chanvipava	4,941,400	1.63
10	Mrs. Sutepee Asvatanakul	4,725,384	1.56
	Other shareholder	56,489,348	18.64
	<b>Total paid capital</b>	<b>303,000,000</b>	<b>100.00</b>
	Thai shareholder		95.71
	Foreign shareholder		4.29

## 1.4 Registered and paid-up capital amount

As of 31 December 2021, the Company's registered and paid-up capital is 303,000,000 shares at share value of 1 Baht per share, and estimated to be 303,000,000 Baht.

## 1.5 Dividend payment policy

The Company has the policy to pay dividend of not less than 40 percent of profit after corporate income tax by considering the dividend payment under concern on turnover and return of the shareholders in long-term pursuant to the requirement in Section 115 of the Public Limited Companies Act B.E. 2535 (1992) where the dividend payment is unable to be made from other type of money other than profit. In the case where the balance of the Company's deficit remains available, the dividend payment is prohibited.

The dividend shall be allocated based on the number of shares for equal amount per share, unless otherwise specified in the regulations regarding preference shares. The dividend payment shall be approved by the Shareholders' Meeting.

### The Company's dividend payment in the past 5 years period

	2022*	2021	2020	2019	2018
Earnings per share (Baht)	0.71	1.60	0.26	0.38	0.38
Dividend per share (Baht)	0.29	0.70	0.20	0.20	0.20
Dividend payout ratio (%)	40.63	43.77	77.26	52.20	52.53

\* Invitation to propose to the Annual General Meeting (No. 30/2566) 27 April 2023

# 2 Risk Management

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## 2.1 Overview of risk management

The non-life insurance business accepts the transfer of future arising risks of the customers, and helps alleviating damage, causing the better livelihood of the customers. The Company is expert in the non-life insurance for over 70 years, and operates its business with prudence, diligence, and emphasis on the risk management that is conforming to the Notification of the Office of Insurance Commission (OIC) Re: "Rules, Procedures, and Conditions for Supervising the Enterprise Risk Management, Risk and Financial Security Assessment of the Non-Life Insurance Companies B.E. 2562 (2019)".

The Board of Directors has entrusted the Risk Management Committee to completely formulate the framework and policy of the enterprise risk management, and financial security assessment of the Company, aiming at the proactive policy, monitoring, preventing the risks, and reducing the volatility impact to be at the appropriate and acceptable level, under the awareness of the opportunity to obtain a good return, creation of balance between the precaution of risk and business operation because if the excessive precaution of risk is emphasized, the business will not grow. However, if the business is moved ahead, and the good outcome of accomplishment is required, it must dare for risk. The Company may extremely encounter with risk, and must efficiently manage the risks prevention cost, have an alarm system, anticipate the future occurring events that will affect the Company, and find the management method, and measures for supporting and encouraging the Company to ensure the business operations based on the setting strategies to attain the business goals that are related to the process for identifying, assessing, measuring, monitoring, controlling, and mitigating the risks expected by the Company to encounter in the future both in short-term and long-term to gain a higher return together with a reducing volatility.

The Company establishes the risk management framework to be used as the operating guideline for the enterprise risk management, and risk and financial security assessment by taking into account the main element of governance; supports and promotes the Company to enable to efficiently and sustainably manage the enterprise risk, and manage the financial security status, covering the key principle relating to the scope of risk management, risk management process, and risk and financial security assessment, and internal risk management culture, in order to ensure the Company's enterprise risk management and risk and financial security assessment on a systematic basis; and supports the achievement of the Company's goals and mission under the risks acceptable by the Company.

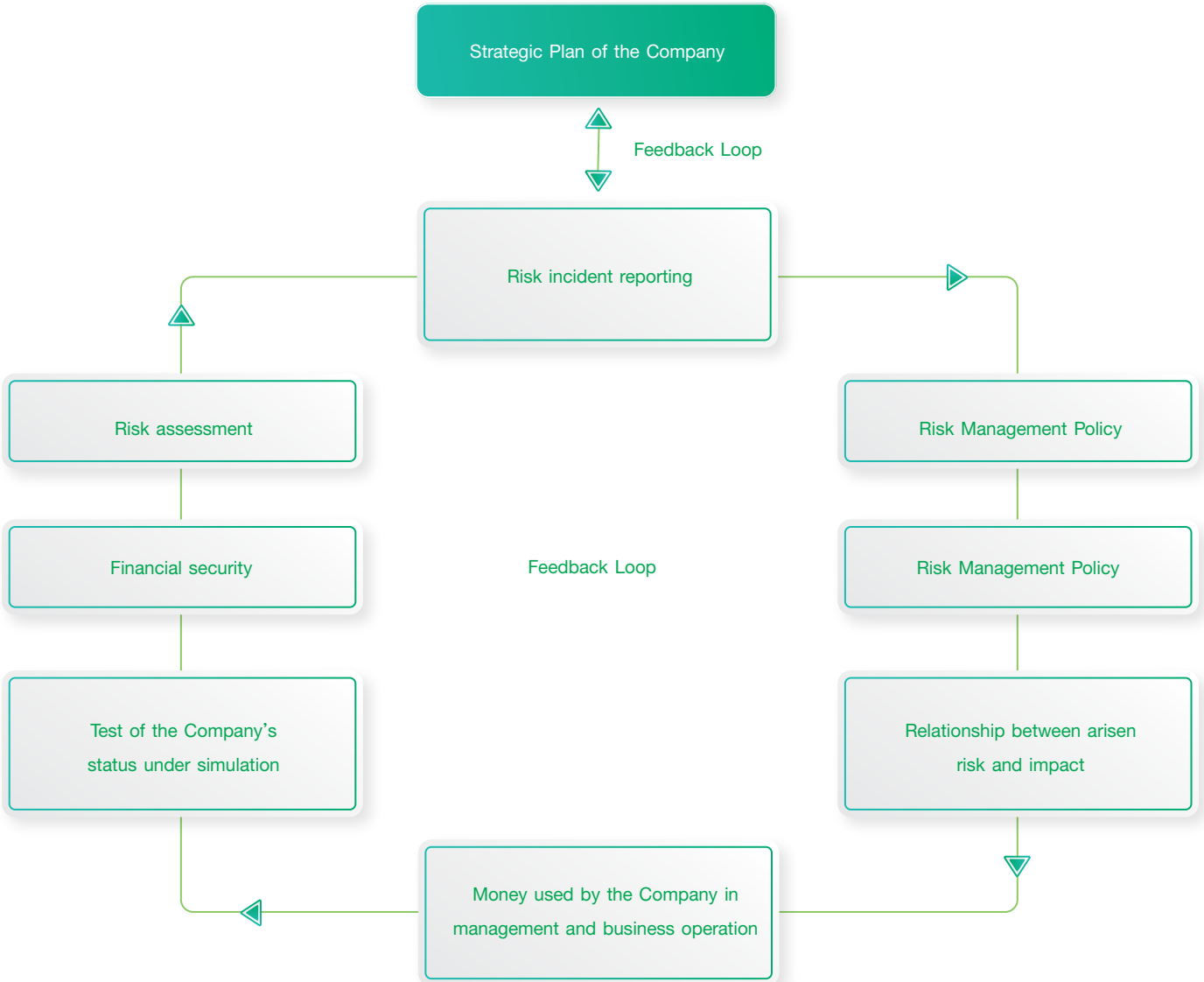
## 2.2 Culture of risk management

The Board of Directors well realizes that the corporate culture of risk management is an important element of the risk management success. The risk management falls on all organizational employees pursuant to the risk management governance structure by clearly defining roles, duties and responsibilities of the personnel and related work units in managing and controlling the risks in order to ensure that the real risks are recognized. In addition, the dissimilarity of good risk management tools and standards, and the inconsistency of risk appetite level determined by the organizational employees, or inconsistency of the conceptual framework with the Company's risk management guideline, may cause the error on decision-making between risks and returns that will be gained. Thus, the Company has established the guideline for building the corporate culture as follows:

- Establish the future risk management policy and system mutually approved via Workshop.
- Define the risk management to be available as part of the employee training and development program, for instance, training on the risk to new employees.
- Integrate the risk management with the business decision-making, governance, and internal control of the Company.

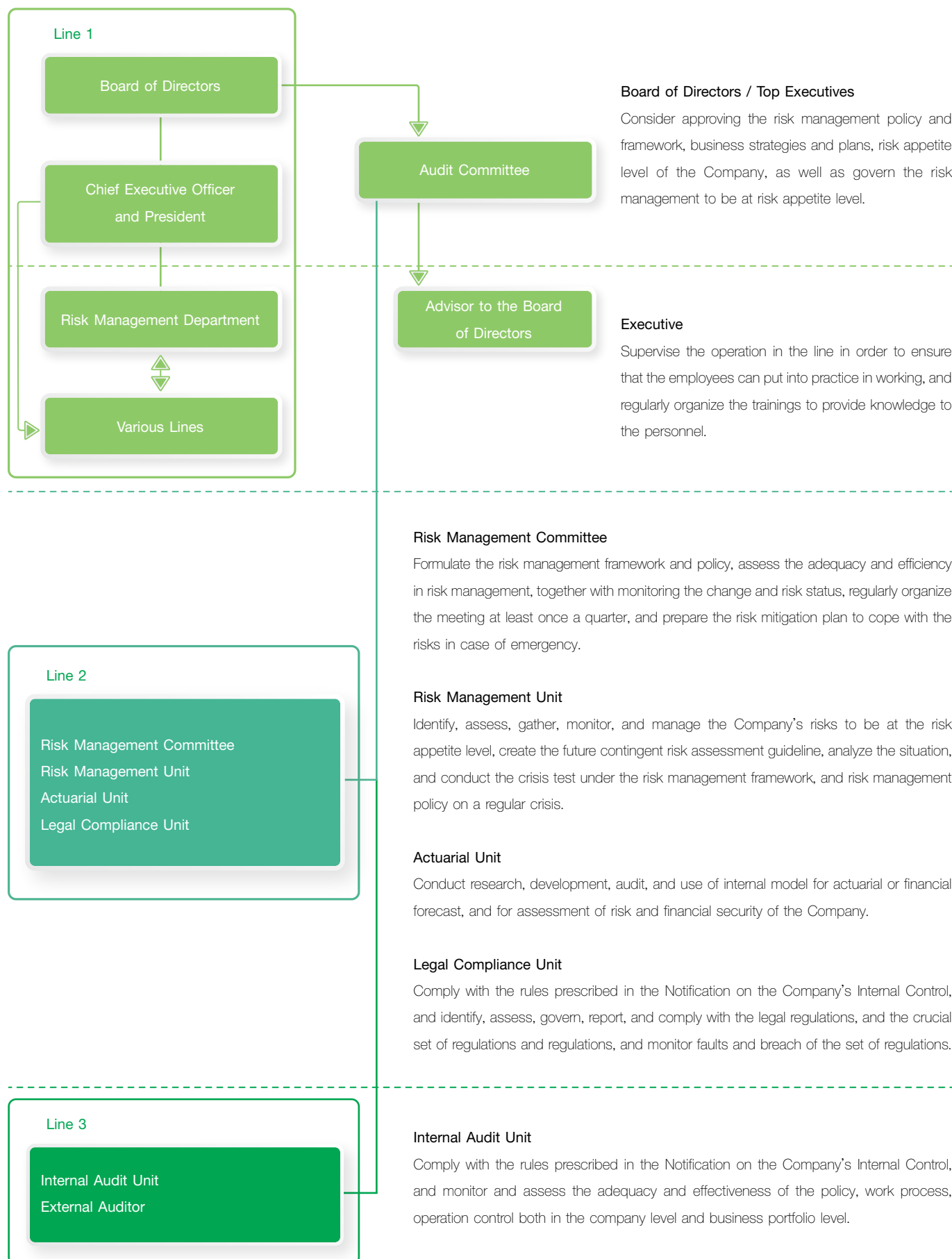
### ERM/ORSA Risk Management Framework

#### Board and Senior Management



#### Supervision

Structure of Risk Management



## 2.3 Risk factors of business operation

**Strategic Risk** is the formulation of the overall policies on the business portfolio level, product type, industry, geographic area including the operating plan, where the Company's risks are increased, for instance, more focus on growth of quantity or market share than profit value, increase on sales volume with a competitive and price-cutting insurance premium to take high and low risk insurance, sale of high risk products but low profit in order to maintain the customers and business alliances, including risk factors affecting and causing the Company's failure to achieve the defined business goals.

The Company has formulated the overall policies, and operating plans by taking into account the risk factors that may affect the formulation of the Company's policies, for example, risk from volatile economic condition, and risk from the changing set of regulations. Moreover, the Company has regularly reviewed and analyzed in order to update the management policy as well as the operating plan.

**Insurance Risk** is exposed to financial loss from underwriting and liability risk as the result of selection and approval on the class of underwriting risk, ratio between retention and risk transfer, including supervision of the Company's claim management process to be circumspect, systematic, and accurate based on the fact of the arisen damage.

**Market Risk** is the risk of volatility or fluctuation of the return on invested assets, as the result of the volatility of interest rate, equity instrument price, fund flow from foreign countries, etc. The Company establishes the policy and procedure for controlling the risks by aiming at generation of the long-term stable return on investment to be higher than inflation rate.

The Company has managed the risks from the change in securities price by an integrated asset allocation for the risk diversification. The investment is weighted pursuant to the criteria of the OIC focusing on the conservative and safe investment. The Company has set the framework of investment fund allocation in various classes of assets by selecting to diversify the investment in the companies with high security, rather regular generation of revenue and profit, low volatility, high liquidity and dividend payment, contributing to generation of a high level of return.

In addition, the Company has adjusted the investment plan to be consistent and keep abreast of the global capital market situation with more linkage. The inflation and interest have been tended to be in upward period. The Company has taken the opportunity that the market volatility increases the better return than the market, performs more active management, adjusts tactical asset allocation, focusing on the adjustment of investment portfolio through adjustment of the investment weight between assets, and security selection of the invested instruments within the invested assets in order to support the changing trend of the financial economy in the period of not more than 1 year or when there are Event Risk, and Dynamic Asset Allocation for reflecting the 1-3 year viewpoint by adjusting the portfolio to be corresponding to the changing economic cycle, for instance, in the period of the economic recovery and no problem with inflation, the investment overweight in stocks will be performed.

**Credit Risk** is the risk arisen from the contractual party's breach of obligation specified in the financial instruments, for instance, the reinsurer and loan debtor's breach of burden agreed with the Company, possibly affecting the Company's revenue and turnover. The risk management guideline of the Company is to determine the credit rating of Grade "A-" for selecting the reinsurer and lending money to the employees based on the criteria prescribed by the OIC; and also establish the audit and collection system for debts from the contractual parties on regular basis, and prepare the reinsurance policy and strategy, and yearly review at least once a year, as well as closely monitor the credit status.

**Liquidity Risk** is the risk arisen from the Company's default of liability and obligation payment when they are due, due to failure to convert assets into cash, or failure to acquire adequate capital or acquire money for payment. The Company's risk management guideline is as follows:

- Maintain liquidity ratio to be higher than the standard criteria defined by the OIC to be more than 100%.
- Consider investing in liquid securities, for instance, public sector debt instruments or private sector debt instruments with low credit risk,

investing in type of investment diversification, and determining the proportion and investment period to be consistent with and suitable for the Company's term of liability and obligation payment, account receivable and account payable management, remaining period management, and change of asset value by taking into account the structure of remaining useful life of asset, and liability to be at level of quantity and period consistent with both internal and external situations.

- Maintain the capital fund acquired from the shareholders' equity to cover the obligation and have an adequate proportion for the business and operation risk; as well as provide the source of liquidity reserve from the financial institutions as backup plan in the event of emergency.

**Operational Risk** is the risk that will cause damage as the result of lack of good corporate governance, lack of governance of the organization, or lack of good control.

**People Risk** includes lack of knowledge, expert, experience accumulation, dutiful responsibility, negligence, Inadequacy of employee, causing human error, fraud of the employee, and claim of indemnity due to the false reason of the customer and trade partner, for instance, garage, hospital, etc. The Company establishes the new employee recruitment plan to be in time with the business expansion, and monitors risk, where the working training is regularly organized for the employees. In addition, the internal audit unit has been set up to audit the employee operations to be proper and transparent.



**Process Risk** includes the fault of the non-circumspect internal system, and operating process, structuring of control system between the work units, segregation of duties between the approval considering person and the payor, identification of financial limit based on the approval power. The Company has regularly developed the operation and updated the work manual for the efficient working.

**Technology Risk** includes inefficiency of computer system, incorrectness, delay or theft of data. The Company has invested in the modern Hardware and Software, and determined the security process, data access limitation, particularly the authorized person or the approved person only.

**External Factor Risk** is the operational risk due to the cause outside the Company and affects the Company's operation or financial status, for instance, claim of indemnity with false reason, corruption from the third party, legal change, contracting the outsourced service providers, and natural resources.

**Reputation Risk** is the risk due to damage to the Company as the result of discredit because the customers, trade partners, and/or supervisory agencies have a negative viewpoint on the Company's image. The Company manages the risk by participating in the "Assessment of the General Meeting of Shareholders' Quality" Program organized by Thai Investors Association. In 2022, the Company earned 100% score, and carried out to have the report or tool used in indicating the service quality or customer satisfaction.

**Information Technology Risk** is the risk that may be arisen from the use of information technology in business operations, and will affect the Company's system or operations. It also includes the risk caused by cyber threat. The Company has the risk management guideline by creating the data safety prevention system, providing the data backup system, and risk supporting measure of the Main Computer Center, in order to support the contingent emergency. The Company has formulated the guidance in case of emergency that may affect the operations by preparing the backup plan for the continuity of business operations. All work units must yearly review and test the said plan, and comply with the Notification of the OIC Re: Rules of IT Governance and Risk Management of the Non-Life Insurance Companies B.E. 2563 (2020).

**Catastrophe Risk** is the risk of which one big event or continuous event causes the substantial deviation of the actual indemnity payment from the predicted indemnity. The Company has managed risk with reinsurance under Excess of Loss (XOL) Agreement in order to support the said risk, and yearly reviewed.

**Emerging Risk** is the emerging risk, where it is the loss that has never been appeared or never been experienced before, and is the risk that is difficult for estimation both in terms of likelihood and severity of occurrence due to the uncertainty and change of the environmental factors, such as politics, law, society, technology, and physical environment, including the natural changes.

Due to the incidence of the COVID-19 pandemic situation in last 2021 continuing to 2022, the Company has prepared the Business Continuity Plan for coping with the COVID-19 pandemic, and reviewed the Business Continuity Supporting Plan of the Company to be suitable for the current situation, and what will be occurred in the future.

**Business Group Risk** is the risk of which the Company may be negatively affected by the event (both being financial and non-financial) from the same group of business. In addition, it also includes the risk caused by financial stability of all business groups or the companies within the business groups that are affected by the events of any business, which are both the event occurred within its business group or the external event that affects the business group. The Company has established the risk management guideline for determining and controlling the compliance with investment risk management policy, and the investment for operating other businesses, and the requirements of the related laws, not to cause damage or obstruct the normal execution of the Company. In addition, the Company has prepared the operational risk management manual, and reviewed the risk management once a year or every time of the significant change of the risk factors that will affect the business operations.

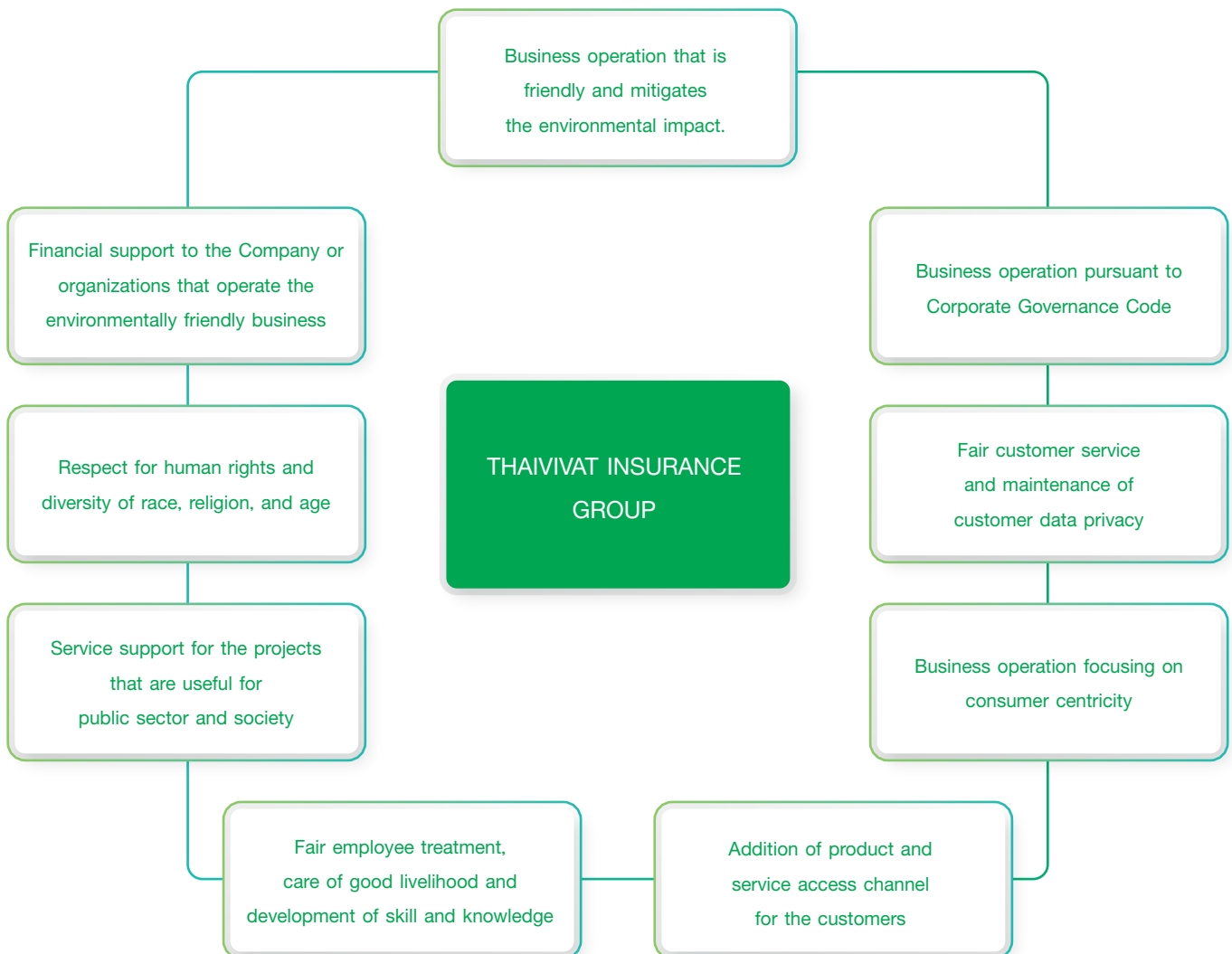
# 3 Steering Business towards Sustainability

The Company has been committed to operating its business with a focus on sustainability for over 72 years. We prioritize Environment, Social, and Governance (ESG) factors and align them with the Sustainable Development Goals (SDGs) of the UN Global Compact to foster sustainable partnerships.

## 3.1 Policy and Goals of Sustainability Management

The Company has realized sustainable organizational development by incorporating sustainable thinking into its business strategies and operational processes as a financial institute that contributes to the development of Thai society by ensuring financial security for Thai people and businesses through insurance transactions. In addition to disclosing operating results to finance stakeholders, we prioritize social and environmental aspects. By prioritizing all three dimensions of environment, social, and corporate governance, we instill reliability in our business and reflect our roles and responsibilities towards stakeholders while presenting operating results for sustainable growth. To achieve this, we have focused on developing internal work processes and designing products and services based on sustainability principles across all three dimensions. This ensures a balanced approach to sustainable growth throughout the value chain of our business.

Thaivivat has defined the framework of long-term sustainability management policy covering all 3 dimensions that are Environment, Social, and Governance (ESG) as follows :



## 3.2 Management of Stakeholder Impact in Business Chain

The Board of Directors has emphasized the importance of adopting sustainability dimensions in all business operations by ensuring that sustainability is incorporated into every operating procedure. We believe that effective communication and participation with our executives and employees, as the first group of in-house stakeholders, is essential to achieving this goal. When our executives and employees are aware of and recognize the importance of sustainability in business operations and duty performance, we can effectively communicate the intended statements to external stakeholders, including consumers, customers, shareholders, society, and supervisory units.

Furthermore, the Company values the suggestions and opinions obtained from employees, customers, and stakeholders in various groups. We believe that this input is crucial in supporting our efforts to develop and improve our products and services, as well as our internal operational processes. By balancing the value generated in the business chain with each group of stakeholders, we strive to achieve a sustainable and mutually beneficial relationship with all parties involved.

### Participation with the Stakeholders

Stakeholder	Expectation	Practice	Contact Channels
Customer	<ul style="list-style-type: none"> <li>- Well-defined products that are able to provide required protection and are highly understandable.</li> <li>- Excellent pre-sale and after-sale service quality.</li> <li>- Fair compensation.</li> <li>- A highly stable insurance company capable of paying compensation when an incident occurs.</li> </ul>	<ul style="list-style-type: none"> <li>- Providing good services for customer satisfaction and reliability in the Company's services.</li> <li>- Developing services to quickly and timely respond to customer needs together with developing high quality products as customer demands to ensure highest customer satisfaction and facilitation in various channels.</li> <li>- Customers can easily access products and be provided with accurate information about products and services</li> <li>- Establishing customer relations unit to serve as a preliminary answer to inquiries of customers regarding products and services as well as the complaint handling unit to coordinate with relevant functions to resolve problems for customers.</li> <li>- Providing customer complaint channel through the Company's website.</li> <li>- Establishing channel to respond on giving consent or not giving for the disclosure of personal information (Consent Form) so that customers can respond or notify their intention to give consent or not give consent for the disclosure of personal information so that the Company can perform in advertising and public relations in compliance with the Personal Data Protection Act.</li> </ul>	<ul style="list-style-type: none"> <li>- Satisfaction Survey</li> <li>- Feedback Channel</li> <li>- Head Office and Branches</li> <li>- Customer Relations Department Tel. 1231 Ext. 4</li> <li>- Claim Hotline Tel. 1231 Ext.1</li> <li>- Website: thaivivat.co.th</li> <li>- Facebook: Thaivivat Insurance www.facebook.com/thaivivat</li> <li>- LINE Official: Thaivivat Insurance</li> </ul> <p>Respond on giving consent or not giving for personal information via E-mail: dpo@thaivivat.co.th</p>
Trade Partner	<ul style="list-style-type: none"> <li>- Compliance with trade agreements.</li> <li>- Increasing the quantity/value of products and services.</li> </ul>	<ul style="list-style-type: none"> <li>- Conducting business with fairness.</li> <li>- Equitable and fair treatment among all trade partners.</li> <li>- Strict compliance with trading terms and conditions including the established agreement.</li> <li>- Selecting appropriate trade partners that demonstrate ethics, professionalism and good reputation.</li> <li>- Establishing clear procurement procedure</li> </ul>	<ul style="list-style-type: none"> <li>- Policy and Code of Business Ethics</li> <li>- Site visit and evaluation</li> <li>- Website: thaivivat.co.th</li> </ul>

Stakeholder	Expectation	Practice	Contact Channels
Employee	<ul style="list-style-type: none"> <li>- Fair compensation</li> <li>- Compliance with Code of Ethics in relation to labor \</li> <li>- Ensuring the safety of life and properties</li> <li>- Offering opportunities for knowledge development and professional career path</li> <li>- Balance between work and life</li> </ul>	<ul style="list-style-type: none"> <li>- Equitable treatment among employees and providing rewards or proper appointments to move based on employees' knowledge and capabilities</li> <li>- Providing trainings for employees to acquire knowledge about insurance products.</li> <li>- Encouraging all employees to show their capabilities in best effort.</li> <li>- Listening to suggestions from employees at all levels without discrimination.</li> <li>- The Company has established a concrete assessment criteria in performance consideration for employees.</li> <li>- Establishing a clear and concrete set of compensation and benefits for employees with policy defining rates of compensation and benefits comparable to other leading non-life insurance companies.</li> <li>- Determining short-term compensation based on the yearly and long-term profitability, taking into consideration of performance measurement based on the Balanced Scorecard.</li> <li>- Ensuring the improvement of employee welfare in line with current economic conditions so that employees shall have a good quality of life.</li> <li>- Encouraging employees to have knowledge and understanding of money management, selection of investment policies that correspond to the age range and risk level</li> <li>- Providing employees with welfare and other benefits such as provident fund, employee loan welfare and annual health check.</li> <li>- Establishing an emergency center inside a special organization due to the outbreak of COVID-19 to help employees who are infected and at risk so that they can be correctly treated and take care of themselves by creating a Line OA system for effective communication and support 24 hours a day.</li> </ul>	<ul style="list-style-type: none"> <li>- Providing employees with welfare information</li> <li>- Satisfaction Survey</li> <li>- Meetings by function</li> <li>- Complaints Handling Unit, HR Department</li> <li>- Directly raising complaint to executives</li> <li>- E-mail : hrdept@thaivivat.co.th</li> </ul>

Stakeholder	Expectation	Practice	Contact Channels
Shareholder	<ul style="list-style-type: none"> <li>- Growing business performance</li> <li>- Good corporate governance</li> <li>- Rights and equality of shareholders</li> <li>- Anti-corruption</li> <li>- Access to accurate information</li> </ul>	<ul style="list-style-type: none"> <li>- Adhering to business operations based on the corporate governance code and providing adequate and efficient internal control system and risk management system</li> <li>- Strengthening business to generate long-term benefits for shareholders.</li> <li>- Operating to achieve good business performance leading to returns for shareholders</li> <li>- Encouraging shareholders to exercise their basic rights to be entitled as prescribed by law and according to the Company's Articles of Association; and receiving news and information about important business operations of the Company on an accurate, complete and up-to-date basis via the Stock Exchange of Thailand and the Company's website.</li> </ul>	<ul style="list-style-type: none"> <li>- Annual Report</li> <li>- Shareholders' Meeting</li> <li>- Contact Investor Relations Department Tel.1231 ext. 5938</li> <li>- E-mail: nantawan_aru@thaivivat.co.th</li> <li>- Website: thaivivat.co.th/th/investor_contact.php</li> </ul>
Competitor	<ul style="list-style-type: none"> <li>- Business competition with a sense of morality</li> </ul>	<ul style="list-style-type: none"> <li>- Business competition with morality</li> <li>- Not seeking trade secrets of competitors through unacceptable means</li> <li>- Not damage the reputation of competitors through discredits</li> </ul>	<ul style="list-style-type: none"> <li>- Website: thaivivat.co.th</li> </ul>
Creditor	<ul style="list-style-type: none"> <li>- Prompt debt payment</li> <li>- Compliance with defined terms and conditions</li> </ul>	<ul style="list-style-type: none"> <li>- Strictly repaying debt upon deadline and the agreement terms and conditions</li> <li>- Complying with the terms and conditions in relation to guarantee and capital management</li> <li>- In case of failure in following the agreed terms and conditions which resulted in defaults, the Company shall immediately notify the creditor in advance and shall completely disclose all information to jointly seek proper solution</li> <li>- Ensuring that the capital management has appropriate structure to maintain creditor confidence.</li> </ul>	<ul style="list-style-type: none"> <li>- Contact Finance Department, Tel.1231</li> <li>- Website: thaivivat.co.th</li> </ul>
Debtor	<ul style="list-style-type: none"> <li>- Compliance with relevant terms and conditions</li> <li>- Interest rates are in accordance to the law</li> </ul>	<ul style="list-style-type: none"> <li>- Strictly following the agreement terms and conditions</li> <li>- In case that debtor fails to follow the agreed terms and conditions which resulted in default, the Company will negotiate with that debtor to seek fair and reasonable solution</li> </ul>	<ul style="list-style-type: none"> <li>- Contact Finance Department, Tel.1231</li> <li>- Website: thaivivat.co.th</li> </ul>

Stakeholder	Expectation	Practice	Contact Channels
Society and Environment	<ul style="list-style-type: none"> <li>- Conducting business with responsibility</li> <li>- Community development</li> <li>- Legal compliance</li> <li>- Providing cooperation in government projects</li> </ul>	<ul style="list-style-type: none"> <li>- Being committed to regularly supporting, helping and participating in activities that are beneficial to society and communities</li> <li>- Adhering to the principles of human rights, all employees have the right, liberty and equality in their work performance</li> <li>- Complying with the law on intellectual property and having a policy not to support all infringement conducts of intellectual property</li> <li>- Anti-corruption by providing a channel for reporting and whistleblowing if observing any corruption act and having measures to protect the whistleblowers to ensure their safety</li> </ul>	<ul style="list-style-type: none"> <li>- Contact the Company, Tel. 1231</li> <li>- Website: thaivivat.co.th</li> <li>- Contact the Company's Secretary Office</li> </ul>

### 3.3 Management of Sustainability in Environmental Dimension

Thaivivat has embraced the concept of sustainability by incorporating environmental considerations into our organizational management. We are aware of the negative impact of environmental changes, and have therefore established a management guideline that includes both internal execution and external agency support.

In September 2022, we supported the Foundation of Sirindhorn International Environmental Park by providing them with a fire insurance policy with a coverage value of 150,000,000 Baht. This was done to support the Foundation's operations and activities aimed at environmental restoration and conservation for continuous development. The Sirindhorn International Environmental Park is an international learning and training center in the field of natural resource restoration and conservation, as well as energy conservation in line with royal thought guidelines. The Foundation promotes innovation that links science, technology, and local intelligence, and advocates for the application of the sufficiency economy philosophy for sustainable community development. Through various study, research, and development networks within the country and abroad, we aim to ensure that all groups of people - including children, youths, local community technocrats, and the general public - have knowledge and understanding of the importance of natural resource and environmental restoration and conservation, as well as energy conservation in line with royal thought guidelines. We recognize that these efforts are crucial for the sustainable development of our society and the world we live in.

There have also been various actions as part of reducing negative impacts on the environment as follows:

#### 3.3.1 Green Procurement

Thailand's economic and social development is dependent on the country's natural resources, which are currently limited and decreasing due to increased utilization. In response, Thailand has adopted the Green Economy development approach, which focuses on changing production and consumption guidelines to promote sustainable consumption and production (SCP). This approach involves formulating and promoting policies that encourage environmentally-friendly production activities and consumption behaviors. In 2022, our Company developed a plan to promote the procurement of environmentally-friendly products and services to comply with the environmental management plan and the 12th National Economic and Social Development Plan (2017-2021). This plan is designed to encourage a broader shift in the behavior of both public and private agencies towards the consumption of environmentally-friendly products and services. It is an important mechanism for driving sustainable production and consumption practices across all sectors. We believe that by adopting these sustainable practices, we can help to preserve the natural resources of our country, reduce our environmental impact, and promote long-term economic and social development. We are committed to promoting environmentally-friendly practices and working towards a sustainable future for Thailand.

### 3.3.1.1 Procurement Concepts and Policies

The Company is committed to establishing an environmentally friendly procurement policy as part of its business plan, a procurement policy that is environmentally friendly is as follows:

- To promote the awareness of natural resource and environmental conservation among employees: Campaign or organize activities inside the organization for the use of various resources with value awareness, such as electricity, water, paper, to raise awareness on the use of products for environmental conservation.
- To conduct public relations on environmentally friendly procurement inside the organization: By arranging a letter clarifying the said operation within the organization and communicating the operations and expected results from the procurement which is environmentally friendly towards the organization and society as a whole.
- To provide all staff with opportunity to propose ideas and reflecting opinions: through holding meetings of the organization.
- To motivate employees: praising through internal media.
- To establish a committee to consider the procurement.

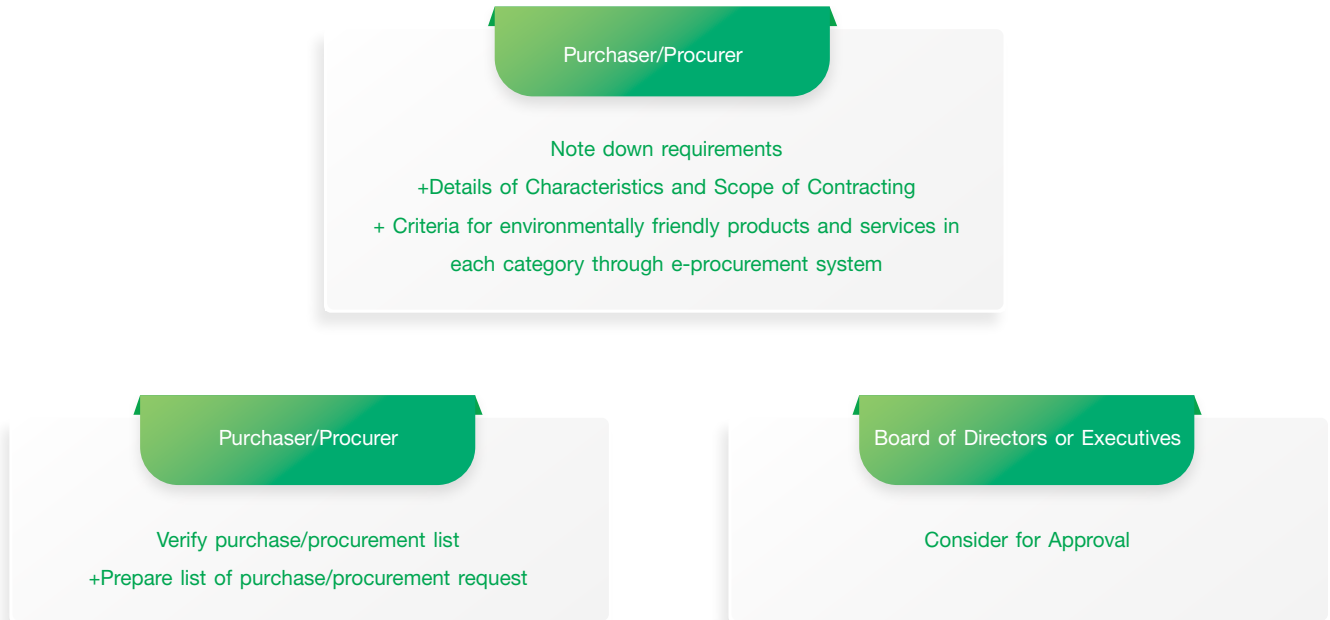
### 3.3.1.2 Guidelines and Implementation of Environmentally Friendly Procurement of Products and Services

Thaivivat has procured products and services that are environmentally friendly with sequence of steps as follows:

- To choose products that are environmentally friendly: Considering and choosing products that have been marked with a green label or products that meet the criteria for products and services that are environmentally friendly from the procurement of raw materials, production, transportation, use and handling after the end of life is lesser when comparing to single function products. Items of products and services that are environmentally friendly are as follows:



- Environmentally friendly services: businesses that lesser affect the environment from the raw material procurement process, consumption of resources and energy during service provision and waste management when comparing to other services of the same nature.
- To choose and use a procurement system that is environmentally friendly with procurement through e-procurement system to reduce the use of resources in purchasing by switching to use an online system, reducing the use of papers and reducing the process of consideration. The criteria for consideration of purchasing is as follows:



### 3.3.2 Energy Management

The Company has foreseen the benefits of energy management that will happen to the organization and society, that is, to use energy in an efficient, concrete and continuous manner. Therefore, a policy is established so that the organization can internally control and manage energy as follows:

#### 3.3.2.1 Replace existing air conditioning system in the building with VRV (Variable Refrigerant Volume) air conditioning system.

Air conditioning system precisely adjusting the amount of refrigerant entering the evaporator unit according to the actual heat load conditions in the room has resulted in long-term and efficient energy savings because the compressor in the condenser coil is an inverter system, and there is an ITM or Intelligent Touch Manager system that can control and set the on-off time of air conditioner based on the use; thus more energy is saved.



Existing air conditioning system



VRV air conditioning system



### 3.3.2.2 Encouraging Customers to Use Thaivivat's Mobile Application

Regardless of any types of insurance policies, the Company has continuously developed the Application to regularly facilitate the customer usage, whether being the main Application under the name of "Thaivivat", which is the Application covering all customer and consumer usages in overview. We believe that providing our customers with a user-friendly application is an important step towards promoting sustainable consumption and production practices. By reducing paper-based transactions and increasing digital interaction, we can help to reduce our environmental impact and support the transition towards a more sustainable future.

### 3.3.2.3 Encouraging the Improvement of Internal Operation Process by the Reduction in the Quantity of Paper Usage

As part of our commitment to environmental conservation, we have implemented a policy to become a paperless organization through the promotion of modern technology in our operations. In 2021, we have improved and developed our business processes to promote electronic models, which help to reduce paper usage and promote environmental conservation. In Thailand, paper usage is approximately 34 kilograms per person per year or 2 million tons per year, with an increasing rate of usage by 15% (reference information from the Waste and Hazardous Substances Management Bureau). Recognizing the significant impact of paper usage on the environment, we have identified the reduction of paper usage as a necessary step in our operations as follows:

- Publicize/campaign the compliance with the guideline for reducing the paper usage via various activities.
- Recycle of used papers (using both sides of paper)
- Paper sorting (paper with blank pages, colored paper, and white paper) for recycling benefit
- Develop electronic trading system by enabling customers to choose online purchase channels, developed products include car insurance, overseas travel insurance, and health insurance products, which can be purchased via online channels without using paper. Additionally, the insured can also choose to receive insurance policy through electronic channels instead of paper insurance policy, in order to reduce paper usage and promote energy and environmental conservation.

- Switch from using plastic water bottles to using aluminum cans and sort wastes inside the organization, this will reduce the problem of global warming in a concrete way.

### 3.3.2.4 Development and Improvement of Insurance Policy Preparation Process

The Company has changed paper-based insurance policy to be electronic insurance policy or E-Policy, and also promotes and encourages customers to receive E-Policy for paper reduction.

### 3.3.2.5 Development of Electronic Trading System

The Company has established online trading channels to reduce the use of paper within the organization and also encouraged clients to choose and receive insurance policy through electronic channels such as email, Application, instead of paper-based insurance policy so that the use of paper will be reduced and the energy and environmental conservation will be promoted.

### 3.3.2.6 Implementation of in-house electric vehicle conversion plan

The Company has switched from gasoline-powered vehicles to electrical vehicles such as electric motorcycles to reduce gasoline consumption, such electricity used is deemed as a true sustainable energy source which helps to reduce the use of natural resources such as gasoline.

### 3.3.3 Water Resource Management

Thaivivat is committed to sustainable water management inside the organization through water management policy and strategies and compliance with environmental laws according to international standards, the Company has monitored wastewater discharge in accordance with the environmental conservation policy. The Company has therefore discharged wastewater in compliance with the requirements of law and installed a grease trap that will act as the trap of food waste and fat from washing cooking utensils and equipment to prevent the flow mixed with water to be used in other parts. This may result in clogging the sewer inside the building, public water pipes, and create a source of germs, which will destroy the environment, additionally, the Company has raised the awareness within the organization so that all employees shall comply with the policy as follows:

#### 3.3.3.1 Raising Awareness on the Use of Water

The Company has publicized to employees within the organization to have knowledge and understanding about efficient use of resources.

#### 3.3.3.2 Ensuring the Compliance with Environmental Laws and Regulations

For example, Ministerial Regulation for the Administration and Management of Occupational Safety, Health and Environment (2016), etc.

### 3.3.4 Waste Management and/or Pollution Reduction

The problem of hazardous waste has long been a concern for the environmental quality and quality of life of employees, employers, and the general public in Thailand. Despite efforts to collect and destroy these wastes in accordance with legal requirements, there are currently no laws in place to control the generation of hazardous waste by offices, government agencies, and stores. This has led to the improper disposal of hazardous waste and environmental contamination, with negative impacts on the health of those who come into contact with these wastes.

To address this issue, our company has developed a project called “Waste Sorting” to raise awareness among our personnel and promote proper waste management practices within our organization. We classify waste into different types for convenient disposal without negative health impacts on our personnel. Additionally, we have limited the ordering time of goods and encouraged the use of personal containers and belongings to reduce waste volume within our offices.

### 3.3.5 Greenhouse Gas Management

As the Company is the financial business, therefore, it has been under planning in measuring the emission of greenhouse gas volume. However, the Board of Directors has emphasized on the reduction of greenhouse gas emission volume for maintaining the environment through the formulation of sustainable development policy referring to the international action guideline that covers economy, society, and environment under the Corporate Governance Code so that the operations are consistent in all businesses for coping with the global climate change. The Company has been aware of the increasing severity problem of global warming and climate change, and managed to be an urgent agenda requiring the collaboration of all parties in reduction of greenhouse gas emission by creating the cognizance and commitment on promoting and supporting the activities in order to help mitigating the global warming as follows:

- To encourage the consumption of alternative energy for more reduction on the consumption of natural resources within the organization.
- To organize activities for raising the awareness of the Board of Directors, executives, and employees on energy conservation.
- To promote and campaign the recycle of used articles.
- To raise an awareness and reinforce the knowledge on the climate change to employees and all parties of the stakeholders.
- To replace existing air conditioning system in the building with VRV (Variable Refrigerant Volume) air conditioning system, air conditioning system precisely adjusting the amount of refrigerant entering the evaporator unit according to the actual heat load conditions in the room has resulted in long-term and efficient energy savings because the compressor in the condenser coil is an inverter system, and there is an ITM or Intelligent Touch Manager system that can control and set the on-off time of air conditioner based on the use; thus more energy is saved.

## 3.4 Management of Sustainability in Social Dimension

The Thaivivat Board of Directors recognizes the importance of sustainability in the social dimension, and we are committed to incorporating this concept into our organizational management. We are aware of the negative impact that social change can have, and we strive to make a positive contribution to society. In previous years, we have implemented a number of initiatives to strengthen our society as a whole.

### 3.4.1 Respecting human rights and social disparity both inside and outside the Company

It can be seen that at present, the Company has diversity of executives, employees, and trade partners in sex, race, religion, and age; however, the said diversity has not obstructed or caused the conflict of business operation as seen from the joint venture in People's Democratic Republic of Lao, or business contact with foreign companies where the group of executives is diverse with race and religion, and the said joint venture has been constantly regarded as the good trade alliance.

### 3.4.2 Fair Employment Treatment and Care for Their Well-being

Through the equitable employee treatment, the Company has formulated a clear set of regulations for employees, and all employees are expected to comply with those set of regulations. The Company realizes that the employees are the valuable resources that must be cared and their capacity must be developed to be ready for efficient working. Therefore, the Company has established a policy to emphasize on the continuous development of employees at all levels in order to enhance their knowledge, competence, and skill, and build good attitude by giving a precedence to the development of knowledge in term of technical knowledge through in-house trainings and external trainings.

#### 3.4.2.1 Remuneration

The Board of Directors establishes the policy relating to the care on fair remuneration and welfare for employee as follows:

**Short-Term:** The Company considers employee performance once a year by determining the salary adjustment based on the market situation and competition under consideration in accompany with performance, and providing bonus based on the profitability of the Company.

**Long-Term:** The Company considers long-term reward by focusing on the balance both in terms of monetary and non-monetary rewards, including the balance of employee demand and financial suitability of the organization in long-term.

#### 3.4.2.2 Benefits and Welfare

In part of the benefits and welfare other than an appropriate granting of the right of leave and annual vacation, the Company also emphasizes on care of health and quality of life of its employees and their family. The purpose of benefits provided by the Company to employees is to make the personnel happy in working, bringing about the efficient operation of the employees.

After probation, the personnel in the Company will be filled as a full-time employee. All employees are full-time employees who receive remuneration and are entitled to receive welfare from the Company as follows:

### 3.4.2.3 Welfare for Good Quality of Life

**Provident Fund:** The Company establishes a policy that all employees shall save for using after termination of the Company's employee status, by setting up the Provident Fund for employees who have been filled as the employees for 3 (three) full years and more to enter as the Fund's members. The member shall pay the Fund's savings at rate of 5, 10, 15 percent of their monthly salary, and the Company shall pay a contribution to the Fund for the members at the rate of 7.5 percent of their monthly salary. The Company has managed to entrust an asset management company as the fund manager of this Provident Fund.

- **Loan welfare:** The Company's personnel are entitled to apply for the Company's loan after being filled as the employee for not less than 3 years. The purpose of borrowing must be for residence, for medical care, and for education.

- **Financial assistance** for the employees and their families: The said assistance is for the employees' weddings and their parents' funerals.

- **Medical treatment:** In addition to the provision of social security to all employees for supporting the right of medical care according to the labour law, the Company has set up a nursing team to provide first aid and conduct a diagnosis for referral to the hospital in serious case, as welfare for the employees in every working day at the head office building where is the workplace of most employees.

- **Accident insurance:** For employee welfare, the Company provides personal accident insurance to its employees so that they can exercise the right of medical care in the event of accident or in the event of disability or death. This will relieve the family burden of its employees.

- **Health insurance:** To enhance convenience for employees, the Company has provided health insurance to support its employees' medical care in addition to the medical treatment benefits under the social security program.

### 3.4.2.4 Employee Care and Development

The Company regularly provides in-house trainings to develop personnel capability both in terms of insurance knowledge and other skills necessary for their duty performance in underwriting and services. In 2022, when restructuring the Company's work structure, Personnel Development Division has been separately and clearly re-sectioned from Personnel Management Division by aiming at the efficient personnel development.

- The Company organized the orientation of new employees for 6 Classes in 2022.
  - Class 1 on 7 January 2022, where the 18 new employees attended the training.
  - Class 2 on 2 March 2022, where the 25 new employees attended the training.
  - Class 3 on 5 May 2022, where the 18 new employees attended the training.
  - Class 4 on 18 July 2022, where the 33 new employees attended the training.
  - Class 5 on 16 September 2022, where the 33 new employees attended the training.
  - Class 6 on 22 November 2022, where the 50 new employees attended the training.
- New Hire Onboarding' Program for the new employee's basic cognizance on the insurance business including the new employee's learning and understanding on the organizational rules, and understanding on the organizational structure and value more and more.
- Techniques for Organizing Ideas and Sorting Priorities (Basic)' Program for employees' knowledge and understanding on the principles of systematic thinking, together with learning on how to use CLD Feedback Loops Tool to organize thoughts ideas / Mandala Arts for prioritization and PSDM.
- 'Organizing Ideas and Sorting Priorities (Advanced)' Program for employees at Assistant Supervisor Level and above to learn how to use tools such as Affinity Diagram, Logic Tree, to organize ideas and use upon the situation for the benefit of work and for enabling employees to prioritize tasks or various missions to effectively achieve the objectives.
- 'Insurance Fundamentals' Program for employees' learning and understanding of the principles and basic knowledge of insurance to make employees aware of the meaning and importance of the sustainability of insurance companies so that employees have knowledge about car insurance, underwriting considerations, claims management and can use as a guideline for working, providing customers with preliminary advices and services.
- 'Basics of Microsoft PowerPoint' for participants to be able to present their work with PowerPoint so that participants will know presentation techniques consisting of various multimedia such as text, images, graphs, audio, and video, etc., and participants can present their work.
- 'Utilization of Microsoft PowerPoint and Presentation Techniques' Program for participants to create creative and structured PowerPoint presentations so that participants will get presentation techniques consisting of various multimedia such as text, images, graphs, audio, video, etc.

- ‘Leadership Skill to Effectively Drive Teams’ Program for participants’ learning and understanding of the importance of leadership in operations to learn the building of leadership, leading to the development of their own abilities for the success of organization in order to create a new image of becoming a good “leader” in line with the vision, mission and shared values of the organization to develop Mindset and develop a positive attitude in being a good and professional supervisor so that they will understand and be able to manage a team and have skills of being a good and efficient supervisor.

- ‘Professional Techniques of Microsoft Tools (Outlook)’ Program for employees’ knowledge and understanding of the effective use of Microsoft Tools so that they can apply MS Tools to work in a professional manner.

- ‘How to Use Microsoft Excel in Practice (Foundation)’ Program for participants to mention the benefits of Microsoft Excel Program, create/modify table sheets, perform calculations with Microsoft Excel, create formulas to summarize data with calculation formulas, and work with data such as sorting, filtering.

- ‘How to Use Microsoft Excel in Practice (Intensive)’ Program for participants to mention the properties and functions of Microsoft Excel so that participants can create calculation tables using various functions in applied formulas, participants will be able to use Microsoft Excel for plotting graphs, analyzing and summarizing the data with PivotTables and define the security of Microsoft Excel.

- ‘Basics of Microsoft Excel in practice (Foundation)’ Program for employees to practice the creation of document forms, calculations using formulas and functions from a wide range of samples, this program enables participants to immediately apply in actual use.

In addition to trainings for enhancing skills and knowledge to be used in actual operations, there are also trainings to guide money management and tax filing for employees. In 2022, following trainings were organized.

- ‘Money Planning is A Must’ Program is lectured by external speaker on financial planning, which was held on 17 November 2022 at Thaivivat Conference Room (Town Hall) to provide employees guidance and learning about financial planning and how to efficiently manage, including tax filing.

In addition to in-house trainings, the Company has also delivered its employees to attend external trainings both of knowledge and skills that are related to their working. The Company will consider delivering the personnel of each department that is involved with the training or seminar topics based on the occasions. The Company has delivered the personnel to attend the trainings-seminars based on their lines in average of 8 hours per person.

### 3.4.2.5 Employment of the Disable Persons

Thaivivat is glad to employ the disable persons in various areas for working in the suitable position of which the individual physical capacity does not obstruct the working skills essential for the said works. In addition, the Company has the standard of remuneration payment, and provides them with equal opportunity of job growth.

The Company has continued to employ the disabled persons to provide them with opportunities in building career stability, enhancing the quality of life and reducing social inequality, and has been also ready to support the socially disadvantaged to show their potential and abilities in effectively performing their duties. In 2022 until now, the Company has had 6 employees who are the disable persons as follows:

- 4 employees who are the disable persons of hearing and communication impaired;
- 1 employee who is the disable person of visually impaired;
- 1 employee who is the disable person of mobility impaired.

The details about the operations of each department are as follows:

No.	Department	Position	Duties
1	General Administration	Purchasing Officer	Purchasing Officer is primarily responsible for inspecting the receipt of incoming products, receiving billing documents for Purchasing Department and checking cheques to ensure the efficient operation of the Company.
2	General Administration	Purchasing Officer	Purchasing Officer is primarily responsible for inspecting the receipt of incoming products, receiving billing documents for Purchasing Department and checking cheques to ensure the efficient operation of the Company.
3	General Pricing Claim	EMCS Pricing Officer	EMCS Pricing Officer is primarily responsible for reviewing and considering the orders of vehicle repairs in the EMCS system for vehicles of the insured and of the party, responsible for auditing work in the EMCS system to deliver good experience and achieve maximum customer satisfaction.
4	Register and Correspondence	Accident Registration Officer	Accident Registration Officer is mainly responsible for collecting and entering details of accidents of customers into the Company's software package and internally coordinating and following up until completion for providing customers with the best service.
5	General Administration	General Administration Officer	General Administration Officer is mainly responsible for inspecting, sorting documents, preparing venues for various activities of the Company to ensure the efficient operation of the Company.
6	Insurance Management	Reinsurance Officer	Reinsurance Officer is primarily responsible for coordinating and forwarding the insurance work to insurance companies, preparing and forwarding reports to insurance companies, and preparing various statistical data.

### 3.4.2.5 Labour Relations Activities

The Company has organized the labour relations activities on a yearly basis by emphasizing the development of relationships between the personnel and between the organizational work units, teamwork learning, efficient contact and coordination through activities that will well influence the synergy and encouraging employees to exercise, and build organizational commitment of the personnel.

### 3.4.2.6 Workplace Safety

The Company's Board of Directors has concerned about the employees' welfare, sanitation, and safety, and remarked that the said issues have affected the good quality of life, and have been the factors contributing to the promotion of the efficient operation, and the confidence on implementation of activities. Therefore, the Board of Directors has formulated the policy for the Company's compliance under the following crucial correct and appropriate advance preparation of risk prevention.

- To carry out the prevention, and campaign to provide the knowledge regarding the fire prevention and fire drill on a yearly basis, and also regularly inspect the readiness of fire extinguishing devices and alarm system, for acknowledgement of the personnel on the practical and managing guideline for the actual situation that may occur. In 2022, the Company organized the fire prevention training on 30 November 2022 by inviting the lecturer from the Office of Disaster Prevention and Mitigation, 77/1 Rama VI Road, Bangkok Metropolis 10400, to provide the basic knowledge both of theory and practice. The fire drill for 2022 was organized on 30 November 2022 at Thaivivat Insurance Building, under supervision of the officers.

- Policy and practice for duty performance of the operators and accident inspectors relating to the safety in part of the staffs who need to use car, and motorcycle in the important operations, and are the accident inspector (claim staff), and customer and agent service staff (policy and document deliverer). The Company establishes the rules and regulations on personal safety (strict compliance with traffic rules in driving, proper and tidy dress in the employee uniform with the reflective strip as specified by the Company, wearing of safety helmet-safety belt), and the vehicles used (being the Company's cars that are passed for condition inspection, and installed with camera at the cars, and personal GPS of the employee). In addition, the strict penalty has been imposed regarding the traffic discipline.

In 2022, there are two accidents during work. The injured staff were two general management staffs and one Bangkok operation staff (accident inspectors) All have already recovered.

### 3.4.2.7 Annual Health Checkup

The global environment is constantly changing, and we have seen the emergence of new diseases and health challenges as a result. In addition, many individuals have adopted unhealthy eating habits that can negatively impact their health. To address these issues, we believe that early detection and prevention are key. By exploring abnormalities and identifying initial symptoms, we can help to reduce the severity of diseases and prevent further invasiveness. Regular health checkups can also help to monitor and prevent health problems before they occur. By recognizing risk tendencies in annual health checkup results, we can provide guidelines for individuals to change their living behavior and adopt healthier habits.

Therefore, between 1 and 30 November 2022, the Company provided the annual health checkup for employees to promote the employee health, and to ensure that the employees have good quality of life so that they can well and efficiently perform their duties and develop works, resulting in the organizational ability to further develop. The health checkup arranged in this time was carried out at Vimut Hospital, 500 Phahonyothin Road, Samsen Nai Sub-district, Phaya Thai District, Bangkok Metropolis 10400.

### 3.4.2.8 Issuance of Intensive Measure for COVID-19 Prevention

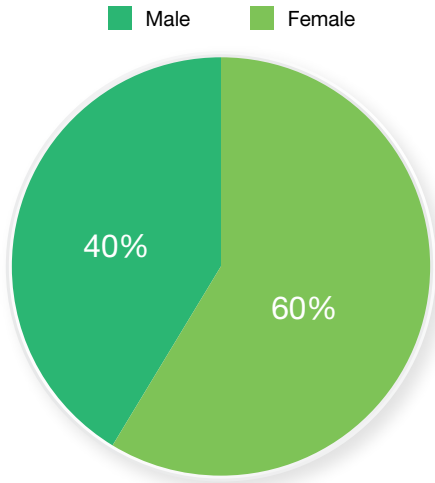
Since the situation of COVID-19 outbreak has continued to be severe and occur, bringing impacts to the lives of Thai people and people around the world, the Company has been aware of the importance of safety and health of employees and their families that in the event during this period, we must mutually overcome the obstacles all together, and take responsibility on the community at large in strictly preventing the COVID-19 pandemic pursuant to the Communicable Disease Act B.E. 2558 (2015), and the Notification of the Department of Communicable Disease Control, the Ministry of Public Health, for the safety of everyone.

Therefore, to ensure the continuous and best customer services, and create the confidence and safety for the customers, employees, family members, including society and country, the Company has established the strict action measure as follows:

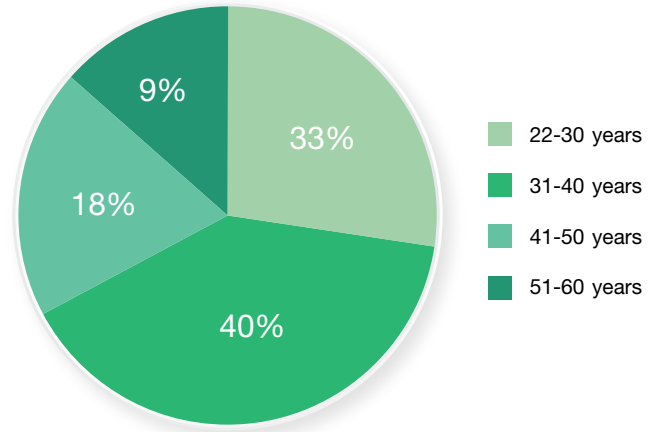
1. Some employees shall work from home to reduce the travel and mitigate the risk of COVID-19 outbreak.
2. All employees are commanded to wear surgical mask/cloth mask all the time, not eat the sharing dishes, frequently wash hands, and keep social distancing between 1-2 meters. Meanwhile, the Company has released the public relations media to thoroughly and continuously provide employees with the knowledge and practical guideline for self-carefulness and prevention from the said disease.
3. The Company has followed up employees who are infected of COVID-19 by distributing medicines and ATK testing kits to be delivered to employees' homes and providing employees with vaccinations to create immunity for the whole company.

### Overview of Thaivivat Insurance Employees for the year 2022

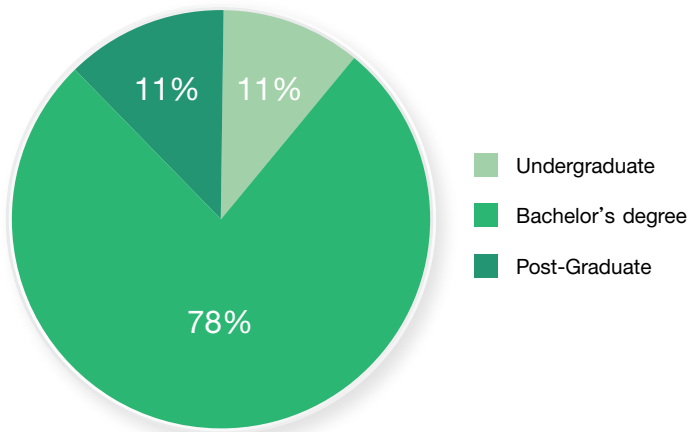
Proportion of personnel classified by male-female



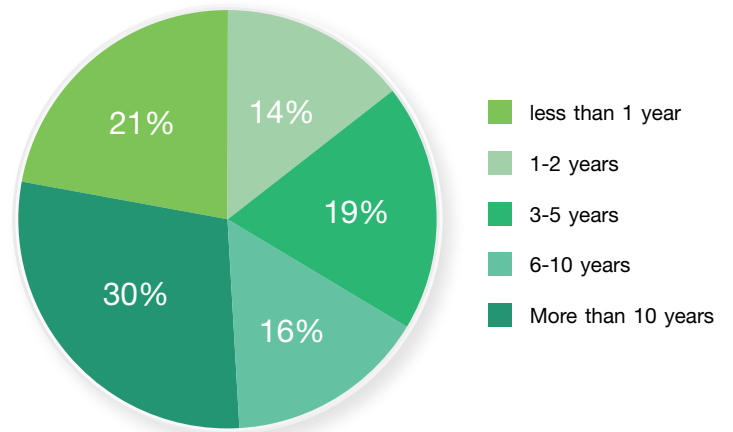
Proportion of personnel classified by age



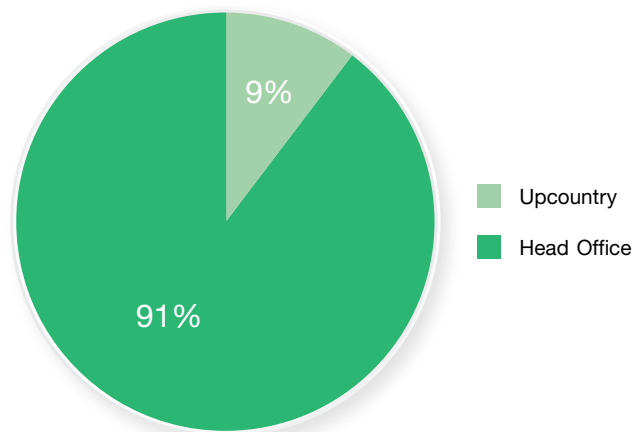
Proportion of personnel classified by educational level



Proportion of workplace



Proportion of Work place





### 3.4.3 Addition of product and service access channel for customers

Both current customers and new customers are provided with product and service access channel, by focusing on addition of online channels via platforms whether being the Company's platforms consisting of Mobile Application, Website or Social Online, as well as access through business alliance in the group of leading financial institutions because the Company has foreseen on the significance of the product and service data access channel, which must be a channel that is convenient and accessible all the time to facilitate the customers and users.

### 3.4.4 Support to the provision of services for the projects that are useful for the government sector and society

Since 2022 until now, the Company has participated in the government's In-Season Rice Insurance Harvest Season Program, it is the guarantee of output, which is damaged by natural disaster whether being drought and flood due to the Company's foresight on the significance of Thai farmer occupation. Therefore, the Company has desired to assist through relief of the Thai farmers' burdens, and this will create the security for the Thai farmers in another way.

In previous year, the Company has participated more in the insurance programs with the government agency under the crop insurance program as per the following detail.

#### 3.4.4.1 Micro-Insurance

The Company has executed to develop the community and society according to the Office of Insurance Commission (OIC)'s policy as stated in the Third Insurance Development Plan (2016-2020), especially in terms of knowledge enhancement and access to insurance through the promotion of retail insurance products so that the people use insurance as a security guarantee for their life and property, and to alleviate the government's burden in remedying the people, as part of the significant collaboration on Thai society development.

The Company has offered a variety of insurance products, taking into account the people need that are changing according to the social and economic situations by foreseeing the significance of the insurance system access by people at all levels. Therefore, the Company has established a policy for promoting the retail insurance or "Micro Insurance", with an easy-to-understand coverage, low insurance premiums, and accessibility to people at all levels through a wide range of distribution channels. The Company's key micro-insurance products in 2022 include:

#### 3.4.4.2 Cancer Micro-Insurance

Thaivivat Insurance has cooperated with Counter Service to sell micro-insurance products through Counter Service, which has more than 6,000 branches in Thailand, to provide an easier access of the people to the essential insurances. The products are classified into "Thaivavat Fearless Cancer Micro-Insurance" that provides coverage for all types of cancers except skin cancer with a 711-Baht annual premium that offers total coverage of 70,000 Baht.

#### 3.4.4.3 In-Season Rice Insurance for 2021 Harvest Season

The Company is one of the 17 companies that have participated in the government's in-season rice insurance program with the objective of creating the security for farmers in the target areas of 45.7 million rai across the country, contributing to the reduction of cost and risk that will occur with their crops. Farmers shall receive coverage for seven (7) types of natural disasters consisting of floods or heavy rains, drought, rain-shortage or intermittent rain, storm or typhoon, cold weather or frost, hail, fire, and wild elephant. The farmers will receive the basic coverage of 1,260 Baht per rai (Part 1) and an additional coverage of 240 Baht per rai (Part 2). For coverage for pests and disease epidemics, the farmers shall receive a basic coverage of 630 Baht per rai (Part 1) and an additional coverage of 120 baht per rai (Part 2). If the provincial governor announced the insurance area as the zone for assisting the emergency disaster victims, the farmers who purchase the insurance (Part 1+Part 2) shall receive coverage of up to 1,500 Baht per rai and coverage for pests and disease epidemics of 750 baht per rai. The said insurance is available at the Bank for Agriculture and Agricultural Cooperatives for the guarantee access all over.

#### 3.4.4.4 200 Micro-Insurance

The Company is one of the insurance companies that have participated in the “200 Insurance Policy” project in collaboration with the Office of Insurance Commission (OIC). The 200 Insurance is a personal accident insurance for the individuals, which provides a coverage of 100,000 Baht in case of death, loss of hands, feet, and sight, and total permanent disability caused by an accident, 50,000 Baht for homicide, and 10,000 Baht for death caused by an illness. The premium is 200 Baht per annual for the person aged 20 to 60 years with an objective of enhancing the opportunity for people at all levels to enable to purchase accident insurance at an affordable price.

#### 3.4.4.5 Affordable Home Fire Micro-Insurance

The Company is one of the insurance companies that have participated in the “Affordable Home Fire Insurance Policy for Retail Buyers” in collaboration with the Office of Insurance Commission (OIC). This affordable home fire insurance provides coverage for building damage in the characteristic of residential building, caused by four (4) types of perils consisting of fire hazards, lightning, explosion (the sum assured amount for concrete buildings is 300,000 Baht, for half concrete half wood houses is 150,000 Baht, for wooden houses is 100,000 Baht, for wooden shop houses is 50,000 Baht) and natural disasters (such as storm, flood, earthquake, and hail with total sum assured amount of all perils of no more than 10,000 Baht). If the said damage causes the insured to not be able to live in their homes and need to find a temporary accommodation, the compensation of no more than 300 Baht per day will be provided but for not more than 30 days with an insurance premium of only 400 Baht per year. The objective is to enhance the opportunity for people at all levels to enable to purchase fire insurance at an affordable price in order to alleviate the arisen damage at a certain level.

#### 3.4.4.6 Maize Insurance

The Company is one of the 17 companies that have participated in the Maize Insurance Program with the objective of creating the security for the farmers in the target areas of 3 million rai covering all maize plantation areas, supporting the farmers to grow maize after the rice farming season to reduce the problems of oversupply of rice and price slump, and reducing the cost burden and risks that may occur to the crops. The farmers shall receive coverage for eight (8) types of natural disaster consisting of floods or heavy rains, drought, rain-shortage or intermittent rain, storm or typhoon, cold weather or frost, hail, fire, and wild elephant. The farmers shall receive the basic coverage of 1,500 Baht per rai (Part 1) and an additional coverage of 120 Baht per rai (Part 2). For coverage for pests and disease epidemics, farmers shall receive a coverage of 750 Baht per rai (Part 1) and an additional coverage of 120 Baht per rai (Part 2). If the provincial governor announced the insurance area as the zone for assisting the emergency disaster victims, the farmers who purchase the insurance (Part 1+Part 2) shall receive coverage of up to 1,740 Baht per rai and coverage for pests and disease epidemics of 870 Baht per rai. The said insurance is available at the Bank for Agriculture and Agricultural Cooperatives to provide the farmers with access to the guarantee all over.

#### 3.4.4.7 Longan Micro-Insurance

The Company is one of 2 companies that have participated in the Retail Longan Crop Micro-insurance Against Drought Program using the drought index (measured by satellite) sold through the Bank for Agriculture and Agricultural Cooperatives (BAAC) in order to support the risk against drought for the farmers. The insurance area is available in five (5) northern provinces consisting of Chiang Mai, Chiang Rai, Phayao, Nan, and Lamphun with the first sales in January to February 2020 as the early stage in order to provide the protection against drought for longan farmers during March and April 2020. The farmers who borrowed from the Bank for Agriculture and Agricultural Cooperatives (BAAC), with loan limit of every 10,000 Baht can apply for one unit of insurance with a premium of 399 Baht per 1 coverage unit, where a maximum coverage of 2,100 Baht is provided. The coverage is divided into two (2) parts including 1. 900-Baht compensation in the event of longer drought period than the drought index, and 2. 60-Baht compensation per day in the event of continuous drought from the drought index, not exceeding 2,100 baht in total. However, if the insured area faces a continuous drought (having no rainy day or daily rain of less than one millimeter consecutively) for more than the number of days determined as the drought index, the Company will pay compensation to farmers through their BAAC accounts.

In addition, the Board of Directors is aware of the community and social development through the basic principle of human rights both in business operation process and community and social development participation activities outside the business operation process, for instance, the development of human resources that are regarded as the key of business development and business sustainability creation. The Company establishes the policy for equal treatment among all employees and stakeholders, without discrimination of skin color, race, sex, religion, lineage, nationality, poverty, disability, and respect and acceptance on the idea, social, environmental, legal, and cultural differences (see the addition in the topic of "Employee Care"). In 2022, the Company has promoted the community and social development through donation and charity in various occasions as follows:

#### 3.4.4.8 Educational Promotion Activities

The Company jointly promotes the equality according to the human rights with the group of people in the society on regular basis, particularly the right to basic education, due to the foresight that the creation of human resources with the potentiality in knowledge, competence, and morality, as the crucial part of security creation and development of the country. In 2022, the Company has carried out the activities for educational assistance as follows:

- **Thaivivat Innovation Awards Season 2 Project**

In the occasion of the 70th Anniversary in 2021, the Company's goal is to build an awareness of innovation and insurance for Thai people; therefore, the Company has organized Thaivivat Innovation Awards 2021 Project to contest for the concept of creative innovation for students and undergraduates, due to the good feedback of the project, in 2022, the said project has been continued under the project name of Thaivivat Innovation Awards Season 2 Project where the objective is still to transfer the knowledge and develop the innovation creativity skill to the youths and students through the Project, leading to the development of personnel that is the mainspring in thinking, extension, and creativity of the Risk Management Project for Thai People with the continuous sustainable insurance innovation in the future. The total scholarship value of 100,000 Baht and opportunity for apprenticing work experience in innovation with Thaivivat Insurance are granted. The conceptual framework of insurance innovation is defined under the theme of "Every second is worth with complete protection" in four (4) areas that are IoT (Internet of Things), AI (Artificial intelligence), Big Data, and Lifestyle.

The said Project has been supported and collaborated by four (4) leading organizations, such as National Innovation Agency (Public Organization) or NIA to provide the knowledge on the innovation development process in the economic and social dimensions, the development of Business Model Canvas for creating the opportunity of actual innovation; and also participated as the consultant of the awarded project in order to apply for the Startup Project supporting fund under the mechanism of NIA, National Electronics and Computer Technology Center (NECTEC), to jointly provide technological knowledge in terms of AI, Internet of Thing, and Big Data, for applying with the insurance, Amazon Web Services (Thailand) Co., Ltd., the provider of the integrated cloud services having the worldwide service users, to jointly provide the knowledge and counsel on the application of cloud computing technology in the insurance innovation, and AIS Business, the No. 1 company providing network services, to jointly strengthen the education of the business development process, and support the 5G network with the business sector that will be combines as an ecosystem, enabling the business sector to conduct Digital Transformation. with the most efficient 5G network. The said organized Project has been interested by many undergraduates, students, and pupils, and participated by total of 94 teams.

- **Donation for Contributing the Social and Community Development Fund in Various Areas**

The Company jointly donated for contributing the fund to organizations and agencies in 2022 as follows:

- **Give and Get, Forwarding Happiness from Giving' Project**

This project is in collaboration with The Voice Foundation (voice from us), Thonglor Pet Hospital, to organize a "Give and Get, Forwarding Happiness from Giving' Project " on the occasion of National Pet Adoption Day, as another voice to help announcing to find homes for homeless dogs and cats and a pet insurance policy "4 Legged Best Friend", Pet Friend Insurance is provided with a coverage up to 10,000 baht for dogs and cats participating in the project.

- **"40 Years of Giving #Making Everywhere a Classroom" Project**

This project is organized together with TISCO group to donate 100,000 baht for buying learning equipment in the digital age and delivering to 4,040 Thai youths in need nationwide so that they will have an opportunity to access the learning and review lessons through digital devices under the "40 Years of Giving #Making Everywhere a Classroom" Project.

- **Supporting Personal Accident Insurance**

The company has provided a personal accident insurance policy for 345 Ratchathewi District Office employees to support good welfare and encourage easy access to comprehensive medical care.

- **Partnership School to Bind Education Power Project**

The Company has always realized the importance and has been a part of supporting the education sector, both providing needy children with funds, providing schooling equipment and materials to support various technology systems with the aim to improve the quality of all lives. In 2022, the Company collaborated with the Yuvabadhana Foundation to support the education for children and youth who lack educational opportunities by organizing the “Partnership School to Bind Education Power” Project to reduce inequality. The goal of developing education is the access to education for children and youth including the quality of education and life skills. Funds have been given to support 5 schools participating in the project for a period of 6 years, totaling more than 2.7 million baht, these 5 schools include:

- 1) Ban Kae School, Phu Sang District, Phayao Province
- 2) Srithamma Wittaya School, Mueang District, Yasothon Province
- 3) Han Pho Pittayakhom School, Khao Chaison District, Phatthalung Province
- 4) Ratchaprajanukhro School, 42 Mueang Satun District, Satun Province
- 5) Ratchakrood School, Mueang District, Ranong Province

The project is implemented by focusing on the involvement of network parties including educational institutions, mentoring educational institutions, private sector and civil society sector to jointly develop the quality and create innovations in educational institute administration along with driving educational institutions to be a source of lifelong learning.

## 3.5 Sustainable Management in Corporate Governance Dimension

The Company has applied the concept of sustainability in corporate governance dimension together with the internal management, where the corporate governance dimension is regarded as the enterprise dimension of business operations and operation management, and adhered by the Company as the key of business operations as follows:

### 3.5.1 Business Operation Pursuant to the Corporate Governance Code

The Company prepares the policies and practices as the guideline for business operations and duty performance that shall give precedence to the stakeholders on a balance basis; and yearly review the policies as one tool that strengthens and secures the duty performance. The guidance for business operations with fairness and good corporate governance is as follows

#### 3.5.1.1 Policies, practices, and operation

In term of management with corporate governance for proper, transparent, and verifiable business operations, the Company has complied with the Corporate Governance Code, whereas the Company has set up the Compliance Unit in order to ensure that the operations within the Company are properly taken place pursuant to the rules and regulations according to the laws of the Office of Insurance Commission (OIC), and other related supervisory sections, for instance, Stock Exchange of Thailand (SET), the Office of the Securities and Exchange Commission (SEC), and the Anti-Money Laundering Office (AMLO). Thaivivat Insurance Pcl. takes into account the equity, fairness, non-advantage taking, and integrity in the insurance business operations by maintaining the mutual benefits with related parties, who are fairly treated while operating the business through the strict compliance with laws and rules mutually prescribed, having Code of Business Conduct, not demanding, not receiving and paying any benefits that are dishonest in the trade with business partners pursuant to the Corporate Governance Code.

On 18 December 2017, Thaivivat Insurance Pcl. was honored as the business with code of conduct and governance from Thai Chamber of Commerce in the event of announcing the honor of the Thai Chamber of Commerce Business Ethics Standard Test Award 2017 (TCC BEST Award) (Smart Thailand in doing good and sustainable path). The Company has been admired and honored as the private business sector that runs the business with the corporate governance code, particularly regarding transparency, integrity, and corporate social responsibility. In December 2022, the Company was rated of 5 stars or "Excellent" CG Scoring in the Corporate Governance Survey of Thai Listed Companies (CGR) for 3 consecutive years from 2020. – 2022 organized by the Thai Institute Of Directors (IOD) under the support of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission (SEC).

In addition, the Company obtained a full score of 100 in the assessment of the quality of the Annual General Meeting of Shareholders (AGM Checklist) for the years 2021 - 2022 for two consecutive years, organized by the Thai Investors Association and the Federation of Thai Capital Market Organizations. This reflects the importance of good corporate governance under the Corporate Governance Code and the determination to improve efficiency in organizing shareholders' meetings and all stakeholders, helping the organization to grow and operate its business on a sustainable basis.

### 3.5.1.2 Work Units Related With the Corporate Governance

The Company has set up the Compliance Department that is subordinate to Benefit Department, as the center in gathering and following up the information relating to relevant rules, and communicate to provide knowledge and counsel on the external rules in terms of being the non-life insurance company and the listed company, that have been interpreted and/or concluded, and compiled for proper execution of the persons and work units within the Company pursuant to the rules and regulations from above related external agencies.

However, the Company has set up Internal Audit Unit as an independent unit that is subordinate to the Audit Committee and the Board of Directors, to perform the duty in auditing, reviewing the operating activities within the Company, providing counsels, proposing the suggestions and advices for the operating correction and improvement to be appropriate and efficient. The report of good corporate governance has been reported in the 2022 Annual Registration Statement (Form 56-1) under the Section "Management and Corporate Governance" and on the Company's website at [www.thaivivat.co.th](http://www.thaivivat.co.th)

### 3.5.1.3 Disclosure of Information and Reports

With well realization that the Company's information affects the decision-making of the stakeholders, therefore, the complete and reliable disclosure of key information relating to the Company, and policies and practices to the public, is emphasized. The said information includes financial information and non-financial information according to the requirements of the SET, and according to the Notification of the Office of Insurance Commission (OIC) Re: Rules, Procedures, and Conditions of the Proper, Complete, and Timely Disclosure of Information Relating to Financial Position and Operating Results of the Non-Life Insurance Company B.E. 2551 (2008) so that the stakeholders can equally access the information. Other than the disclosure of information to the organizations and supervisory agencies, the public and stakeholders can also access the Company's information that has already been publicized via the Company's website.

The information publicized by the Company via its website [www.thaivivat.co.th](http://www.thaivivat.co.th)

- Articles of Association of the Company
- Practical Manual and Code of Corporate Governance
- Business Ethics
- Key financial information, including yearly and quarterly financial statements
- Annual Registration Statement (Form 56-1)
- Annual Report
- Corporate Social Responsibility Report
- Notice and Minutes of the General Meeting of Shareholders
- Anti-Corruption Policy
- Anti-Corruption Practice
- Notice on Suspension in Receiving Gift and Present
- Anti-Money Laundering Policy

1) To fairly provide customers with services, and also maintain the privacy of customer information, and determine the information storage procedure to be safe without disclosure of personal data of customers to any person, except it is the disclosure by law only.

2) To operate the business by focusing on the consumer centricity with design and development of products and services that fulfill the needs of each group of consumers. In 2022, the Company has aimed for creating the product satisfaction and service confidence to the insured, with the responsibility on the insured to obtain the good and quality services at the suitable price according to the set of supervisory regulations of the Office of Insurance Commission (OIC). It is to say that the type and context in the insurance policy shall be consistent with the determination of the premium rate, and have the clear meaning. In addition, the definition used is determined according to the theory in order to avoid the legal interpretation problems when an indemnity is claimed. Additionally, the premium rate at the appropriate rate and at the rate approved by the Registrar is used.

Moreover, a variety of insurance plans has been developed and improved to be appropriate for the changing needs of Thai society, and the services have been continuously developed and improved according to the changing technologies for convenience to provide the services to the insured, and seriously and regularly maintain the customer relationship and sustainability.

### 3.5.2 Ability to Reimburse the Indemnity When Having an Accident

The stability of the insurance companies is highly important for the reliability of insurance products and directly affects the insured and the entire economic system of the country as the financial institution, particularly in term of ability to reimburse the indemnity, therefore, Thaivivat Insurance Public Company Limited has realized on the maintenance of financial status according to the relevant laws, and the requirements of the supervisory agencies, for instance, OIC. In the past 2022, the Company's proportion of capital to minimum capital requirement as of Q3 was up to 355.02%, being deemed as guarantee on its capacity to properly underwrite and reimburse the indemnity to the public.

### 3.5.3 Claim Service

The Company has formulated the policy relating to the claim payment so that the rapid and promptly claim services are provided and the people can be concretely assisted by taking into account the claim payment of not more than 15 days from the agreement date of claim for rapidity, and the insured's needs can be timely fulfilled. The Company strictly complies with the conditions and terms entered with the customers in order to avoid the litigations that will cause damage to the Company.

The Company has adapted the new innovations and information systems with the insurance services, where E-Claim system has been used for fully developing the claim management service in order to enhance the efficiency and facilitate the rapidity to the customers who have an accident, enhance the service potential of the surveyor, enable to immediately print Repair Order at the point of accident round the clock all over the country, and also enable to inform the event of emergency via Application and monitor the employee. In addition, the Company has opened 29 branches to provide the claim services all over the country, and also provide repair notification service for the motor insured in the car service centers that participate in the projects for the insured's convenience in claiming the indemnity, and giving counsel and assisting the insured.

### 3.5.4 Development of Thaivivat's Products

#### 3.5.4.1 Thivivat's Active Health Insurance

Active Health Insurance is an insurance product that has continuously been improved and developed. After its official launch in 2018, the Company has intended to be the one who motivates Thai people to be sustainably healthy since health is the basis for every aspect of life. When Thai people take good care of their health and have adequate risk prevention, they will be able to steadily fulfill their life goals as intended. Therefore, the Company has been encouraged to improve its products, under the concept of health security that provides protection and care in the event of illnesses, and another concept of Active Health Insurance that mitigates unhealthy risks and allows the insured to live freely with a healthy and happy body and broad coverage from the product.

In 2022, the Company has developed its products to provide more benefits for the consumers by providing service users with activities and privileges to join for fun in good health condition every day. This creates the awareness in exercise and encourages the sustainable health goal by working with leading health brands and partners to continuously participate in health promotion activities, such as exercise classes, health discount privileges, to promote good health in all dimensions and proper exercise.

In term of coverage, the Company has also offered the coverage for COVID-19 protection due to the COVID-19 pandemic situation to cover maximum protection for health. Additionally, the Company has developed and updated Application and applied the various wearable technologies to accurately measure the physical performance of consumers so that the consumers are provided with privileges to meet their lifestyles as much as possible.

#### 3.5.4.2 Development of "On-Off Motor Insurance" Product

The on-off car insurance product is regarded as one of the products that have been always developed both in terms of its services and products to fulfill the consumer usage to meet their actual needs and usage so that the consumers are provided with services and maximum benefit.

In 2022, the Company has developed more InsurTech services by introducing AI (Artificial Intelligence: Artificial Intelligence) technology to elevate the insurance experience of Thai people to the Next Normal scheme with the launch of "MARS" (Motor AI Recognition Solution) Deep Tech Startup that comes with "MARS Inspect" solution or "MaTruad" Application, AI to check car conditions in real time with accuracy, convenience and fastness by allowing consumers to do it by themselves, increase of safety to meet the needs of modern life, eliminate problems caused by human error. This helps to apply the insurance up to 10 times faster compared to applying insurance through normal process. In addition, it also helps to enhance cost management. Convolutional Neural Network (CNN), the best image analysis model for vehicle inspection has been applied under the design of AI thinking process, to comply with the human vehicle inspection method as most as possible. The actual database is also used, consisting of more than 100 car parts and more than 100,000 car inspection images derived from considering actual car insurance claims from TVI, resulting in the correct and accurate identification of parts and car conditions higher than 90.47%. AI is also applied to analyze the quality of images taken in real time to prevent possible errors and the MARS Garage Application, an innovation that transforms motor claims management services by applying an AI system to accurately process vehicle repair assessments in real time, allowing insurance companies and customers to be provided with fast service on a standard basis, helping to fulfill the freedom of lifestyles of modern people without interruption and worth every moment.

The Company is also committed to creating new innovations both in terms of products and services to elevate the quality of the insurance industry in Thailand, which "On-Off Motor Insurance" is the first InsurTech Solution in the world that can reduce insurance premiums up to 80% by offering the policy of "On-Off Motor Insurance" with protection for up to 2 years, this helps the insured save up to 80% of insurance premiums compared to general annual car insurance, reinforces the commitment of "Every second is worth, with 24-hour protection", this insurance's terms and conditions are paying premium based on actual driving time, the premium charge is not calculated if the car is parked without driving, but with coverage of 24 hours a day.

The cooperation with business alliances has been also expanded with the addition of privileges and benefits to support all lifestyles such as exclusive exercise classes with WE Fitness for health insurance customers, entitlement for Thaivivat Parking, special parking spaces in Central Department Stores and HAUP CAR, free car wash services by Wizard Car Wash and Instawash for car insurance customers, discount for AIS SIM2Fly for travel insurance customers, etc.

### 3.5.4.3 Development of Thaivivat Application

In 2022, in addition to creating full InsurTech innovation to meet the needs of consumers in the new era, services have been also continuously developed and consumers are communicated, The Application system has been developed so that users can access information and be provided with more convenient and faster services, that are adding Auto Top-up feature to automatically fill up the usage hours. The usage hours in On-Off Motor Insurance policy will be automatically added to eliminate the problem of the insured in case of forgetting the top-up for coverage hours. This reinforces the Company's business operation approach "Think For Everyone's Life".

However, the policyholder is able to verify the information, check the policy status, and search for the repair center, notify the event of emergency, and monitor the position of claim officer on real time basis. Moreover, the policy can be renewed, and the hours of on-off car insurance coverage is automatically topped up. The various modes of payment, such as Credit Card/Debit Card, QR PromptPay, Counter Service, and payment via Call Center, are also supported; and the privileges from many leading alliance shops, restaurants, and brands have been gathered as the additional services for the consumers.

### 3.5.4.4 Development of Various Channels of Purchase and Premium Payment

In term of services, the Company has developed the insurance product access channels, and the insurance service quality on a regular basis. The Company also develops various channels of insurance purchase for the convenient accessibility of the consumers, who are the agents and brokers, counters in the Department Stores, Counter Service in the convenience stores all over the country, website [www.thaivivat.co.th](http://www.thaivivat.co.th), and LINE Official Thaivivat Insurance, with the safety standards of online insurance purchase and payment certified by the Department of Business Development. The insured can select paying premium by various modes, whether Credit Card, bank counter, and mobile payment, as well as insurance renewal via Thaivivat Application for more convenience and ease of the service users to use the services.

#### Development of "Travel Insurance" Product

In 2022, since the situation of COVID-19 outbreak is starting to be in a better direction; however, in order to increase the convenience for consumers, the Company has continued to develop travel insurance products, both international travel insurance and domestic travel insurance that provide more comprehensive coverage by expanding the cooperation with business alliances, adding privileges and benefits, supporting all lifestyles for travel insurance customers such as AIS SIM2Fly that will help increase the travel experience for customers.

The Company is also taking part in supporting safe domestic tourism with peace of mind throughout the trip and in stimulating domestic tourism during the period when the tourism economy was affected by Covid-19 outbreak situation. Although recently, the situation has begun to be resumed, the Company has continued to provide supports; therefore, send domestic plans providing a maximum coverage limit of 2,000,000 baht, covering for both personal accidents and medical expenses from accidents, flight delay, baggage loss or damage, trip cancellation or reduction of travel days. This insurance has not restricted on the age of the insured and help reduce the risk of unexpected events while traveling.

The international travel insurance Plus On-Off, an international travel insurance plan, has been continuously developed in terms of innovations for travel insurance to increase the convenience of providing services and meeting the needs of current consumers, it focuses on the use of technology as part of daily life and updating the version of Application to be conveniently and quickly used upon the needs and lifestyles of clients as much as possible. In addition, the protection is also increased to cover all situations.



### 3.5.4.5 Other services

In 2022, other than the development of products, the Company has also developed and improved the services for more convenience and rapidity to the service users as follows:

- **Communication**

The telephone system of the organization has been improved and developed, and telephone numbers have been revised so that the service users can rapidly access to the information, and direct to the department required to contact for the maximum convenience of coordination and after-sales customer services.

- **Customer Relations Center**

For facilitating the insured, the skilled staffs are there to give advice, comprehend, and primarily resolve the problems, and help monitoring the problems of the insured to be properly and efficiently overseen and corrected.

In addition, the Customer Relations Center is also a work unit that stores the information of customer satisfaction on services. However, the information of problems detected by the Customer Relations Center will be used as the basis of service improvement and working development of the Company. The Customer Relations Center can be contacted via Tel. 1231 on working days and hours (Monday-Friday at 8.00-18.00 hrs.), via website [www.thaivivat.co.th](http://www.thaivivat.co.th), and Facebook [www.facebook.com/thaivivat](http://www.facebook.com/thaivivat), including LINE Official Thaivivat Insurance.

- **Accident Reporting Center**

To provide quick services in assisting the insured customers nationwide, especially the motor and health insurance, the Company has set up a center for accident reporting and car accident inspection that operates 24/7 with real-time satellite tracking using GPS (Global Positioning System) technology to show the location of accident inspectors of the Company. The staffs at the Accident Reporting Center can send the accident to the nearest accident inspector to ensure a quickest service that provide confidence to the insured. Moreover, for the customers who have registered and installed Thaivivat Application on their mobile phones can report the accident with the button of "Report an Emergency" without having to dial a phone number, and send the accident location to the Company without having to explain the route. The Accident Reporting Center can be contacted at Tel. 1231 Press 1 and operates 24/7.

- **Roadside Assistance Service**

Roadside Assistance Service is a service for the insured in the event of a car breakdown on the way, which may be caused by the malfunction of the engine or other devices of the car, resulting in movement failure of the car. The staffs are there to provide technical advice to assist the customers in resolving the situation, as well as on-site technical services that offer basic assistance services at the point of accident, including towing service to the Repair Center. The service is available 24 hours by contacting the Accident Reporting Center.

# 4 Analysis and explanation of Management Department

## 4.1 Performance

### 4.1.1 Summary Financial Performance and Key Financial Ratio

(Unit : Thousand Baht)

	2022	2021	Change	
			Increase (Decrease)	(%)
Gross premium written	7,313,641	6,332,882	980,759	15.5
Less: Premium ceded to reinsurers	(635,353)	(615,882)	(19,471)	3.2
<b>Net premium written</b>	<b>6,678,288</b>	<b>5,717,000</b>	<b>961,288</b>	<b>16.8</b>
Less: Unearned premium reserves increase from prior year	(421,686)	(299,810)	121,876	40.7
<b>Net earned premium</b>	<b>6,256,602</b>	<b>5,417,190</b>	<b>839,412</b>	<b>15.5</b>
Fee and commission income	173,453	127,528	45,925	36.0
<b>Total underwriting income</b>	<b>6,430,054</b>	<b>5,544,718</b>	<b>885,336</b>	<b>16.0</b>
Total investment income	(58,430)	196,327	(254,757)	(129.8)
Other income	23,759	13,105	10,654	81.3
<b>Total income</b>	<b>6,395,383</b>	<b>5,754,150</b>	<b>641,233</b>	<b>11.1</b>
Underwriting expenses	5,268,338	4,376,913	891,425	20.4
Operating expense	869,898	786,676	83,222	10.6
Financial cost	83	95	(12)	(12.6)
Expected credit loss (reversal)	(2,416)	689	(3,105)	(450.7)
<b>Total expenses</b>	<b>6,135,903</b>	<b>5,164,373</b>	<b>971,530</b>	<b>18.8</b>
<b>Profit before income tax</b>	<b>259,480</b>	<b>589,777</b>	<b>(330,297)</b>	<b>(56.0)</b>
Income tax expenses	54,656	117,773	(63,117)	(53.6)
<b>Net profit</b>	<b>204,824</b>	<b>472,004</b>	<b>(267,180)</b>	<b>(56.6)</b>
<b>Earnings per share</b>	<b>0.68</b>	<b>1.56</b>		
<b>Loss ratio</b>	<b>60.15</b>	<b>56.33</b>		
<b>Underwriting expense ratio</b>	<b>36.93</b>	<b>38.09</b>		
<b>Net profit margin ratio</b>	<b>3.20</b>	<b>8.20</b>		

For the year 2022 compare with 2021, the Group Company's underwriting income were 6,430.1 million Baht, increased by 885.3 million Baht or an account for 16.0 percent. Increased of net earned premium written to 6,256.6 million Baht, increased by 839.4 million Baht came from motor insurance and miscellaneous insurance and fee and commission income were 173.4 million Baht, increased by 45.9 million Baht in line with the growth of premium ceded to reinsurers.

The Group Company's underwriting expenses and operating expenses were 6,138.3 million Baht, increased by 974.6 million Baht or an account for 18.9 percent came from underwriting expenses 5,268.3 million Baht, increased by 891.4 million Baht which came from increased in claim of motor insurance due to relaxation measures to prevent and control of COVID-19. As a result, an increased in insured's accident rate, so loss ratio was 60.15 percent, increased by 3.82 percent from the past year. Additionally, in 2022 the Group Company's had operating expenses were 869.9 million Baht, increased by 83.2 million Baht or an account for 10.6 percent in line with the growth of gross premium written.

At the same time, the Group Company's had loss in investment were 58.4 million Baht, decreased by 254.7 million Baht or an account for 129.8 percent or and account for Return on investment (ROI) 0.89 percent or decreased from the previous year 3.34 percent which came from loss on financial instruments and loss on fair value valuation of financial instruments due to the investment market fluctuation and securities price global declined when compare with the previous year. As mentioned above, the Group Company's had net profit of 204.8 million Baht, decreased by 267.1 million Baht or and account for 56.6 percent from previous year.

#### 4.1.2 Underwriting income

(Unit : Thousand Baht)

	2022	2021	Change	
			Increase (Decrease)	(%)
<b>Gross premium written</b>				
- Motor	6,099,469	5,238,935	860,534	16.4
- Miscellaneous	969,003	905,498	63,505	7.0
- Fire	236,715	177,857	58,858	33.1
- Marine and transportation	8,454	10,592	(2,138)	(20.2)
<b>Total gross premium written</b>	<b>7,313,641</b>	<b>6,332,882</b>	<b>980,759</b>	<b>15.5</b>
<b>Net premium written</b>				
- Motor	6,067,921	5,213,863	854,058	16.4
- Miscellaneous	530,502	426,686	103,816	24.3
- Fire	71,769	66,532	5,237	7.9
- Marine and transportation	8,096	9,919	(1,823)	(18.4)
<b>Total net premium written</b>	<b>6,678,288</b>	<b>5,717,000</b>	<b>961,288</b>	<b>16.8</b>
<b>Net earned premium</b>				
- Motor	5,710,880	4,916,006	794,874	16.2
- Miscellaneous	469,055	426,586	42,469	9.9
- Fire	68,344	64,768	3,576	5.5
- Marine and transportation	8,323	9,830	(1,507)	(15.3)
<b>Total net earned premium</b>	<b>6,256,602</b>	<b>5,417,190</b>	<b>839,412</b>	<b>15.5</b>

(Unit : Thousand Baht)

	2022	2021	Change	
			Increase (Decrease)	(%)
<b>Fee and commission income</b>				
- Motor	7,334	5,776	1,558	26.9
- Miscellaneous	76,716	64,302	12,414	19.3
- Fire	89,403	57,445	31,958	55.6
- Marine and transportation	-	5	(5)	(100.0)
<b>Total fee and commission income</b>	<b>173,453</b>	<b>127,528</b>	<b>45,925</b>	<b>36.0</b>
<b>Total underwriting income</b>	<b>6,430,055</b>	<b>5,544,718</b>	<b>885,337</b>	<b>16.0</b>

The Group Company's had underwriting income were 6,430.1 million Baht, increased by 885.3 million Baht or and account for 16.0 percent when compare with the previous year which consists of Net Earned Premium of 6,256.6 million Baht, increased by 839.4 million Baht or and account for 15.5 percent and fee and commission income were 173.4 million Baht, increased by 45.9 million Baht or and account for 36.0 percent when compare with the previous year.

### Net Earned Premium

In 2022, the Group Company's had premium written were 7,313.6 million Baht, increased by 980.7 million Baht or and account for 15.5 percent when compare with the previous year came from an increased in gross premium written of motor insurance, miscellaneous insurance and fire insurance with 16.4 percent, 7.0 percent and 33.1 percent growth respectively. Were from the development of new products and services to suit the needs and lifestyles of consumers at the moment. Including expand the customer base and increased ways of sales channel. Also launching new products such as PA Active Shield accident insurance, Cancer Care cancer insurance and Pet Insurance etc. Together with continuous promoting marketing activities. However, in 2022 the Group Company's had net premium written were 6,678.3 million Baht, increased by 961.3 million Baht or and account for 16.8 percent with growth more than gross premium written. Which came from increased in net premium written of motor insurance and miscellaneous insurance of 854.1 million Baht and 103.8 million Baht respectively.

In this regard, the Group Company's had net earned premium written of 6,256.6 million Baht, increased by 839.4 million Baht or and account for 15.5 percent when compare with the previous year. Which increased from motor insurance, miscellaneous insurance and fire insurance were 794.9 million Baht, 42.5 million Baht and 3.6 million Baht respectively. Net earned premium compute from net earned premium written on the effective date in insurance policies adjusted with change in unearned premium reserves. In the case where insurance policies are valid for over 1 year protection will be records as Advance income. By amortization recognized revenue basis useful lives yearly coverage.

### Fee and commission income

In 2022 the Group Company's had fee and commission income were 173.5 million Baht which came from increased by 45.9 million Baht or and account for 36.0 percent when compare with the previous year in line with the growth of premium ceded to reinsurers. And increased of reinsurance in the group of fire insurance, motor insurance and miscellaneous insurance with 55.6 percent, 26.9 percent and 19.3 percent growth respectively.

### 4.1.3 Underwriting expenses

(Unit : Thousand Baht)

	2022	2021	Change	
			Increase (Decrease)	(%)
<b>Claims and loss adjustment expenses</b>				
- Motor	3,528,142	2,831,744	696,398	24.6
- Miscellaneous	219,038	202,624	16,414	8.1
- Fire	16,099	17,290	(1,191)	(6.9)
- Marine and transportation	219	36	183	508.3
<b>Total claims and loss adjustment expenses</b>	<b>3,763,498</b>	<b>3,051,694</b>	<b>711,804</b>	<b>23.3</b>
Commission and brokerage expenses	1,187,361	1,004,188	183,173	18.2
Other underwriting expenses	317,479	321,032	(3,553)	(1.1)
Operating expenses	869,898	786,675	83,223	10.6
<b>Total underwriting expenses</b>	<b>6,138,236</b>	<b>5,163,589</b>	<b>974,647</b>	<b>18.9</b>

The Group Company's had underwriting expenses including operating expenses amount were 6,138.2 million Baht increased by 974.6 million Baht or and account for 18.9 percent when compare with the previous year in line with the growth of gross premium written.

### Net claims and loss adjustment expenses

In 2022 the Group Company's had net claims and loss adjustment expenses amount were 3,763.5 million Baht which increased by 711.8 million Baht or and account for 23.3 percent which came from group of motor insurance and miscellaneous insurance with 24.6 percent and 8.1 percent growth respectively. The main reason was loose of COVID-19 prevention and control measures, so government and business sectors in Thailand has allowed employees to work from office, resulting in the use of motor return to the normal situation. Furthermore, from the flood situation in Thailand during the second half of the year effect to insured's compensation rate was increased. So, loss ratio had an account for 60.15 percent increased from previous year which had an account for 56.33 percent. However, the Group Company's also continue focuses of utilizing Big Data and innovation to enhance effective claims management and precision of risk assessment system. Also, consideration to diversify risk to cover more.

### Commission and brokerage expenses

In 2022 the Group Company's had commission and brokerage expenses were 1,187.4 million Baht increased by 183.2 million Baht or an account for 18.2 percent when compare with the previous year in line with the growth of Gross Premium Written from group of motor insurance, fire insurance and miscellaneous insurance which received from Non-Life insurance broker channel. So, Brokerage expense ratio did not change significantly from the previous year.

### Other underwriting expenses

In 2022 the Group Company's had other underwriting expenses were 317.5 million Baht which declined for 3.6 million Baht or an account for 1.1 percent when compare with the previous year. However, the Group Company's had cost management policy to ensure more effective. So other underwriting expenses were declined when compare with the previous year.

## Operating expenses

(Unit : Thousand Baht)

	2022	2021	Change	
			Increase (Decrease)	(%)
Personal expenses	136,471	131,586	4,885	3.7
Property and equipment expenses	116,046	93,046	23,000	24.7
Taxes and duties	4,190	3,203	987	30.8
Bad debts and doubtful accounts (reversal)	(90)	17,933	(18,023)	(100.5)
Support services expenses	475,159	431,321	43,838	10.2
Advertising and promotion expenses	81,766	52,353	29,413	56.2
Other operating expenses	56,356	57,233	(877)	(1.5)
<b>Total operating expenses</b>	<b>869,898</b>	<b>786,675</b>	<b>83,223</b>	<b>10.6</b>

In 2022 the Group Company's had operating expenses were 869.9 million Baht increased by 83.2 million Baht or an account for 10.6 percent when compare with the previous year. These were mostly consisted of an increase of support services expenses were 43.8 million Baht or an account for 10.2 percent and advertising and promotion expenses were 29.4 million Baht or and account for 56.2 percent in line with the growth of gross premium written. Due to increase of customers and sales channel along with promoting marketing activities. Also, property and equipment expenses increased were 22.9 million Baht or an account for 24.7 percent came from the use of more buildings and renovate head office during the year.

### 4.1.4 Net investment income

(Unit : Thousand Baht)

	2022	2021	Change	
			Increase (Decrease)	(%)
<b>Investment income</b>				
- Interest	73,485	47,005	26,480	56.3
- Dividend	24,908	41,751	(16,843)	(40.3)
<b>Total investment income</b>	<b>98,393</b>	<b>88,756</b>	<b>9,637</b>	<b>10.9</b>

(Unit : Thousand Baht)

	2022	2021	Change	
			Increase (Decrease)	(%)
<b>Gain (loss) on financial instruments</b>				
- Stock	5,314	70,776	(65,462)	(92.5)
- Unit trust	(125,723)	32,542	(158,265)	(486.3)
- Government bond	32,025	250	31,775	12,733.1
- Debenture	-	205	(205)	(100.0)
- Derivative	(7,014)	-	(7,014)	(100.0)
<b>Total gain (loss) on financial instruments</b>	<b>(95,397)</b>	<b>103,773</b>	<b>(199,170)</b>	<b>(191.9)</b>
<b>Gain (loss) on fair value adjustments of financial instruments</b>				
- Stock	(36,684)	17,669	(54,353)	(307.6)
- Unit trust	(27,570)	(12,423)	(15,147)	121.9
- Government bond	(51)	(409)	358	87.5
- Debenture	(265)	(276)	11	4.0
- Derivative	3,143	(764)	3,907	511.4
<b>Total gain (loss) on fair value adjustments of financial instruments</b>	<b>(61,427)</b>	<b>3,797</b>	<b>(65,224)</b>	<b>(1,717.8)</b>
<b>Total net investment income</b>	<b>(58,430)</b>	<b>196,327</b>	<b>(254,759)</b>	<b>(129.8)</b>

### Investment assets

(Unit : Thousand Baht)

	2022	2021	Change	
			Increase (Decrease)	(%)
<b>Financial assets - debt instruments</b>				
Bond and state enterprise	1,611,153	288,586	1,322,567	458.3
Debenture	2,857,601	1,728,535	1,129,066	65.3
Foreign bond	15,000	25,000	(10,000)	(40.0)
Unit trust	919,950	1,436,495	(516,545)	(36.0)
Fixed deposit	46,622	907,700	(861,078)	(94.9)
<b>Total</b>	<b>5,450,326</b>	<b>4,386,316</b>	<b>1,064,010</b>	<b>24.3</b>
Less: Expected credit loss (reversal)	(3,721)	(5,661)	1,940	34.3
<b>Total</b>	<b>5,446,605</b>	<b>4,380,655</b>	<b>1,065,950</b>	<b>24.3</b>

(Unit : Thousand Baht)

	2022	2021	Change	
			Increase (Decrease)	(%)
<b>Financial assets - equity instruments</b>				
Stock	725,235	636,370	88,865	14.0
Unit trust	118,029	119,648	(1,619)	(1.4)
Total	843,264	756,018	87,246	11.5
<b>Derivatives assets</b>	<b>2,379</b>	<b>-</b>	<b>2,379</b>	<b>100.0</b>
<b>Loans and interest receivables</b>	<b>3,184</b>	<b>4,072</b>	<b>(888)</b>	<b>(21.8)</b>
<b>Total investment assets</b>	<b>6,295,432</b>	<b>5,140,745</b>	<b>1,154,687</b>	<b>22.5</b>

In 2022 the Group Company's had net loss on investment income of 58.4 million Baht decline by 254.8 million Baht from the previous year with majority from loss on sale investment of 95.4 million Baht which came from loss on sale investment unit trust of 125.7 million Baht and derivative of 7.0 million Baht. At the same time, the Group Company's had gain from sale government bond of 32.0 million Baht. In addition, during the year, the Company's had loss on revaluation of 61.4 million Baht while the previous year had gain on revaluation of 103.8 million Baht or decline by 199.2 million Baht came from loss on revaluation of capital stocks were 36.7 million Baht and loss on unit trust were 27.6 million Baht which came from global securities price fluctuating and decline when compare with the previous year. Due to economic recession in 2022 and rising inflation global including uncertainty of war. However, investment income increased by 9.6 million Baht from previous year came from interest income increased by 26.5 million Baht due to increase in investment in government bond and private debt securities while dividend income declined by 16.8 million Baht from reduce investment in unit trust.

The Group Company's had investment assets with the investment proportion with applicable the notification on investment in other businesses of Office of insurance commission (OIC) which had investment assets at Year-End 2022 as presented in the financial statement record as a market price in total of 6,295.4 million Baht increased by 1,154.7 million Baht from previous year. The majority of investment assets came from private debt securities amount 2,857.6 million Baht increased by 1,129.1 million Baht, government bond amount 1,611.2 million Baht increased by 1,322.6 million Baht. While the value of unit trust amount 1,038.0 million Baht declined by 518.2 million Baht came from change investment in equity to bond based on the current situation of global securities market.

## 4.2 Financial position

(Unit : Thousand Baht)

	2022	2021	Change	
			Increase (Decrease)	(%)
<b>Assets</b>				
Cash and cash equivalents	304,922	745,845	(440,923)	(59.1)
Premium receivables	870,630	947,144	(76,514)	(8.1)
Accrued investment income	83,244	17,125	66,119	386.1
Reinsurance assets	406,722	386,030	20,692	5.4
Receivables from reinsurance contracts	59,897	46,871	13,026	27.8
Investment assets	6,295,432	5,140,745	1,154,687	22.5
Property, buildings and equipment	346,740	326,551	20,189	6.2



(Unit : Thousand Baht)

	2022	2021	Change	
			Increase (Decrease)	(%)
<b>Other assets</b>				
Claim receivables from litigants, net	541,205	562,444	(21,239)	(3.8)
Prepaid payment of ceded premium	167,713	109,046	58,667	53.8
Deposits on rice field insurance scheme	125,052	201,169	(76,117)	(37.8)
Deferred tax assets	227,292	210,409	16,883	8.0
Others	270,619	151,670	118,949	78.4
<b>Total assets</b>	<b>9,699,468</b>	<b>8,845,049</b>	<b>854,419</b>	<b>9.7</b>
<b>Liabilities</b>				
Claim reserves and outstanding claims	2,598,216	2,123,242	474,974	22.4
Premium reserves	3,813,230	3,338,356	474,874	14.2
Amount due to reinsurers	318,820	355,748	(36,928)	(10.4)
Income tax payable	28,945	115,185	(86,240)	(74.9)
Employee benefit obligations	88,195	101,766	(13,571)	(13.3)
<b>Other liabilities</b>				
Premium received in advance	443,663	349,990	93,673	26.8
Accrued commissions	154,084	156,077	(1,993)	(1.3)
Others	439,392	503,832	(64,440)	(12.8)
<b>Total liabilities</b>	<b>7,884,545</b>	<b>7,044,196</b>	<b>840,349</b>	<b>11.9</b>
<b>Equity</b>				
Share capital and premium on share capital	466,800	466,800	-	-
Retained earnings	1,145,863	1,143,777	2,086	0.2
Surplus on changes in value of investments	212,219	191,707	20,512	10.7
Others	(9,959)	(1,431)	(8,528)	(595.9)
<b>Total equity</b>	<b>1,814,923</b>	<b>1,800,853</b>	<b>14,070</b>	<b>0.8</b>

## Assets

The Group Company's had total assets at Year-End 2022 in total of 9,699.5 million Baht increased by 854.4 million Baht or an account for 9.7 percent when compare with the previous year. The main change in assets are

- Investment assets in total amount of 6,295.4 million Baht increased by 1,154.7 million Baht comprise of debt instruments increased by 1,066.0 million Baht and equity instruments increased by 87.2 million Baht due to adjusting investment proportion during the year 2022.
- Accrued investment income amount 83.2 million Baht increased by 66.1 million Baht in line with increased in debt instruments due to the rising of global interest rate during the year 2022.
- Premium receivables amount 870.6 million Baht declined by 76.5 million Baht came from the Group Company's had more efficiency in receivable handling when compare with the previous year. Receivable Turnover in 2022 is 44.83 million Baht declined from last year 3.64 million Baht.
- Cash and cash equivalent amount 304.9 million Baht declined by 440.9 million Baht due to the Group Company investments in more investment assets. Net cash outflow from investment amount 1,292.5 million Baht, an addition of the dividend paid during the year in amount 212.1 million Baht.

## Debt and Equity

The Group Company's had debt and equity at Year-End 2022 in total of 9,699.5 million Baht increased by 854.4 million Baht or an account for 9.7 percent when compare with the previous year. The main change in debt and equity are

- Claim reserves and outstanding claims amount 2,598.2 million Baht increased by 475.0 million Baht in line with the growth of gross premium written and claim expenses during the year which mainly from group of motor insurance and miscellaneous insurance.
- Premium reserve amount 3,813.2 million Baht increased by 474.9 million Baht in line with gross premium written expansion from group of motor insurance and miscellaneous insurance.
- Premiums received in advance of 443.7 million Baht increased by 93.7 million Baht in line with gross premium written expansion from group of motor insurance, fire insurance and miscellaneous insurance.
- Income tax payable of 28.9 million Baht declined by 86.2 million Baht came from decreased in net profit before tax when compare with the previous year.
- Equity amount 1,814.9 million Baht increased by 14.1 million Baht comprise of retained earnings amount 1,115.5 million Baht increased by 2.1 million Baht or an account for 0.2 percent which came from total other comprehensive income amount 213.9 million Baht and dividend payment during the year amount 212.1 million Baht, another part came from change in value of equity and bond amount 212.2 million Baht increased by 20.5 million Baht due to growth in investment assets when compare with the last year.

### 4.3 Key financial ratio

	2022	2021	Increase (Decrease)
<b>Liquidity ratio</b>			
Liquidity ratio	0.40	0.51	(0.11)
Premium receivable turnover ratio	44.83	48.47	(3.64)
<b>Profitability ratio</b>			
Retention ratio	91.31	90.27	1.04
Loss ratio	60.15	56.33	3.82
Gross profit margin	36.93	38.09	(1.16)
Gross profit to total income ratio	(0.89)	3.34	(4.23)
Underwriting expense ratio	18.07	21.06	(2.99)
Return on investment ratio	18.16	20.30	(2.14)
Net premium written ratio	3.20	8.20	(5.00)
Net profit margin ratio	11.33	30.00	(18.67)
<b>Efficiency ratio</b>			
Return on asset ratio	2.21	5.66	(3.45)
Assets turnover ratio	0.69	0.69	0.00
<b>Financial ratio</b>			
Debt to equity ratio	4.34	3.91	0.43
Policy liability to capital fund	3.28	2.79	0.49
Unearned premium reserve to equity ratio	1.94	1.73	0.21
Unearned premium to assets ratio	37.48	36.07	1.41
Dividend payout ratio	42.90	44.94	(2.04)

#### Liquidity ratio

For the year 2022 liquidity ratio declined 0.40 times when compare with 2021, the ratio was 0.51 times. Mainly from increased in total current liabilities than total current assets due to increased in claim reserves and outstanding claims in line with growth of claims and loss adjustment expenses which came from the group of motor insurance. And, the increased in unearned premium reserves due to increased in gross premium written when compare with last year.

#### Loss ratio

Loss ratio increased an account for 60.15 percent when compare with 2021, the ratio was 56.33 percent increased by 3.82 percent with majority from filed in motor insurance which increased due to spreading COVID-19 has been controlled. So, the government and business sectors policy in domestic has allowed employees to work from office. Also, from the flood situation in Thailand during the second half of the year effect to insured's compensation rate was increased.

### Underwriting expenses ratio

For the year 2022 had underwriting expenses ratio declined by 36.93 percent when compare with 2021, the ratio was 38.09 percent with majority from growth rate of total underwriting income more than commission and brokerage expense and other underwriting expense. Also increased in more effective of cost management when compare with the previous year.

### Return on equity

Return on equity ratio was declined by 11.33 percent when compare with the ratio in 2021 that was 30.00 percent, decreased by 18.67 percent. The main reason was declined in net profit due to decreased in equity and dept instruments value from economic recession in 2022, rising inflation and interest global including uncertainty of war effected to global securities price fluctuating and decline when compare with the previous year. Resulting in net loss in financial instruments and loss in adjustment the fair value of a financial instruments.

### Return on assets

Return on total assets ratio was declined by 2.21 percent when compare with the ratio in 2021 that was 5.66 percent, decreased by 3.45 percent. The main reason was declined in net profit due to decreased in equity and dept instruments value from economic recession in 2022, rising inflation and interest global including uncertainty of war effected to global securities price fluctuating and decline when compare with the previous year. Resulting in net loss in financial instruments and loss in adjustment the fair value of a financial instruments.

### Policy liability to capital fund

Policy Liability to Capital Fund increased by 3.28 times when compare with the previous year that was 2.79 times increased by 0.49 times. The main reason was increased in policy liability in line with increased in gross premium written and claims and loss adjustment expenses. But in shareholders not much different from the past year.

## 4.4 Capital Adequacy Requirement

The company importance to stability, financial position and the credibility of the company Because the main business operation is a non-life insurance that has stakeholders in many dimensions. especially the insured or beneficiaries. Therefore, the company has set the indicator index. for the stability of the company which in addition to key financial ratios is Capital Adequacy Requirement Ratio: CAR Ratio with the Risk Management Committee and related departments is esponsible for monitoring and evaluating the capital adequacy requirement by requiring the company to maintain a capital adequacy of not less than 200% which is higher than the minimum rate by the Insurance Commission (OIC) at 140%.

The Company also has a follow-up and test shock scenario testing to prepare for planning and formulating strategies, methods of operation under potential critical conditions.

# 5 General Information and Other Important Information

## 5.1 General information

### 5.1.1 General information, Head office location and telephone: Head office

Company name	: Thaivivat Insurance Public Co., Ltd.
Main business	: Non-Life Insurance business
Head office location	: 71 Thaivivat building Dindaeng Road, Samsen Nai, Phayathai, Bangkok 10400
Company registration	: 0107536001427 (Former PCL. 216)
Telephone	: 0-2248-0900, 0-2248-0910, 0-2644-6400, 0-2644-6500, 0-2695-0800 and 1231
Fax	: 0-2248-4575, 0-2248-4975, 0-2695-0808
Claim Hot Line	: Tel. 0-2695-0700
Customer Care	: Tel. 0-2695-0777
Health Claim	: Tel. 0-2695-0707
Website	: www.thaivivat.co.th

Company has 303,000,000 common shares that all sold out.

### 5.1.2 General information, Head office location and telephone: Subsidiary

Company name	: Laovivat Insurance Company Limited
Main business	: Non-Life Insurance business
Location	: 011 Ban Tadkhao unit 01, Sisattanak District, Vientiane, Lao PDR
Company registration	: 614147369900
Telephone	: +856 21 22 66 88
Website	: www.laovivat.com

Company has 1,400,000 common shares that is 70% of total shares that all sold out.

### 5.1.3 General information, Head office location and Telephone: Subsidiary

Company name	: Motor AI Recognition Solution Company Limited (MARS)
Main business	: Prepare computer programs and technology systems that are beneficial to the insurance business
Location	: 32/6 Surasak Road, Silom, Bangrak, Bangkok 10500
Company registration	: 0105564003755
Telephone	: 0-2695-0800 and 1231

Company has 229,500 common shares that is 76.5% of total shares that all sold out.

## 5.2 Other factors that may affect investment decisions

### Legal Disputes

The Company has a dispute following the ordinary course of the non-life insurance business. As of 31 December 2022, the Company has been sued as an insurer for damages totaling approximately Baht 308.0 million (amount claimed). The cases have yet to be finalized. However, the Company has set aside reserves for contingent losses in the financial statements amounting to approximately Baht 95.0 million, with the recoverable portion from reinsurers amounting to Baht 2.2 million. The Company's management believes that such a reserve is an adequate amount.

# Part 2

## Corporate Governance



- 066 6. Corporate Governance Policy
- 071 7. Corporate Governance Structure and Important Information Concerning the Board of Directors, Board Committees, Executives, Employees and Others
- 085 8. Report on Important Operational Results of Corporate Governance
- 090 9. Internal Control and Related Party Transactions

# 6 Corporate Governance Policy

Thaivivat Insurance Public Company Limited gives precedence to good corporate governance for the efficient, transparent and verifiable management system, contributing to building the credibility and confidence among the shareholders, investors, stakeholders and related parties. Good corporate governance is a tool leading the Company toward sustainability and progress. Therefore, the Company has updated the Corporate Governance Practical Manual and Code to be consistent with the Corporate Governance Code for the Listed Companies for 2017 of the Securities and Exchange Commission, and the Notification of the Insurance Commission Re: Non-Life Insurance Company Governance B.E. 2562 (2019), where the Corporate Governance Practical Manual and Code has been approved by the Board of Directors No. 7/2022 on 9 November 2022, and adopted as the principle of business operation of the directors, executives, and employees, and used for adhering as the common practice, and disseminated to the executives and employees for acknowledgement within the Company and to the general public on the Company's website.

## 6.1 Overview of the Practical Manual and Code of Corporate Governance

### Category 1 Roles of the Board of Directors in Corporate Governance

The Board of Directors plays a crucial role in good corporate governance, where the Board of Directors of the Company shall be independent in making the decisions for the maximum benefits and the shareholders on the whole. The Board of Directors performs the duty to formulate the Company's vision and mission so that the executives and employees have the same direction of operating target. In 2022, the Board of Directors has considered reviewing and approving the vision, mission, strategies, and goals in short-term and long-term, and business operation direction of the Company, as well as reviewing the significant policies to be appropriate and consistent with the business operation according to the Corporate Governance Code, for instance, the corporate governance policy and the policy guidelines for practice. The Board of Directors has monitored and supervised to implement the Company's strategies. At every Quarterly Board of Directors' Meeting, the Board of Directors monitors the operating results of the Executive, and determines that the Company's operating results and turnover, particularly in part of financial goals and plans, shall be reported to be in line with the setting strategies, and performs the duty in supervising the risks and internal control system in overview of the whole Company. The Risk Management Committee performs the duty to consider formulating the risk management policies of the Company, where the Risk Management Department is a supporting work unit, and performs the duty to propose the result of consideration and management of risk and internal control to the Audit Committee for consideration in order to further report to the Board of Directors.

### Category 2 Right of Shareholders and Equitable Shareholder Treatment

The Company prioritizes and respects the fundamental rights of shareholders both major, minor, and institutional shareholders to equitably exercise the rights according to the rules prescribed by laws, for instance, purchase and sale, or transfer of shares, profit sharing of the business, acquisition of adequate news and information of the business, the right to be informed of data about the Shareholders' Meeting, the right to attend the meeting for exercising the voting right, and interrogate and submit the questions in advance of the meeting, the right to appoint and remove the directors, and determine the remuneration of the Board of Directors, including the right to appoint the auditor and determine audit fee, and the matters affecting the Company, for instance, dividend allocation, capital increase and capital reduction, etc., through the compliance with the rules prescribed by laws.

The Company supports the rights of shareholders by encouraging and promoting every group of shareholders as well as institutional shareholders to attend the Shareholders' Meeting, and determining the disclosure of related information, date, time, place and agenda of the meeting, with the clarification and reasons accompanying each meeting agenda or requested meeting resolution as stated in the notice of General Shareholders' Meeting and Extra General Shareholders' Meeting or any enclosed documents of the meeting agenda.



The Company also gives the shareholders the opportunity to submit the questions in advance prior to the day of the meeting, where the rules for advance submission of questions are clearly determined, and the shareholders are notified through the meeting notice. The Company prepares Proxy Form B so that the shareholders are able to determine the voting direction, and determines to have at least 2 (two) independent directors to be a proxy alternative of the shareholders. At the Shareholders' Meeting, the Company shall manage the resolution in each item in case there are several items in the said agenda, for instance, the director appointment agenda. The Company uses ballots in the important agenda, for instance, entry into the connected transactions, and entry into the acquisition or disposal of assets, etc., for transparency and accountability. In the case of the subsequent dispute during the Meeting, the Chairman of the Meeting shall allocate time to be appropriate and promote the shareholders to have the opportunity to express the opinions and raise questions in the Meeting in the matters relating to the Company.

The Company prepares the Minutes of Meeting, and disclosure of the resolution of the Shareholders' Meeting to the public on the voting results of each meeting agenda in the General Meeting and Extraordinary Meeting of Shareholders in the next working day on the website of the Stock Exchange and the Company.

In 2022, the Company held the General Meeting of Shareholders through the Electronic Annual General Meeting (E-AGM) on 28 April 2022, and 7 directors attended the meeting. The Company assigned Thailand Securities Depository Company Limited, as the registrar of the Company's shares, to deliver the meeting notices to the shareholders 14 (fourteen) days in advance of the meeting. The Chairman of the Meeting equally allowed all shareholders the right to audit the company business operations, ask questions and express their opinions which had been recorded in the meeting minutes.

In part of the equitable shareholder treatment, the Company gives precedence to the shareholders and promotes the equality of shareholders, whether they are major shareholders, minor shareholders, foreign shareholders, and institutional investors, where the Company has established the following practices:

The Company allows the minor shareholders to nominate for the director position, and propose the additional meeting agenda in advance prior to the day of the Shareholders' Meeting within appropriate time frame.

The Company allows those shareholders who are unable to attend the meeting by presence to exercise the voting right by giving a proxy to another person to attend the meeting and cast a resolution vote on their behalf.

The Board of Directors requires the directors and executives to disclose the information in relation to their stakeholding and that of the related parties so that the Board of Directors can consider the Company's transactions with potential conflict of interest, and make decisions for the overall benefits of the Company. However, the said directors and executives having stakeholding in any transaction entered with the Company should not participate in the decision-making process of such transaction.

The Board of Directors has formulated the Insider Trading Policy in order to prevent the use of insider information that may affect the securities trading, to be the preventive measure in case where the directors and executives use the insider information for the wrongful exploitation of personal or other person's interest. The directors, consultants, executives, and employees who perceive the Company's turnover, either directly or indirectly, and the related parties of the Company's purchase and sale of shares in the 30-day period prior to the announcement of financial statements to the public. During last year, the directors and executives have strictly complied with the policies and non-purchase and sale of shares had been observed during the said period. The directors, consultants, executives, and employees from the department manager level and higher who have purchased or sold the Company's shares are required to notify the Legal Subdivision for acknowledgement on the said purchase and sale within the following day from the said purchase and sale for further reporting the purchase and sale to the Office of the SEC, or self-reporting within three working days from the acquisition or disposal date of the said shares; and to report the said purchase 1 day in advance before the sale. It is required to be reported to the Board of Directors, executives, and auditor to the Board of Directors' Meeting for acknowledgement every time. The executives or the work units that are informed of the insider information are prohibited to disclose the information to the third parties or the persons without the related duty as per the details disclosed in the topic of Supervision of Insider Trading. The Board of Directors and employees of the Company at all levels must comply with the said policy. The policy has been publicized to prevent the use of insider information that affects the trading of securities. It is to be acknowledged along with the good corporate governance policies through electronic communication within the organization annually.

### Category 3 Roles of Stakeholders

The Board of Directors gives precedence to the rights of both internal and external stakeholders. The Company shall avoid every action that may violate the rights of stakeholders. Therefore, the practice that causes the equality to all parties shall be adhered by determining the roles of the Company with the stakeholders as follows:

**Shareholders** The Company adheres to business operations according to the corporate governance principles and provides the adequate and efficient internal control and risk management systems, as well as strengthens the business to generate the long-term benefits for shareholders. The Company is committed to achieve good turnover that brings about the return to the shareholders for satisfying the shareholders, and encourage the shareholders to exercise their basic rights that should be granted by law and the Company's regulations, such as the right to attend the General Meeting of Shareholders and vote on various agenda, director election, consideration and approval of profit allocation and acquisition of the accurate, complete and up-to-date news information on the important business operations through the channel of the Stock Exchange of Thailand and the Company's website other than the above rights.

**Customers** The Company emphasizes on the good service quality for customer satisfaction and reliability on the Company's services by developing the services to be able to rapidly and timely fulfill the customer needs together with developing the quality products to meet the customer needs in order to ensure the highest customer satisfaction and facilitate various channels for customers to easily access products and provide accurate information about products and services.

The Company has set up a Customer Relations Unit to render the preliminary customer query response services both in terms of products and services, and Complaint Handling Unit to coordinate with the related work units to solve the problems for customers. In addition, the Company also provides a complaint channel for the customers through the Company's website.

**Employees** The employees are regarded by the Company as a highly valuable resource that takes part to achieve the Company's goals. The Company equally treats its employees and provides the appropriate rewards or appointments and removal based on the employees' knowledge and capabilities, and organizes the regular training for its employees to acquire knowledge about insurance products in order to advance their career. In addition, the Company encourages all employees to fully show their capabilities, and listen to all employees' suggestions without discrimination. The Company has established a concrete assessment criteria in performance consideration.

The Company determines a clear and concrete remuneration and welfare for its employees with the policies for determining the rate of remuneration and welfare of the employees at a level comparable to other leading non-life insurance companies. The determination of short-term remuneration is based on the yearly profitability and long-term consideration of performance measurement based on the Balanced Scorecard, including the supervision in order to ensure the improvement of employee welfare to be corresponding to the current economic conditions for the good quality of life of the employees. The Company encourages its employees to have knowledge and understanding of money management, selection of investment policies that correspond to the age range and risk level. In addition, the Company also provides welfare and other privileges for its employees, such as Provident Fund, employee loan welfare and annual health check.

**Trade Partners** The Company operates its business with fairness, equitably and equally treats all trade partners, as well as strictly complies with the terms and conditions of trade and agreements among them. The Company highly emphasizes on selecting the appropriate trade partners by realizing the importance of the availability of trade partners that possess ethics, professionalism, and good reputation.

**Competitors** The Company is ethically committed to compete the business, by not infringing the secrets or perceiving trade secrets of its competitors by the fraudulent methods, and focus on the practice under the rules of best competition, not to seek for trade secrets of its competitors by the improper means, and not to discredit its competitors with adverse accusation.

**Creditors** The Company is committed to pay debts on schedule, strictly comply with the agreements entered among them, and equitably and fairly treat all creditors, particularly in the matters of the guarantee conditions, and capital management. In the event of failure to comply with the agreed conditions until causing the default of debt payment, the Company shall immediately give an advance notice to the creditors without concealing any facts in order to mutually consider and seek for the fair and reasonable problem-solving guideline, and manage the capital to have the suitable structure in order to maintain the reliability toward the creditors.

**Debtors** The Company is committed to strictly comply with the agreements. In the event where any debtor fails to comply with the agreed conditions until resulting in the default of debt payment, the Company shall enter to negotiate in order to seek for the guideline of fair and reasonable solutions.

**The Company has been aware of the responsibility on the overall stakeholders as follows.**

**Society and Environment** The Company acknowledged the importance of preserving the environment by determining the cost-effective and efficient use of resources and reducing the impact on the environment. The aim is to promote the use of modern technology for the purpose of increasing operational efficiency by emphasizing environmentally-friendly matters.

**Human Rights** Due to the Company's commitment on the principles of human rights, it, therefore, establishes the human rights-related policy that provides the rights, freedom, equity, and equality among every employee in operating, including career growth under the Company's work regulation. The Company shall also share some knowledge and understanding for adoption of the principles of human rights in operating.

**Intellectual Properties** The Company shall strictly comply with intellectual property laws, and establish a policy for not supporting any operations with the nature of infringement of all types of intellectual properties. Every employee shall be responsible for protecting the confidentiality in relation to the Company's intellectual properties, whether they are insurance products, computer system, up to operation manual, and others created by the employees during their operation as assigned by the Company. Meanwhile, every employee shall not use another person's intellectual property without permission of the achievement's owner.

**Anti-Corruption** The Company has established the anti-corruption policy and guidance, which have been approved by the Board of Directors and disseminated among the employees, trade partners, and general public to be strictly followed. In 2022, the Company's certification was renewed as a member of the Thai Private Sector Collective Action Coalition Against Corruption for the second time. However, the Company has provided a reporting and whistleblowing channel when detecting the corruption act, and also established a measure to protect the whistleblower to ensure his/her safety. The Whistle Blowing policy has been set and publicized both inside and outside the organization. In 2022, there was no whistleblowing and reporting related to the corruption to the Company.

**Chapter 4 Structure and Duties of the Board of Directors**

The Board of Directors establishes the policy where the directors of the Company consist of the directors with the diversified qualifications whether in terms of the educational background, skill, experience, competence, and characteristics in specific areas, including no limit of age and sex, in order to ensure that the entire Board of Directors possesses the qualifications required for achieving the main organizational objectives and goals.

The Board of Directors may prepare a Board Skill Matrix to determine the qualifications of directors to be recruited. By considering the company's business strategy or may use a Professional Search Firm or Director Pool to recruit new directors.

The Board of Directors has powers and duties in managing the Company to be in line with the objectives, regulations, and resolution of the Shareholders' Meeting. However, the Board of Directors is unable to approve or consider and prescribe in any respects, unless being approved with the majority vote of the directors who attend the Board of Directors' Meeting. The Board of Directors has the roles, duties, and responsibilities to formulate the good corporate governance framework, the significant strategies and policies, supervise the Company to have an effective controlling and regulating mechanism, and continuously monitor and supervise the Company's operations in order to ensure the fair, transparent, and accountable business operations of the Company for the stakeholders under Corporate Governance Code, and appropriately create the long-term value to the Company.

**Category 5 Risk Management and Internal Control**

The Board of Directors entrusts the Risk Management Committee and the Risk Management Unit to perform the duty in reviewing the Company's risk management efficiency, preparing the risk status report, and the risk management compliance report, and proposing to the Board of Directors for considering the risk management framework and policy that are consistent with the Company's objectives, goals, strategies, and risk appetite as the operating guideline in the risk management process. The Board of Directors supervises in order to ensure that the risk management framework and policy are yearly reviewed.

The Board of Directors entrusts the Audit Committee to perform the duty in reviewing the Company's internal control efficiency to be in line with the Corporate Governance Code, comply with the relevant requirements and laws. The Board of Directors supervises to have a mechanism that facilitates the Audit Committee to access the information necessary for the entrusted duty performance, enable to call the related party to provide the information, discuss with the auditor or seek for the independent opinions from other professional consultants to support the Audit Committee's consideration. In addition, the Board of Directors arranges the Internal Audit Unit that is independent in the duty performance, responsible for developing and reviewing the efficiency of risk management and internal control systems, and report to the Audit Committee, and disclose the review report in the Annual Report. The Audit Committee shall remark about the adequacy of the risk management and internal control systems, and disclose in the Annual Report.

### Category 6 Disclosure of Information and Transparency

The Board of Directors is responsible for the Company's financial statements that are prepared according to the Generally Accepted Accounting Standards in Thailand using the accounting policies that are appropriate and regularly observed, and carefully exercising the discretion and best estimate in preparing, as well as disclosure of the adequate information in notes to notes to financial statements.

The Board of Directors manages the Company to have internal control system in order to ensure that the accounting information is properly and completely recorded, and also appoint the Audit Committee consisting of the independent director to oversee and take responsibility on the financial report, and internal control system, where the Report of the Audit Committee is presented in Annual Report.

The Company clearly formulates the director remuneration policy, where the remuneration is at the same level as the industry, and high enough to maintain the required qualified director, and approved by the Shareholders' Meeting. In part of the executive remuneration, it shall be in line with the principle and policy prescribed by the Board of Directors, and consistent with the Company's operating results. The detail of the monetary remuneration of the Board of Directors is specified in topic 7.4 "Remuneration of the directors", but the remuneration of the executive directors in the portion that is received from being other company's directors are not disclosed because it is not the Company's information.

The Board of Directors is aware that the Company's information influences the decision-making of the Company's investors and stakeholders, and therefore, emphasizes and observes the disclosure of the complete and reliable information with the Executive.

## 6.2 Business Ethics

The Board of Directors promotes the preparation of business ethics for adherence of the directors, executives, and employees of the Company and its subsidiaries as the best practice for business operation, and Code of Conduct. The Company has established the best practice for business operation, which is clear and adequate for preventing the misconduct, being a good model, and maintain the responsibility on all parties of stakeholders, reflecting the organizational commitment that requires its directors, executives, and employees to conduct and operate under the ethics, morality, integrity, equity, and equality framework, comply with laws so that the Company's business operations achieve its objectives. The business ethics have been publicized on the Company's website under the topic of Good Corporate Governance.

## 6.3 Compliance with the Corporate Governance Code

In 2022, the Company has complied with the policies and guidelines prescribed in the good corporate governance policy of the Company, where some of the detail has been publicized on the Company's website.

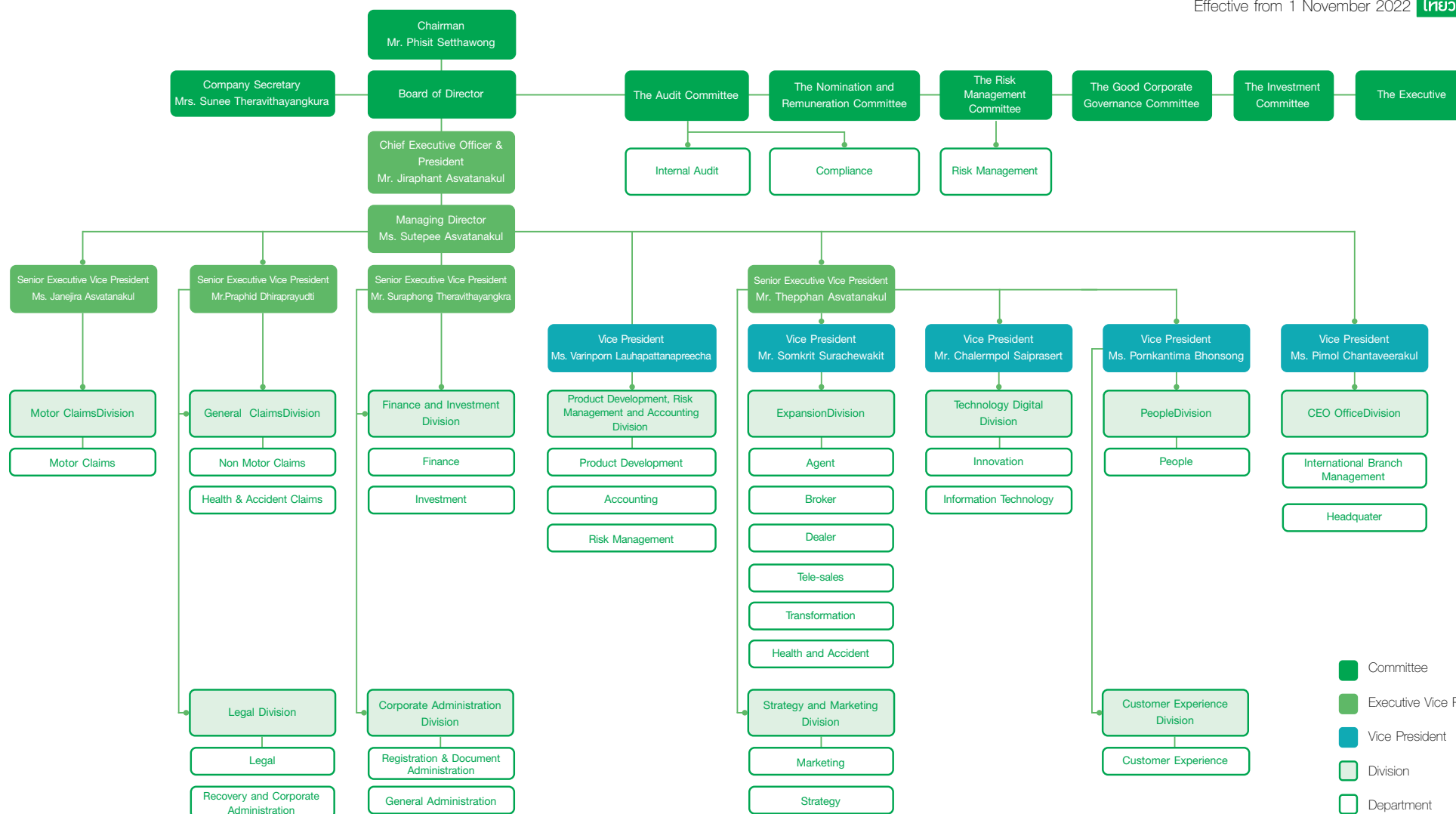
In adaptation of the Corporate Governance Code for Listed Companies 2017, the Board of Directors has determined the update of the Corporate Governance Code of the Company to be conforming to the Corporate Governance Code for Listed Companies 2017. The review of the compliance with the Corporate Governance Code on a regular basis for at least once a year; and the assessment on the compliance with each clause of the Code in order to ensure the practice that is conforming to the said Code as appropriate. In part of the Code that has still been unable to be performed, the Company has recorded the reasons as part of the resolution in the Board of Directors' Meeting No. 7/2022 on 9 November 2022. According to the compliance with the Corporate Governance Code, the part of which the Company has still been unable to completely comply is the availability of independent directors with the office term of not more than 3 terms or 9 years because the business is a non-life insurance and different from other businesses in various areas. Therefore, there should be a Committee with business experiences. In appointing the Independent Board with the office term of more than 9 years, the Board of Directors has already considered reviewing the reason and necessity, and notified the Shareholders' Meeting. It will also be disseminated to directors, executives and employees annually through the Company's internal communication system.

To comply with the principles of good corporate governance, the area that the Company still cannot fully implement was the presence of independent directors with a term of office not exceeding three terms or nine years. The non-life insurance business is a business that is different from other businesses in many ways. Thus, the directors should have experience in business. And in appointing independent directors whose term of office exceeds nine years, the Board of Directors has reviewed the reasons and needs, and has already informed the shareholders in the meeting.

# 7 Corporate Governance Structure and Important Information Concerning the Board of Directors, Board Committees, Executives, Employees and Others

## 7.1 Organization Chart of Thaivivat Insurance Public Company Limited

Effective from 1 November 2022



- Committee
- Executive Vice President
- Vice President
- Division
- Department

## 7.2 Information of the Board of Directors

There are 9 members in the Board of Directors, consisting of 3 executive directors, 5 independent directors and 1 director. The Chairman of the Board is an independent director pursuant to the definition of the Stock Exchange, and has no relationships with the Executive, and is not the same person as the President in order to segregate the duties in formulating the governance policy and routine management.

The structure of the Company's Board of Directors consists of the independent directors, the executive directors, the Audit Committee, the Investment Committee, the Nomination and Remuneration Committee, the Good Corporate Governance Committee, and the Risk Management Committee, where the members and duties and responsibilities are determined in the detail in page 74-79

### 7.2.1 Information of Board of Directors

Names of Board of Directors and Executive Board 9 members as follow:

Name	Position	Types of Director
1. Mr. Phisit Setthawong	Chairman / Chairman of the Nomination and Remuneration Committee	Independent Director
2. Ms. Pranee Phasipol	Chairman of Audit Committee, Investment Committee and Good Corporate Governance Committee	Independent Director
3. Ms. Pilai Piamphongsam	Audit Committee and Nomination and Remuneration Committee	Independent Director
4. Ms. Supapom Burapakusolsri	Independent Director, Audit Committee and Good Corporate Governance Committee	Independent Director
5. Mrs. Poonsub Sakunee	The Audit Committee	Independent Director
6. Mr. Jiraphant Asvatanakul	CEO & President and Investment Committee	Director
7. Mr. Thawan Wiranont	Advisor to the President Director and Good Corporate Governance Committee	Director
8. Ms. Sutepee Asvatanakul	Managing Director / Top Responsibilities in Accounting and Finance and Nomination and Remuneration Committee	Director
9. Ms. Sune Theerawittayakul	Director and Company Secretary	Director

The Company's directors or top executives have never been the employees or partners of the external auditing firm of which the Company has used its services in the past 2 years period.

### 7.2.2 Qualifications of the director

The Board of Directors consists of the directors who possess the various knowledge, expertise, skills that are useful for the Company, can fully dedicate their time and attempt to be the Company's directors. The Company has determined the primary qualifications of the Board of Directors pursuant to the Articles of Association of the Company in Chapter 4 Directors, which has been disclosed in the Company's website under the topic of the Corporate Governance.

Independent Directors The Company has determined the qualifications of "independent director" to be equivalent to the minimum criteria of the Notification of the Capital Market Supervisory Board No. Thor.Jor. 4/2009.

The Independent Director must be holding share not more than 1 percent of total voting rights of the company, never or used to be an executive director, an employee, a staff member, a salary-based consultant, do not have any blood relation or any register by laws in term of father, mother, spouse, sibling and children, including the spouse of a child of the executive management, never or used to have business relationship with the company, its parent company, be independent in performing duties, being specified in the Practical Manual and Principle of Compliance with Corporate Governance Code, which has been disclosed in the topic of the Corporate Governance.

**The member of the Audit Committee shall possess the following qualifications.**

- 1) Having all the qualifications of independent directors.
- 2) Not being the director who is entrusted by the Board of Directors to make decision on the business operations of the Company, its parent company, subsidiary, associated company, subsidiary in the same level, or juristic person with the potential conflict.
- 3) Not being the director of the holding company, subsidiary, or subsidiary in the same level, particularly being the listed company.
- 4) At least 1 (one) member of the Audit Committee shall have the adequate knowledge and experience to enable to perform the duty in reviewing the reliability of financial statements.

### 7.2.3 Authority of the Board of Directors

#### Board of Directors

Has power and duties to manage the Company according to the objectives, Articles of Association, and resolution of the Shareholders' Meeting. However, the Board of Directors is unable to approve or consider determining in any respects, unless being approved by the majority vote of the directors who attended the Board of Directors' Meeting. The duties of the Board of Directors are as follows.

1. Consider formulating the good corporate governance policy for practice of the Executive, and review the performance assessment in order to be considered for the appropriate improvement, and reported in Annual Report.
2. Consider the appropriateness, give advice, and approve the vision, strategy, and goal of the Company's operations, which are proposed by the Executive, and also monitor and assess the operation success.
3. Supervise the Company to have the appropriate risk management, internal control, and audit systems.
4. Supervise to ensure the effective nomination process and succession plan of the directors and top executives of the Company, whereas the Board of Directors appoints the Managing Director to be the Head of the Top Executives to be responsible for the Company's business operations under the governance of the Board of Directors.
5. Supervise to ensure the practice relating to the ethics of the Company's business operations, best practice of the directors and employees, and also communicate to the related parties for acknowledgement.
6. Consider the suitability in appointing and determining the scope of the Sub-Committee's authority.
7. Appropriately consider authorizing to the Managing Director for the ability to rapidly operate the ordinary business.
8. Prepare the report describing the responsibilities of the Board of Directors in preparing the financial report in Annual Report.
9. Consider assessing the performance of the Board of Directors, and the Managing Director, and also govern the effective process in assessing the top executive's performance.
10. Execute anything to be in line with laws, Articles of Association, and resolution of the Shareholders' Meeting of the Company.

#### Authority of the Chairman of the Board

The main duties of the Chairman of the Board are to manage and to be the leader of the Board of Directors. The duty of the Chairman of the Board is to take responsibility on the Board of Directors, and execute as the direct coordinator between the Board of Directors and the Executive of the Company via the President, and also pass on the resolution of the Board of Directors to the related parties in order to ensure the maximum effectiveness and appropriateness of the execution of the Board of Directors' resolution. With the different obligation between the Chairman of the Board as the policy leader and the President as the leader of routine management, the Company, therefore, has clearly segregated the roles of the Chairman of the Board from the President. It means that the Chairman of the Board is independent from the Executive, has no interests, and has none of any other businesses or relationships that may obstruct the independent exercise of discretion.

### Authority of the President

The President has power to approve the ordinary business operations in the matters, for instance, operating expenses, selling and administrative expenses, and investment expenditure within the financial limit defined by the Board of Directors, etc.

### 7.2.4 Board of Directors' Meeting for 2022

The Board of Directors, and each set of the Sub-Committee held the meetings in the defined number of meetings, by scheduling the meeting date of every Board/Sub-Committee in the following year in advance, and clearly defined the meeting agenda, and had the agenda for regularly considering and monitoring the operating results. The secretary of each Board/Sub-Committee arranged the meeting notices together with the meeting agenda and documents 7 (seven) days prior to the meeting in advance in order to ensure the study of the members of the Board/Sub-Committee on the information prior to the meeting attendance. The minutes of each Board/Sub-Committee's Meeting were recorded in writing, and the minutes of the meetings certified by the Board of Directors.

Board of Directors' Meeting in 2022 has 8 meetings as follow;

1. Mr. Phisit Setthawong	Independent Director and Chairman	Attendance	8/8	times
2. Mrs. Pilai Piamphongsarn	Independent Director	Attendance	-	times *
3. Mrs. Pranee Phasipol	Independent Director, Chairman of Audit Committee	Attendance	8/8	times
4. Mrs. Supapom Burapakusolsri	Independent Director	Attendance	8/8	times
5. Mr. Jiraphant Asvatanakul	Director and President & CEO	Attendance	8/8	times
6. Mrs. Sutepee Asvatanakul	Director and Managing Director	Attendance	8/8	times
7. Mr. Thawan Viranont	Director	Attendance	8/8	times
8. Mrs. Sunee Theravithayangkura	Director and Company Secretary	Attendance	8/8	times

\*Unable to attend the meeting due to health problems

The independent committee meeting without management attendance.

The Company had one meeting which held on December 15, 2022 and number of meeting attendance as follows:

1. Mr. Phisit Setthawong	Independent Director and Chairman
2. Mrs. Pranee Phasipol	Independent Director and Chairman of the Audit Committee
3. Mrs. Supapom Burapakusolsri	Independent Director
4. Mrs. Poonsub Sakunee	Independent Director

### 7.3 Information of the Sub-Committees

The Board of Directors appoints the Sub-Committees for prudently considering the key issues in specific matters, screening the information and proposing the consideration guideline prior to further proposing to the Board of Directors for approval, it is determined to disclose the roles and duties of the Sub-Committees, the number of meetings, the number of meeting attendances of each member, and report the performance of the Sub-Committees in Annual Report as per the following detail



### 7.3.1 Name list and scope of work of the Sub-Committees

#### The Audit Committee

The Audit Committee consists of 4 members and should hold meetings at least once every quarter. Members of the Audit Committee are as follow:

- |                                 |   |
|---------------------------------|---|
| 1. Mrs. Pranee Phasipol         | Chairman of Audit Committee                   |
| 2. Mrs. Pilai Piamphongsam      | Audit Committee                               |
| 3. Mrs. Supaporn Burapakusolsri | Audit Committee                               |
| 4. Mrs. Poonsub Sakunee         | Audit Committee (Appointed on April 28, 2022) |

#### Scope of powers, duties and responsibilities of Audit Committee

1. The Audit Committee has authority as follows:

1.1 Inviting the company directors, executives or officers to attend meeting, clarify or answer questions in the matter about business and company operation, subsidiaries, joint venture companies and joint venture projects in the responsibility of Audit Committee

1.2 Consultation with experts or company consultants (if any) or hire external expert consultants if necessary by company expenses

1.3 Examine and investigate as necessary in various matters for operation under the responsibility of Audit Committee to accomplish well.

2. The Audit Committee has duties and responsibilities as follows:

2.1 Review the company to have the financial reporting and disclosure in financial reports according to the standard and are correct, complete including an adequate financial risk management system to build user confidence in the financial statements

2.2 Review the company to have internal control and internal audit that are appropriate, efficient, effective and also cover other processes related to anti-corruption measure

2.3 Consider the independence of the internal audit unit. as well as to approve the appointment, transfer and dismissal of the head of the internal audit unit.

2.4 To review the Company's risk management system in accordance with the defined risk management framework to ensure system effectiveness which will enable the Company to achieve the determined objective both in terms of performance efficiency and effectiveness.

2.5 Check up the Company's perform in duties according to the law of the securities and the stock exchange . stock exchange requirements, law on assembly insurance business and requirements of the Insurance Commission including the laws related to the company's business

2.6 Consider to promote a person that has independence for doing accounting audit duty of the company and propose the compensation of that person including participate in audit meeting without management party at least once a year.

2.7 Consider transactions that related or may conflict of interest including significant items that are considered to be the assets acquisition and disposition according to the laws and regulations of Stock Exchange of Thailand in order to ensure that such transactions are reasonable and maximum profit to the company.

2.8 To review corporate compliance with Anti-Corruption Policy and report to the Board of Directors.

2.9 To report the audit committee performance to the Board of Directors at least 4 times per year

2.10 To prepare a report on corporate governance of the audit committee and disclose in the company annual report which must be signed by the audit committee chairman and contains at least the following information

(A) Comment about correction and completion to be a reliable of company financial report.

(B) Comment about the efficiency of Internal Control System

(C) Comment about obey the law of Securities and Securities Exchange Market, SET regulations or the law related to the company business.

(D) Comment about the proper of Accounting Auditor.

(E) Comment about transaction that may have conflict of interest.

(F) Counting of audit committee meeting and each audit committee participation.

(G) Comment or overall observation that audit committee was received from perform according to the Charter.

(H) Other transaction consider that shareholder and general investor should be acknowledge under the scope of duty and responsibility delegated from the Board of Directors.

3. The Audit Committee is responsible to the Board of Directors as duties and responsibilities assigned by the Board of Directors. The responsibility of all company activities to third parties are still belong to the Board of Directors.

Board of Directors establish Internal Audit unit being a unit inside company by having Director of Audit Department (Miss Yupin Trongpitakul) is the responsible person.

Information of Assistant Internal Audit Manager ; Miss Yupin Trongpitakul

Education :

Sukhothaithummatiraj University, Bachelor of General Management	1994
Sukhothaithummatiraj University, Bachelor of Accounting	2004

Work Experience during the past 5 years :

Assistant Manager, Thaivivat Insurance Public Company Limited	2014-Present
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The Audit Committee is responsible for the appointment, transfer and dismissal of the Director of Internal Audit Unit in accordance with the Charter of the Audit Committee.

Audit Committee meeting in 2022, there are 5 meetings and number of meeting attendance as follows.

1. Mrs. Pranee Phasipol	Audit Committee Chairman	Attendance	5/5	times
2. Mrs. Pilai Piamphongsam	Audit Committee	Attendance	-	times *
3. Mrs. Supaporn Burapakusolsri	Audit Committee	Attendance	5/5	times
4. Mrs. Poonsub Sakunee	Audit Committee	Attendance	4/5	times Appointed on April 28, 2022

\*Unable to attend the meeting due to health problems

#### Nomination and Remuneration Committee

Nomination and Remuneration Committee consists of 2 Independent Directors and 1 Executive Directors, each of whom shall hold an office term three years. Nomination and Remuneration Committee has a meeting at least once a year. Members of the Nomination and Remuneration Committee are as follow:

1. Mr. Phisit Setthawong	Chairman of Nomination and Remuneration Committee
2. Mrs. Pilai Plumpongsam	Nomination and Remuneration
3. Mrs. Sutepee Asvatanakul	Nomination and Remuneration

#### Scope of powers, duties and responsibilities of Nomination and Remuneration Committee

The operations of the Nomination and Remuneration Committee are carried out in compliance with good corporate governance principles, the Board of Directors therefore determined the scope of powers, duties and responsibilities of the Nomination and Remuneration Committee as follow:

##### 1. Nomination

1.1 To determine appropriate nomination procedure for director position that is line with the Company's business nature such as nominating current directors to continue in office, allowing the shareholders to make nominations, seeking assistance from external firm, considering persons from IOD Chartered Director or asking each director to nominate suitable person, etc.

1.2 To consider the nomination list and select those who meet the defined qualification criteria.

1.3 To carefully inspect those who have been nominated to ensure they possess the qualifications required by law and regulations of government offices.

1.4 To contact persons possessing the required qualifications to ensure they are willing to become a director of the Company if appointed by the shareholders.

1.5 To propose nomination list to the Board of Directors for consideration and record in the Notice of Shareholders' Meeting to further be appointed by the shareholders.

1.6 Nomination and Remuneration Committee may be assigned to consider the nomination of Top Management, particularly President Position

## 2. Remuneration

2.1 To review the suitability of current remuneration criteria.

2.2 To consider remuneration data of other companies within the same industry.

2.3 To determine appropriate criteria to ensure that expected results and fairness can be achieved and to ensure that the persons contributed to the Company's success have been rewarded.

2.4 To consider every type of remuneration payment by taking into account the amount and percentage of remuneration payment of each type to ensure they are appropriate. Key principles to consider when determining payment of each type of remuneration include:

2.4.1 Retainer Fee such as monthly allowance, annual allowance, etc. should consider these three factors including:

- (1) Practices applied by companies within the same industry
- (2) Operating results and business size of the Company
- (3) Responsibilities, knowledge, abilities and experience of Director or President required by the Company

2.4.2 The determined incentive should be in line with the values which the Company has created for the shareholders such as profits of the Company or dividend paid to the shareholders.

2.4.3 Attendance Fee should be appropriately determined in order to attract responsible directors to regularly attend the meetings.

2.5 To ensure that all remuneration payments are in compliance with the criteria set out by government offices or relevant recommendations. In which the company has a policy of remuneration for directors Senior management And the President By considering, studying, analyzing, comparing, compensation to be comparable with other similar sized companies. And other companies in the same industry In order to motivate and maintain the executive committee And the President Quality that is with the company

Nomination and remuneration committee meeting in 2022 has one meeting with attendance as follows:

1. Mr.Phisit Setthawong	Chairman of the Nomination and Remuneration Committee	Attendance	1/1	time
2. Mrs.Pilai Plumongsam	Nomination and Remuneration Committee	Attendance	-	time *
3. Mrs.Sutepee Asvatanakul	Nomination and Remuneration Committee	Attendance	1/1	time

\*Unable to attend the meeting due to health problems

## Investment Committee

Investment Committee consists of two Independent Directors and one Executive Director, each of whom shall have an office term of three years.

Members of Investment Committee are as follow:

1. Mrs. Pranee Phasipol Chairman of Investment Committee
2. Mrs. Supaporn Burapakusolsri Investment Committee
3. Mr. Jiraphant Asvatanakul Investment Committee

## Scope of powers, duties and responsibilities of Investment Committee

1. To determine Investment Policy to be proposed to the Board of Directors for approval.
2. To consider and approve the Company's investment plan which should be in line with the defined Investment Policy and overall Risk Management Policy.
3. To oversee the Company's investments to ensure they are in accordance with the defined Investment Policy, overall Risk Management Policy, including relevant practices, regulations and legal requirements.
4. To ensure corporate governance and transparency within the organization, including preventing potential conflict of interest in relation to the Company's investment transactions.
5. To ensure the adequacy of work system, personnel and information relevant to the Company's investments.
6. To manage investment capital in accordance with the Investment Policy approved by the Board of Directors.
7. To report investment outcomes to the Board of Directors on regular basis.

Investment committee meeting in 2022 has 3 meetings with attendance as follows:

1. Mrs. Pranee Phasipol	Chairman of Investment Committee	Attendance	3/3	times
2. Mrs. Supaporn Burapakusolsri	Investment Committee	Attendance	3/3	times
3. Mr. Jiraphant Asvatanakul	Investment Committee	Attendance	3/3	times

### Good Corporate Governance Committee

The Good Corporate Governance Committee consists of 2 independent directors and 1 executive committee that have 3-year term, with the following names

1. Mrs. Pranee Phasipol	Chairman of Good corporate governance Committee
2. Mrs. Supaporn Buraphonkusolsri	Good Corporate Governance Committee
3. Mr Thawan Viranont	Good Corporate Governance Committee

### Scope of powers, duties and responsibilities of Good Corporate Governance Committee

1. Define and review the principles of good corporate governance of company in accordance with international standards and Good corporate governance guidelines for government agencies or other related departments
2. Support and promote the company to have an efficient operation with transparency, reliable and verifiable
3. Communicate to enhance knowledge and understanding of the principles of good corporate governance for the directors, executives and employees of company to raise awareness the principles of good corporate governance importance
4. Supervise and monitor the directors, executives and employees of the company to follow the principles of good corporate governance. Accurate and effective to build the confidence of shareholders, investors and all groups of stakeholders

Good Corporate Governance Committee provides a meeting not less than 1 meeting per year

In 2022, the meeting of Good Corporate Governance Committee has 2 meetings with attendance as follows:

1. Mrs. Pranee Phasipol	Chairman of Good Corporate Governance Committee	Attendance	2/2	times
2. Mrs. Supaporn Burapakusolsri	Good Corporate Governance Committee	Attendance	2/2	times
3. Mr. Thawan Wiranont	Good Corporate Governance Committee	Attendance	2/2	times

### Risk Management Committee

Risk Management Committee consists of not less than five members who are directors and executives of the Company and shall hold an officer term of three years. Risk Management Committee must hold meetings at least once every quarter.

### Scope of powers, duties and responsibilities of Risk Management Committee

1. To determine Risk Management Policy to be proposed to the Board of Directors for approval. Such policy should cover major risks including strategic risk, insurance risk, liquidity risk, operational risk, market risk, credit risk, compliance risk and any other risks which may impact the business operations of the Company.
2. To evaluate the adequacy of the defined risk management strategy, including the efficiency and effectiveness of the Company's risk management practice.
3. To report on risk management performance to the Audit Committee at least once every quarter, with the exception of significant risks which must be reported to the Board of Directors.
4. To determine Business Continuity Management Policy and prepare Business Continuity Plan.

In 2022, the meeting of Risk Management Committee has 4 meetings with attendance as follows :

1. Mr. Jiraphant Asvatanakul	Chairman of Risk Management Committee	Attendance	4/4	times
2. Mr. Praphid Dhiraprayudti	Vice Chairman of Risk Management Committee	Attendance	2/4	times
3. Ms. Pornkantima Bhonsong	Risk Management Committee	Attendance	3/4	times*
4. Ms. Varinporn Lauhapattanapreecha	Risk Management Committee	Attendance	2/4	times**
5. Mrs. Rutchanee Wongkijpatana	Risk Management Committee	Attendance	4/4	times
6. Mr. Somkrit Surachevakit	Risk Management Committee	Attendance	4/4	times
7. Ms. Nantawan Arunpiriyakul	Risk Management Committee	Attendance	4/4	times
8. Mr. Thanawut Boonput	Risk Management Committee and Secretary	Attendance	4/4	times

\*Appointed on February 24, 2022

\*\*Appointed on August 11, 2022

## 7.4 Remuneration of the directors

Before the Nomination and Remuneration Committee will propose to request for approval of the Shareholders' Meeting, the criteria for determining the remuneration shall be in the level comparable with the level paid in the business, and suitable for the obligation and responsibility. In addition, the performance shall be yearly assessed and the result shall also be jointly used in determining the remuneration.

### Financial Remuneration

#### The remuneration structure of the Board of Directors

The shareholders' meeting No. 29/2022 has approved the remuneration and meeting allowances of the Board of Directors and the sub-committees as follows:

Directors Remuneration	In 2022
1. Directors Fee (Baht / Board)	4,000,000
Number of Directors	9
2. Audit Committee Fee (Baht / Board)	1,000,000
Number of Directors	4
3. Nomination and Remuneration Committee Fee (Baht / Board)	-
Number of Directors	3
4. Investment Committee Fee (Baht / Board)	-
Number of Directors	3
5. Good Corporate Governance Committee Fee (Baht / Board)	-
Number of Directors	3
Attendance Fee (Baht / Time / Person)	
1. Board of Directors	
- Chairman	30,000
- Director	20,000

Directors Remuneration	In 2022
2. Audit Committee	
- Chairman	30,000
- Director	20,000
3. Nomination and Remuneration Committee	
-Chairman	20,000
- Director	20,000
4. Investment Committee	
- Chairman	20,000
- Director	20,000
5. Good Corporate Governance Committee	
- Chairman	20,000
- Director	20,000

The Company Directors receive compensation in term of attendance fee and bonus in the year 2022 are as following:

(Unit: Baht)

	Name	Position	Meeting Attendance	Compensation		
				Attendance fee	Bonus	Total
1	Mr. Phisit Sethhawong	Independent Director, Chairman of the Nomination and Remuneration Committee	8/8	290,000	900,000	1,190,000
2	Mrs. Pranee Phasipol	Independent Director, Chairman of Audit Committee, Investment Committee and Good Corporate Governance Committee	8/8	480,000	950,000	1,430,000
3	Mrs. Pilai Piamphongsam	Independent Director, Audit Committee and Nomination and Remuneration Committee	0/8	-	700,000	700,000
4	Mrs. Supapom Burapakusolsri	Independent Director, Audit Committee, Investment Committee and Good Corporate Governance Committee	8/8	420,000	700,000	1,120,000
5	Mrs. Poonsub Sakunee	Independent Director, Audit Committee	6/8	240,000	-	240,000
6	Mr. Jiraphant Asvatanakul	President and Investment Committee	8/8	220,000	410,000	630,000
7	Mrs. Sutepee Asvatanakul	Managing Director and Nomination and Remuneration Committee	8/8	180,000	410,000	590,000
8	Mr. Thawan Wiranont	Director and Good Corporate Governance Committee	8/8	200,000	410,000	610,000
9	Mrs. Sunee Theerawittayakul	Director and Company Secretary	8/8	160,000	410,000	570,000
TOTAL				2,190,000	4,890,000	7,080,000

\*Attendance fee including sub-committees meetings as the number of times attended

## 7.5 Information of Management

### 7.5.1 Name and position of Management

1. Mr. Jiraphant Asvatanakul	CEO & President
2. Mrs. Sutepee Asvatanakul	Director and Top Responsibilities in Accounting and Finance
3. Mr. Praphid Dhiraprayudti	Senior Executive Vice President
4. Mr. Suraphong Theravithayangkura	Senior Executive Vice President
5. Ms. Janejira Asvatanakul	Senior Executive Vice President
6. Mr. Thepphen Asvatanakul	Senior Executive Vice President
7. Mr. Sucheep Lakthong	Accounting Manager and Accounting Supervisor (Accountant)

### 7.5.2 Policy for remuneration of the executives and the President (CEO)

The Nomination and Remuneration Committee shall consider and propose the suitable remuneration of the executives to the Board of Directors for considering and approving the remuneration according to the Company's policies, where the remuneration of the executives and the remuneration of the President (CEO) are linked with the Company's performance both in short-term and long-term through the indicator specified in Balance Scorecard, the scope of position responsibility, and compared with other leading companies in the same business sector in order to lead the Company's competitiveness and retain the quality personnel with the Company.

### 7.5.3 Remuneration of the executives and the President (CEO)

#### 1) Monetary remuneration

The Company's executives from the department manager level and higher, including the President (CEO) of the Company in total of 23 persons received remuneration in form of salary and bonus in 2022 in total amount of 60.1 million Baht.

#### 2) Other remunerations

In 2022, the Company's executives from the department manager level and higher in total of 23 persons received the contribution of Provident Fund in part of the Company in total amount of 2.5 million Baht. In addition, the Company's executives including the President (CEO) also received the same benefits and other welfares pursuant to the Company's rules as the employees, for instance, personal accident insurance, health insurance, and all types of loan welfares.

## 7.6 Employee-related information

### Personnel

As of 31 December 2022, the Company's total employees have been 674 persons.

### Employee-related expense

In 2022, the Company paid the employee remuneration in form of salary and bonus for 318.5 million Baht

### Provident Fund

The Company has set up the Provident Fund pursuant to the Provident Fund Act B.E. 2530 (1987), and used the name of "Registered Provident Fund of Thaivivat Insurance Public Company Limited".

In 2022, the Company paid the contribution of Provident Fund in part of the Company for 13.1 million Baht.

## 7.7 Other important information

### 7.7.1 Company Secretary

To promote Company Secretary depends on consideration of Board of Directors in finding proper person responsible for this position. In Board of Directors meeting No. 3/2008 on 13 August 2008, we agreed to promote Mrs. Sunee Theerawithayangkul to be in Company Secretary position and effected since 14 August 2008 onward until now.

Mrs. Sunee Theravithayangkura	Age 72, Company shareholding (%) = 0.006%
Director	Appointed from 18 June 1986 -present
Company Secretary	Appointed from 14 August 2008 -present
Family relationship between director and executive – Sister of Mrs. Sutepee Asvatanakul	
Sister-in-law of Mr. Jiraphant Asvatanakul	

#### Education / Trainings

Bachelor of Law, Thammasat University  
 Diploma in Director Accreditation Program (DAP) (IOD)

#### Work Experience during the Past 5 Years

2014-Present Director and Company Secretary (Thaivivat Insurance Pcl.)

The Board of Directors has determined the roles and responsibilities of Company Secretary as follow :

1. To prepare and keep the following documents :
  - 1.1. Directors' Registration
  - 1.2. Notices and minutes of the Board of Directors' Meeting and the Company's Annual Reports
  - 1.3. Notices and minutes of the Shareholders' Meetings
2. To keep all the records of stake holdings reported by the directors or executives, including sending a copy to the Chairman of the Board and Chairman of the Audit Committee within the period of seven days counting from the date on which such report has been received.
3. To perform any other tasks required by SEC.

### 7.7.2 Top Responsibilities in Accounting and Finance (CFO)

Mrs. Sutepee Asvatanakul Position Managing Director

#### Educational qualifications

Bachelor of Arts, Thammasat University  
 M.B.A. Tarleton State University, USA  
 Thailand Insurance Leadership Program (Class 2) OIC Advanced Insurance Institute  
 Director Certification Program (DCP), IOD  
 Senior Executive in Business Development, Industry and Investment Class 6, Institute of Business and Industrial Development  
 Advance Master of Management Program, AMM Class 5 National Institute of Development Administration  
 Executive Programs Capital Market Academy Class 31, Capital Market Academy.

#### Training Course in 2022

CFO's Orientation Course for New IPOs – The Stock Exchange of Thailand

#### Working Experience for the Past 5 Years (Information as December 31, 2022)

2000-Present Managing Director, Thaivivat Insurance Public Company Limited



### 7.7.3 Accounting Supervisor (Accountant)

Mr. Sucheep Lakthong Position Accounting Manager

Appointed from June 1, 2020

Educational qualifications

Bachelor of Accounting, Burapha University

Certified Public Accountant (CPA), No.13164

Training Course in 2022

- Issues of sustainable business operations that businesses should pay attention
- CFO's Challenges with Financial Reporting in the Age of Economic Fluctuations
- Initial Coin Offering (ICO) from the Accounting and Tax Perspectives
- Thailand Long-Term Resident (LTR) Visa Scheme targeting specific group of individuals
- Transfer pricing challenges after COVID-19, more aggressive tax investigation by government and how business sectors can prepare to navigate these challenges)

- New merger law Opportunities and new forms of mergers and acquisitions
- Guidelines for Financial Reporting Standard No. 17 Insurance Contracts (IFRS17 Guidelines)

Working Experience for the Past 5 Years (Information as December 31, 2022)

2016 – 2019 Assistant auditor, EY Office Limited

2020 – Present Accounting Manager, Thaivivat Insurance Public Company Limited

### 7.7.4 Head of Corporate Compliance Operation

Ms. Nantawan Arunpiriyakul Position Senior Benefits Department Manager

Educational qualifications

Bachelor of Law, Thammasat University

Master of Business Administration, Ramkhamhaeng University

Work Experience during the Past 5 Years (Information as December 31, 2022)

2014 - 2020 Benefits Department Manager, Thaivivat Insurance Public Company Limited

2020 – Present Senior Benefits Department Manager, Thaivivat Insurance Public Company Limited

Scope of powers, duties and responsibilities

1. To ensure compliance with the laws

1.1 To be the central point for collecting the laws, rules and regulations of external agencies regulating non-life insurance business such as OIC, SEC and AMLO.

1.2 To be the central point in overseeing and ensuring legal compliance of every internal unit within the organization and informing them of any updated or newly issued laws, rules, regulations, orders and notifications, including preparing a summary of newly issued laws, rules and regulations.

1.3 To prepare Basic Legal Compliance Handbook in a form of database to provide updated information on important laws, rules and regulations for operational benefits and to be used a reference while carrying out the operations of various internal units within the organization.

1.4 To monitor and ensure that all internal operations are in compliance with relevant laws, rules and regulations.

1.5 To give advice, suggestion and opinions in relation to various laws, rules, regulations, policies or notifications pertaining to non-life insurance business.

1.6 To perform specific duties which included being the central point in ensuring compliance with laws in relation to anti-money laundering and combating the financing of terrorism (AML/CFT).

1.7 To support risk management operations concerning legal compliance by providing information and data gathered from monitoring legal compliance of internal units, including giving opinions and suggestions on the Company's internal control in relation to legal compliance in order to conduct analysis and prepare relevant risk management plan.

2. To coordinate with both external and internal agencies

2.1 To make coordination in obtaining permit from external agencies in order to carrying out certain operations of the Company or to consult on legal matters to ensure clear understanding before being implemented by internal units of the organization.

External agencies to which Corporate Compliance Office must contact and coordinate with include:

(1) Office of Insurance Commission (OIC)

(2) Anti-Money Laundering Office (AMLO)

(3) The Securities and Exchange Commission (SEC)

(4) Other governmental agencies which the Audit Committee deemed appropriate

2.2. To coordinate, on behalf of the Company, with the Office of Insurance Commission (OIC) or other regulators required by law.

2.3. To coordinate, on behalf of the Company, with the Office of Anti-Money Laundering and Combating the Financing of Terrorism (AMLO) or other governmental agencies concerning AML/CFT matters.

2.4. To coordinate with the internal units in preparing reports required by external agencies or by laws.

2.5 To provide legal knowledge and prepare information on non-life insurance laws or any other interesting laws or laws concerning key transactions of the Company in order to provide trainings to organizational staffs.

# 8 Report on Important Operational Results of Corporate Governance

## 8.1 The Shareholding of Directors and Top Managements

The Shareholding of Directors and Top Managements in 2022				
Name	Position	January	July	December
Mr. Phisit Setthawong	Independent Director, Chairman and Chairman of the Nomination and Remuneration Committee	-	-	-
Mrs. Pranee Phasipol	Independent Director, Chairman of Audit Committee, Investment Committee and Chairman of the Good Corporate Governance Committee	-	-	-
Mrs. Pilai Piamphongsant	Independent Director, Audit Committee and Nomination and Remuneration Committee	-	-	-
Mrs. Supaporn Burapakusolsri	Independent Director, Audit Committee, Investment Committee and Good Corporate Governance Committee	-	-	-
Mrs. Poonsub Sakunee	Independent Director, Audit Committee	-	-	-
Mr. Jiraphant Asvatanakul	President & CEO and Investment Committee	1,081,128	1,081,128	1,081,128
	Spouse	4,725,384	4,725,384	4,725,384
	Juristic Entities that have control business	145,655,120	145,655,120	145,655,120
Mr. Thawan Viranont	Director and Good Corporate Governance Committee	18,000	18,000	18,000
Mrs. Sutepee Asvatanakul	Managing Director and Nomination and Remuneration Committee	4,752,384	4,725,384	4,725,384
	Spouse	1,081,128	1,081,128	1,081,128
	Juristic Entities that have control business	145,655,120	145,655,120	145,655,120
Mrs. Sunee Theravithayangkura	Director and Company Secretary	18,000	18,000	18,000
Mr. Suraphong Theravithayangkura	Senior Executive Vice President	216,040	166,040	166,040
Mr. Praphid Dhiraprayudti	Senior Executive Vice President	50,264	50,264	50,264
Mr. Thepphen Asvatanakul	Executive Vice President	12,600,000	15,542,150	15,542,150
	Juristic Entities that have control business	15,082,648	15,082,648	15,082,648
Ms. Janjira Asvatanakul	Executive Vice President	12,600,000	15,542,150	15,542,150
	Juristic Entities that have control business	15,082,648	15,082,648	15,082,648
Mr. Sucheep Lakthong	Accounting Supervisor (Accountant)	-	-	-

## 8.2 Performance evaluation report of the Board of Directors and Sub-Committees

In 2022, the Board of Directors evaluated the performance of the Board of Directors

**1) Board of Directors** by dividing the assessment topics into 6 categories. Each director gave score each topic, added each topic scores of all directors and divided by number of directors to get the result as follows :

	Average score
1. Structure and qualifications of the Board of Directors	3.89
2. Roles, duties and responsibilities of the Board of Directors	3.89
3. Board meeting	3.93
4. Directors' duties	3.89
5. Relationship with management	4.00
6. Self-development of directors and executive development	3.85

Overview of the Board of Directors' self-assessment, it was found that the Board of Directors is in good level of self-assessment with average score of 3.91 from 4.00, equivalent to 98% with the most scoring evaluation is the management relationship and the lowest score is director's self-development and executive development.

**2) Board of Directors Individually** the assessment topics into 5 categories get the result as follows :

	Average score
1. Personal Qualifications	3.91
2. Ready to perform duty	4.00
3. Cooperation in the meeting	3.95
4. Duties and Responsibilities	4.00
5. Relation with the Board of Directors and management	4.00

It was found that the Board of Directors is in good level of self-assessment with average score of 3.97 from 4.00, equivalent to 99% with the most scoring evaluation are Ready to perform duty, Duties and Responsibilities, Relation with the Board of Directors and management, The lowest score is Personal Qualifications.

As well as assessing the performance of each sub-committee, the assessment topics are divided into 3 categories, namely, Structure and qualifications of the Committee, The Committee meeting, and Roles, duties and responsibilities of the Committee. It uses the same type of assessment as the performance assessment of the Board of Directors. Assessment results for all categories. The evaluation results are as follows:

**3) Audit committee** the assessment topics into 4 categories to get the result as follows:

	Average score
1. Structure and qualifications of the Committee	4.00
2. The Committee meeting	3.90
3. Roles, duties and responsibilities of the Committee	4.00
4. Reporting of Audit Committee	4.00

The assessment result with average score of 3.96 from 4.00, equivalent to 99% with the most scoring evaluation are Structure and qualifications of the Committee, Roles, duties and responsibilities of the Committee, Reporting of Audit Committee. The lowest score is The Committee meeting.

**4) Nomination and Compensation Committee** the assessment topics into 4 categories to get the result as follows :

	Average Score
1. Structure and qualifications of the Committee	3.83
2. The Committee meeting	3.86
3. Roles, duties and responsibilities of the Committee	3.83
4. Reporting of Recruiting and Remuneration Committee	4.00

The assessment result with average score of 3.85 from 4.00, equivalent to 96% with the most scoring evaluation is Reporting of Recruiting and Remuneration Committee and the lowest score are Structure and qualifications of the Committee and Roles, duties and responsibilities of the Committee.

5) **Investment committee** the assessment topics into 3 categories to get the result as follows :

	Average Score
1. Structure and qualifications of the Committee	4.00
2. The Committee meeting	3.94
3. Roles, duties and responsibilities of the Committee	3.90

The assessment result with average score of 3.95 from 4.00, equivalent to 99% with the most scoring evaluation is Structure and qualifications of the Committee and the lowest score is The Committee meeting Roles, duties and responsibilities of the Committee.

6) **Good Corporate Governance Committee** the assessment topics into 4 categories to get the result as follows :

	Average Score
1. Structure and qualifications of the Committee	4.00
2. The Committee meeting	3.97
3. Roles, duties and responsibilities of the Committee	3.85
4. Reporting of Corporate Governance Committee	4.00

The assessment result with average score of 3.94 from 4.00, equivalent to 99% with the most scoring evaluation are Structure and qualifications of the Committee and Reporting of Corporate Governance Committee. Roles, duties and responsibilities of the Committee.

7) **Performance evaluation of Chief Executive Officer and President** the assessment topics into 2 categories to get the details as follows :

In section 1 The Board of Directors evaluated performance of the Chief Executive Officer and President by dividing topics into 10 categories as follows :

	Average Score
1. Leadership	3.98
2. Strategy formulation	3.94
3. Compliance with the strategy	4.00
4. Financial planning and performance	4.00
5. Relationship with the Board of Directors	3.85
6. External relations	3.96
7. Administration and relationship with personnel	3.89
8. Succession	3.70
9. Knowledge of products and services	4.00
10. Personal features	3.98

The results of all categories were 3.94 points from 4.00, equivalent to 99% with the most scoring evaluation are Strategy formulation, Compliance with the strategy, Financial planning and performance and Knowledge of products and services and the lowest score is Succession.

In section 2 regarding CEO development, the Board of Directors has an opinion that the CEO key strengths should maintain :

1. Aims to develop innovation for the strength of the Company using the IT system processing tool for decision-making.
2. Having good understanding about business.
3. Leadership with wide vision, promote innovation and continuous developing new products.

The point should be developed in the next year is

1. Building a strong organization especially with sufficient employees, efficiently, having a strong and clarity succession plan.

## 8.3 Nomination and appointment of the directors and executives

The Board of Directors entrusts the Nomination and Remuneration Committee to perform the duty to nominate the persons for holding the director position to be appropriate for the corporate characteristics; consider the name list of the nominated and selected persons with qualifications that are conforming to the determined qualification criteria; verify that the said nominated persons possess the qualifications according to laws and requirements of the official agencies, nominate to the Board for considering and containing the names in the Appointment Notice for Shareholders' Meeting so that the shareholders shall further consider appointing; and to be entrusted to consider the nomination of top executives particularly the President.

### 8.3.1 Right of minor shareholders in appointing the directors

For protecting the right of minor shareholders to be equally treated, the Company gives the shareholders the opportunity to have the right to nominate the persons who have the appropriate knowledge, competence, and qualifications to be considered and elected as the directors in advance. The Company has notified the shareholders for acknowledgement via the information notification channel of the Stock Exchange of Thailand, and via the Company's website, where the rules for nominating the person's name to be considered and elected as the director, together with the Director Nomination Form, shall also be presented on the Company's website.

### 8.3.2 Executive nomination process

The Board of Directors entrusts the Nomination and Remuneration Committee to effectively perform the duty to establish the nomination process, and consider the succession plan of the President and the top executives of the Company by proposing the Board of Directors to appoint the Chief Executive Officer and the President to take responsibility on the Company's business operation under the supervision of the Board of Directors. For appointing the topmost executive of the work unit based on the organizational structure, it shall be the selection and appointment duty of the Chief Executive Officer and the President accordingly.

## 8.4 Supervision of the subsidiaries' operation

In supervision of the subsidiary's operation, the Company's subsidiaries are Laovivat Insurance Co., Ltd. as a non-life insurance company founded in the Lao People's Democratic Republic, and Motor AI Recognition Solution Co., Ltd. In supervising the subsidiaries' operation, the Company has appointed the executives to be the directors in the subsidiaries, where the Company's directors shall consider selecting the persons as the directors in the subsidiaries, and propose to request for the approval of the Board of Directors. The persons who are appointed as the directors in the subsidiaries have duty to execute for best benefits of the subsidiaries, and determine that the appointed persons shall be approved by the Board of Directors before resolving in the significant matters.

## 8.5 Oversight of the insider trading

The Company establishes the measure for preventing the insider trading by formulating the policy for preventing the insider trading that affects the securities trading, with the following requirements.

1. The directors, consultants, executives, and employees are prohibited to use the insider information for the securities trading benefits because the insider trading is the offence and in conflict with the principle regarding the conflict of interest, and the act that is unfair for other shareholders; and are also prohibited to disclose the insider information to the third parties or the persons who have none of the related duties.

2. The directors, consultants, executives, and employees shall strictly comply with the laws and rules relating to the use of insider, as well as the securities and exchange law and other related criteria.

3. The directors, consultants, executives, and employees who perceive the Company's turnover either directly or indirectly, and the related parties of the securities trading of the Company in 30 days period prior to announcement of the financial statements to public.

4. The directors, consultants, executives, and employees from the department manager level and higher who purchase or sell the Company's shares shall notify the Legal Subdivision for acknowledgement about the said purchase and sale within the following day from the said purchase and sale for reporting the purchase and sale to the Office of the SEC accordingly, or report by themselves within 3 working days from the acquisition or disposal date of the said shares; and report the securities holding of the Board of Directors, executives, and auditor for the acknowledgement of the Board of Directors' Meeting every time. For 2022, the Company strictly complied with the prescribed rules.

## 8.6 Account Auditor compensation

EY Office Co., Ltd. is the well-known company and accepted in international level that agreed from The Securities and Exchange Commission and take part in giving advisory to the Office of Insurance Commission in starting to use Risk Based Capital (RBC) including the accounting audit experience to other disaster insurance company. Even more, there is no relationship and/or conflict of interest between auditor and the company, executives and major shareholders. In fiscal year of 2022, the Accounting has the compensation of account auditor totally as 2,950,000.- Baht with the following detail:

1. Annual audit fee	1,370,000.- Baht
2. Three quarters accounting review	1,020,000.- Baht
3. RBC transaction audit second quarter	180,000.- Baht
4. Annual RBC report review fee	380,000.- Baht
No other service charges	

## 8.7 Anti-Corruption

Thaivivat Insurance PCL was aware of problem of corruption which affected the Company's ability for competition and sustainable development to the extent it increased the cost of business operation, resulting in lowered operating efficiency, thus failing to create maximum benefits for consumer. The company attached importance to anti-corruption of all forms, not only in the light of violating the law, but it was contravening the good moral virtues and ethics; it was therefore unacceptable behavior.

By recognizing the importance of preventing corruption and supporting anti-corruption operation in wider scale, the Company therefore developed Anti-Corruption Policy and Code of Conduct for Anti-Corruption and has continuously carried out transparency and operational performance review and audit on yearly basis, including ensuring that the Company's operational performance in all aspects are in compliance with the determined operational standard. The Company's Anti-Corruption Policy shall be reviewed on two-year basis as deemed appropriate or whenever significant changes are required.

Thaivivat Insurance Public Co., Ltd. had passed an assessment process that had a policy and complete anti-corruption guidelines according to criteria of the Private Sector Collective Action Coalition Against Corruption and certified as a coalition member on 14th October, 2016 and certified for renewal as a project member on 30th September, 2022. This was the national project supported by government and Office of the National Counter Corruption Commission. The company has joined with the government, civil society and the media to create transparent business standard, free from corruption and being a part of country upgrade.

The project's main objective is to encourage businesses to create concrete anti-corruption policies and adopt mechanisms to prevent bribery in order to build and expand a strong network of clean businesses.

The Company also regularly communicates its Anti-Corruption Policy and Code of Conduct for Anti-Corruption among its personnel via various channels, provides in-house personnel capacity development training programs and even communicates with its trade partners and external agencies through notices which require their cooperation in avoiding acceptance of gifts of every kind. The Company also determined Whistle Blowing Policy which provides several channels for whistle blowing or complaints as follow:

	Sunee Theravithayangkura, Director and Company Secretary
E-letter	Sunee_non@thaivivat.co.th
Telephone	02-6950800 Ext. 5939
	Nantawan Arunpiriyakul, Compliance Section
E-letter	Nantawan_aru@thaivivat.co.th
Letter	Thaivivat Insurance PCL
	71 Din Daeng Road, Samsen Nai Sub-district, Phya Thai District, Bangkok 10400
Telephone	02-6950800 Ext. 5938

In respect to whistle blower protection scheme, the details are provided in the Company's Anti-Corruption Policy which is accessible through the Company's website.

# 9 Internal Control and Related Party Transactions

## 9.1 Internal Control

The Company establishes the efficient internal control and risk management system. The Board of Directors and the executives have duties and responsibilities to establish and maintain the internal control and risk management system. The executive director shall assess the adequacy of the internal control system, and entrust the Audit Committee to perform the duty and take responsibility on reviewing the adequacy of the internal control system according to the adequacy assessment form of the internal control system of the Office of the Securities and Exchange Commission, which covers the following areas

### Control Environment

1. The organization indicates its commitment on the value of integrity and ethics.
2. The Board of Directors is independent from the Management and performs the duty to oversight and develop the internal control execution.
3. The Management organizes the appropriate structure, reporting line, determination of commanding power, and responsibility in order to ensure that the organization achieves the objectives under the oversight of the Board of Directors.
4. The organization indicates its commitment on motivation, development, and maintenance of the personnel who have knowledge and competence.
5. The organization determines that the personnel shall have duty and responsibility in internal control in order to achieve the organizational objectives.

### Risk Assessment

6. The organization clearly and adequately determines the objectives so that the risks relating to the organizational objective achievement can be identified and assessed.
7. The organization extensively identifies and analyzes all types of risks that may have impact on the objective achievement across the organization.
8. The organization considers the likelihood of corruption in assessing the risk of the organizational objective achievement.
9. The organization can identify and assess the risk that may have impact on the internal control system.

### Control Activities

10. The organization establishes a control measure that contributes to mitigate the risk of not achieving the organizational objectives to be at an acceptable level.
11. The organization selects and develops the general control activities with the technological system in order to help support the objective achievement.
12. The organization arranges the control activities via the policies that define the expectations and practical procedures so that the established policies are brought about toward practice.

### Information & Communication

13. The organization has the related and quality data for supporting the internal control to ensure the operation as determined.
14. The organization communicates the organizational data, including the objectives and responsibilities on internal control to ensure the operation as set.
15. The organization communicates with the external agencies about the issues that may affect the internal control.

### Monitoring Activities

16. The organization monitors and assesses the internal control in order to ensure that the internal control has still been completely and appropriately operated.
17. The organization timely assesses and communicates the internal control's faults to the responsible persons including top executives and the Board of Directors as appropriate.

The Board of Directors has considered the Company's assessment system of the internal control and risk management, and deemed that the Company has the appropriate and adequate internal control and risk management system for the efficient operation.



### The Audit Committee's opinions

The Audit Committee assessed the adequacy of the Company's internal control system pursuant to the Assessment Form of the Office of the Securities and Exchange Commission, and deemed that the Company has the appropriate and adequate internal control and risk management system for the efficient execution.

In 2022, the Audit Committee performed its duties as entrusted by the Board of Directors, and the Internal Audit Unit operated according to the scope of duties and responsibilities as determined in the Company's Work Manual of Internal Audit.

## 9.2 Related Party Transactions

The Company has clearly established the measures and procedures for entering the related party transactions, and strictly complied with the notification of the Office of the Securities and Exchange Commission, the announcement of the Capital Market Supervisory Board and regulations of the Stock Exchange of Thailand in the matters relating to the transactions that may cause conflict of interest. In the case where the consideration may be taken on the related party transaction with a person who may have a conflict, the directors and executives who may have interests in the considered matters shall not attend the meeting or abstain in order to make the decisions of the Board and executives to be independent and fair, for the true benefits of the shareholders. The occurred transaction size and amount of money for the newly occurred related party transactions shall be taken into account by proposing the Audit Committee to consider and then submit to the Board of Directors for further approval consideration. In addition, the Audit Committee is responsible for reviewing all related party transactions in every quarter to oversee and prevent the occurrence of conflict of interest. Moreover, the Company has also disclosed the related party transactions in notes to financial statements audited by the auditor.

In 2022, Thaivivat Insurance Public Company Limited entered into the related party transactions with the persons who may have conflict of interest with the Company. The said transactions have been the business transactions that are ordinary or support the ordinary business of the Company, and have the general trade conditions for creating the maximum benefits to the Company.

According to the related party transactions with the persons who may have conflict, the Company has prepared the summary report of the said transactions, and proposed to the Audit Committee to review the necessity and reasonableness of the transactions. The Audit Committee has remarked its opinion in this matter in the Report of the Audit Committee as part of Annual Report 2022 that the said transactions have been reasonably and fairly executed, and mainly taken into account the maximum benefits of shareholders and the Company.

### 9.2.1 Persons who might have conflicts of interests and related party transactions

Persons who might have conflicts of interests in the Company and conducted transactions with the Company for the period ending on 31 December 2022 are as follows:

Persons who might have conflicts of interests	Nature of Relationship as at 31 December 2022
MAFAM Co., Ltd.	<ul style="list-style-type: none"> <li>- Running brokerage business and investing or being a partner in other business except for being a non-life insurance broker.</li> <li>- A major shareholder of the Company, directly holding 48.07% of the registered and paid-up capital.</li> <li>- Asvatanakul Family is the shareholders of this company, holding 97.50% of registered and paid-up capital.</li> </ul>
J&A Jewelry Co., Ltd.	<ul style="list-style-type: none"> <li>- Running the business of producing and trading jewelry</li> <li>- There are a common shareholder with the Company, namely Mafam Company Limited, holding 73.33% of registered and paid-up capital.</li> <li>- There are a common director with the Company, Mr. Jiraphant Asvatanakul</li> </ul>
Road Accident Victims Protection Co., Ltd.	<ul style="list-style-type: none"> <li>- Running a non-life insurance business and accepting preliminary losses and payment of indemnity or others according to the Public Protection of Traffic Injury Act.</li> <li>- There are a common director with the Company, Mr. Jiraphant Asvatanakul</li> <li>- The Company is a shareholder, holding 3.52% of the registered and paid-up capital.</li> </ul>

Persons who might have conflicts of interests	Nature of Relationship as at 31 December 2022
Thai Reinsurance Plc.	<ul style="list-style-type: none"> <li>- Running a reinsurance business to help diversify the risk to the insurance business It covers both property insurance, accident insurance engineering insurance, marine and cargo insurance, etc.</li> <li>- There are a common director with the Company, Mr. Jiraphant Asvatanakul</li> </ul>
T.I.I. Co., Ltd.	<ul style="list-style-type: none"> <li>- Insurance training business</li> <li>- There are a common director with the Company, Mr. Jiraphant Asvatanakul</li> </ul>
Vichitbhan Palmoil Plc.	<ul style="list-style-type: none"> <li>- Manufacture of crude palm oil and dried palm kernels</li> <li>- There are a common directors with the Company, Mr. Jiraphant Asvatanakul</li> </ul>
Laovivat Insurance Co., Ltd.	<ul style="list-style-type: none"> <li>- Running insurance business in the Lao People's Democratic Republic</li> <li>- The Company holds 70% of shares in Laovivat Insurance Co., Ltd.</li> </ul>
Encourage Co., Ltd.	<ul style="list-style-type: none"> <li>- Running non-life insurance brokerage business</li> <li>- The close relatives of the Company's director is a shareholder</li> </ul>
Force Co., Ltd.	<ul style="list-style-type: none"> <li>- Running non-life insurance brokerage business.</li> <li>- The close relatives of the Company's director is a shareholder</li> </ul>
Mr. Jiraphant Asvatanakul	<ul style="list-style-type: none"> <li>- A shareholder of the Company, directly holding 0.36% of registered and paid-up capital</li> <li>- Director and CEO and President of the Company</li> <li>- The spouse of Mrs. Sutepee Asvatanakul, and the father of Miss Janejira Asvatanakul and Mr. Thepphan Asvatanakul</li> <li>- A shareholder of MAFAM Co., Ltd.,</li> <li>- Director of the following companies: <ul style="list-style-type: none"> <li>- Thai Reinsurance Plc.</li> <li>- Vichitbhan Palmoil Plc.</li> <li>- Road Accident Victims Protection Co., Ltd.</li> <li>- T.I.I. Co., Ltd.</li> <li>- MAFAM Co., Ltd.</li> <li>- J&amp;A Jewelry Co., Ltd.</li> </ul> </li> </ul>
Ms. Sutepee Asvatanakul	<ul style="list-style-type: none"> <li>- Shareholder of the Company, directly holding 1.56% of registered and paid-up capital</li> <li>- Director, Managing Director and the top responsibility in accounting and finance of the Company</li> <li>- The spouse of Mr. Jiraphant Asvatanakul, and the mother of Miss Janejira Asvatanakul and Mr. Thepphan Asvatanakul</li> </ul>
Miss Janejira Asvatanakul	<ul style="list-style-type: none"> <li>- A shareholder of the Company, directly holding 5.13% of registered and paid-up capital</li> <li>- Senior Executives Vice President of the Company</li> <li>- The daughter of Mr. Jiraphant Asvatanakul and Ms. Sutepee Asvatanakul</li> <li>- A major shareholder of Jane Phan Property Co., Ltd., a shareholder of the Company</li> </ul>
Mr. Thepphan Asvatanakul	<ul style="list-style-type: none"> <li>- A shareholder of the Company, directly holding 5.13% of registered and paid-up capital</li> <li>- Senior Executives Vice President of the Company</li> <li>- The son of Mr. Jiraphant Asvatanakul and Ms. Sutepee Asvatanakul</li> <li>- A major shareholder of Jane Phan Property Co., Ltd., a shareholder of the Company</li> </ul>

Persons who might have conflicts of interests	Nature of Relationship as at 31 December 2022
Directors and/or executives of the Company	<p>- Directors and/or executives of the Company, excluding Mr. Jiraphant Asvatanakul, Ms. Sutepee Asvatanakul, Miss Janejira Asvatanakul and Mr. Thepphan Asvatanakul are as follows :</p> <ul style="list-style-type: none"> <li>- Mr. Phisit Setthawong, Independent Director, Chairman etc.</li> <li>- Mrs. Pranee Phasipol, Independent Director, Chairman etc.</li> <li>- Mrs. Pilai Piamphongsarn, Independent Director, Audit Committee etc.</li> <li>- Mrs. Supapom Burapakusolsri, Independent Director, Audit Committee etc.</li> <li>- Mrs. Poosub Sakunee, Independent Director, Audit Committee</li> <li>- Mr. Thawan Wiranont, Advisor of CEO etc.</li> <li>- Mrs. Sune Theerawittayakul, Director and Company Secretary</li> <li>- Mr. Suraphong Theravithayangkura, Senior Executive Vice President</li> <li>- Mr. Praphid Dhiraprayudti, Senior Executive Vice President</li> <li>- Mr. Sucheep Lakthong, Accounting Manager and Accounting Supervisor (Accountant)</li> </ul>
The close relatives directors and executives of the Company	- The close relatives directors and executives of the Company

## 9.2.2 Details of Related Party Transactions and Necessity and Reasonableness of Transactions

The related party transactions between the Company and persons who might have conflicts of interests in the Company for the period ending on 31 December 2022 and 2021 are summarized as follows

### 1. Insurance for major shareholders, Directors, Executives of the Company, the close relatives directors and executives of the Company and related company

Description	Value (THB million)		Necessity and Reasonableness of Transactions	Opinion of the Audit Committee
	As at 31 December 2022	As at 31 December 2021		
Insurance for Mr. Jiraphant Asvatanakul			The Company provided insurance for Mr. Jiraphant Asvatanakul. The premiums written were mainly from Miscellaneous Insurance and Motor Insurance. In entering into these transactions, the prices were calculated in accordance with the insurance rate tariffs specified by the OIC and the Company paid claims expenses to Mr. Jiraphant Asvatanakul. The claims were in accordance with the policy coverage terms based on actual losses. The conditions were in the ordinary course of business.	The transactions were entered in the ordinary course of business of the Company. The prices were calculated in accordance with the insurance rate tariffs specified by the OIC and the claims were in accordance with the policy coverage terms based on actual losses and were entered in the ordinary course of business of the Company. The transactions, therefore, were entered in the ordinary course of business and were reasonable.
Premiums written	0.03	0.001		
Claim expenses	-	-		

Description	Value (THB million)		Necessity and Reasonableness of Transactions	Opinion of the Audit Committee
	As at 31 December 2022	As at 31 December 2021		
Insurance for Miss Janejira Asvatanakul			The Company provided insurance for Miss Janejira Asvatanakul. The premiums written were mainly from Miscellaneous Insurance and Motor Insurance. In entering into these transactions, the prices were calculated in accordance with the insurance rate tariffs specified by the OIC and the Company paid claims expenses to Miss Janejira Asvatanakul. The claims were in accordance with the policy coverage terms based on actual losses. The conditions were in the ordinary course of business.	The transactions were entered in the ordinary course of business of the Company. The prices were calculated in accordance with the insurance rate tariffs specified by the OIC and the claims were in accordance with the policy coverage terms based on actual losses and were entered in the ordinary course of business of the Company. The transactions, therefore, were entered in the ordinary course of business and were reasonable.
Premiums written Claim expenses	0.04 -	0.04 -		
Insurance for Mr. Thepphan Asvatanakul			The Company provided insurance for Mr. Thepphan Asvatanakul. The premiums written were mainly from Miscellaneous Insurance and Motor Insurance. In entering into these transactions, the prices were calculated in accordance with the insurance rate tariffs specified by the OIC and the Company paid claims expenses to Mr. Thepphan Asvatanakul. The claims were in accordance with the policy coverage terms based on actual losses. The conditions were in the ordinary course of business.	The transactions were entered in the ordinary course of business of the Company. The prices were calculated in accordance with the insurance rate tariffs specified by the OIC and the claims were in accordance with the policy coverage terms based on actual losses and were entered in the ordinary course of business of the Company. The transactions, therefore, were entered in the ordinary course of business and were reasonable.
Premiums written Claim expenses	0.04 -	0.04 -		

Description	Value (THB million)		Necessity and Reasonableness of Transactions	Opinion of the Audit Committee
	As at 31 December 2022	As at 31 December 2021		
Insurance for directors, executives and the close relatives directors and executives of the Company (Excluded Mr. Jiraphant Asvatanakul, Mrs. Sutepee Asvatanakul, Miss Janejira Asvatanakul, Mr. Thepphan Asvatanakul)			The Company provided insurance for directors and executives of the Company. The premiums written were mainly from Miscellaneous Insurance and Motor Insurance. In entering into these transactions, the prices were calculated in accordance with the insurance rate tariffs specified by the OIC and the Company paid claims expenses to directors and executives of the Company. The claims were in accordance with the policy coverage terms based on actual losses. The conditions were in the ordinary course of business.	The transactions were entered in the ordinary course of business of the Company. The prices were calculated in accordance with the insurance rate tariffs specified by the OIC and the claims were in accordance with the policy coverage terms based on actual losses and were entered in the ordinary course of business of the Company. The transactions, therefore, were entered in the ordinary course of business and were reasonable.
Premiums written	1.46	1.43		
Claim expenses	0.14	0.25		
Insurance for MAFAM Co., Ltd.,			The Company provided insurance for MAFAM Co., Ltd. The premiums written were mainly from Miscellaneous Insurance and Motor Insurance. In entering into these transactions, the prices were calculated in accordance with the insurance rate tariffs specified by the OIC and the Company paid claims expenses to MAFAM Co., Ltd. The claims were in accordance with the policy coverage terms based on actual losses. The conditions were in the ordinary course of business.	The transactions were entered in the ordinary course of business of the Company. The prices were calculated in accordance with the insurance rate tariffs specified by the OIC and the claims were in accordance with the policy coverage terms based on actual losses and were entered in the ordinary course of business of the Company. The transactions, therefore, were entered in the ordinary course of business and were reasonable.
Premiums written	0.05	0.08		
Claim expenses	(0.02)	0.06		

Description	Value (THB million)		Necessity and Reasonableness of Transactions	Opinion of the Audit Committee
	As at 31 December 2022	As at 31 December 2021		
Insurance for J&A Jewelry Co., Ltd.			The Company provided insurance for J&A Jewelry Co., Ltd. The premiums written were mainly from Miscellaneous Insurance and Motor Insurance. In entering into these transactions, the prices were calculated in accordance with the insurance rate tariffs specified by the OIC and the Company paid claims expenses to J&A Jewelry Co., Ltd. The claims were in accordance with the policy coverage terms based on actual losses. The conditions were in the ordinary course of business.	The transactions were entered in the ordinary course of business of the Company. The prices were calculated in accordance with the insurance rate tariffs specified by the OIC and the claims were in accordance with the policy coverage terms based on actual losses and were entered in the ordinary course of business of the Company. The transactions, therefore, were entered in the ordinary course of business and were reasonable.
Premiums written	0.23	0.08		
Claim expenses	-	-		

## 2. Reinsurance

Description	Value (Million Baht)		Necessity and Reasonableness of Transactions	Opinion of the Audit Committee
	As at 31 December 2022	As at 31 December 2021		
Thai Reinsurance Plc.			Thai Reinsurance Plc. assumed reinsurance from the Company. The premiums were in accordance with the rates specified in the policies that the Company issued to the insured parties and at the same rates that the Company offered to every reinsurer (subject to the same risks and conditions).	The transactions were entered in the ordinary course of business of the Company. The conditions were in the ordinary course of business. The commission and brokerage were based on the rates of commission and brokerage expenses from direct insurance and expenses and risks were taken into consideration. The transactions, therefore, were entered in the ordinary course of business and were reasonable.
- Ceded reinsurance				
Premium ceded	123.99	137.93		
Commission income	18.65	15.82		
Claims refunded	66.20	55.01		
- Assumed reinsurance			The Company assumed reinsurance from Thai Reinsurance Plc. The premiums were in accordance with the rates specified in the policies that Thai Reinsurance Plc. issued to the insured parties and at the same rates that Thai Reinsurance Plc. offered to every reinsurer (subject to the same risks and conditions).	
Reinsurance premium written	-	-		
Commission expenses	(0.08)	-		
Claim expenses (reversal)	0.03	(0.04)		

Description	Value (Million Baht)		Necessity and Reasonableness of Transactions	Opinion of the Audit Committee
	As at 31 December 2022	As at 31 December 2021		
Laovivat Insurance Co., Ltd. - Assumed reinsurance Reinsurance premium written Commission expenses Claim expenses	1.25 0.25 (0.11)	1.86 0.37 0.35	The Company assumed reinsurance from Laovivat Insurance Co., Ltd. The premiums were in accordance with the rates specified in the policies that Laovivat Insurance Co., Ltd. issued to the insured parties and at the same rates that Laovivat Insurance Co., Ltd. offered to every reinsurer (subject to the same risks and conditions).	The transactions were entered in the ordinary course of business of the Company. The conditions were in the ordinary course of business. The commission and brokerage were based on the rates of commission and brokerage expenses from direct insurance and expenses and risks were taken into consideration. The transactions, therefore, were entered in the ordinary course of business and were reasonable.

### 3. Contribution expenses

Description	Value (Million Baht)		Necessity and Reasonableness of Transactions	Opinion of the Audit Committee
	As at 31 December 2022	As at 31 December 2021		
Road Accident Victims Protection Co., Ltd. Contribution expenses	19.52	17.09	The Company paid Contribution expenses to Road Accident Victims Protection Co., Ltd. at 12.25% of premium written received from insurers under the Public Protection of Traffic Injury Act B.E. 2535	The transactions were entered in the ordinary course of business of the Company. The conditions were in the ordinary course of business.

## 4. Investment

Description	Value (Million Baht)		Necessity and Reasonableness of Transactions	Opinion of the Audit Committee
	As at 31 December 2022	As at 31 December 2021		
Thai Reinsurance Plc. Investments in security Dividend income	3.63 -	4.18 0.15	TVI invests in equity securities, it recognizes investment gains. And dividends recognize at the same rate that every shareholders received.	The transactions were entered in the ordinary course of business of TVI.  The transactions were entered in the ordinary course of business and were reasonable.
Road Accident Victims Protection Co., Ltd. Investments in security	175.33	142.66		
Vichitbhan Palmoil Plc. Investments in security	0.12	0.18		

## 5. Insurance brokerage

Description	Value (Million Baht)		Necessity and Reasonableness of Transactions	Opinion of the Audit Committee
	As at 31 December 2022	As at 31 December 2021		
Encourage Co., Ltd.  Commission expenses	74.55	74.28	Encourage Co., Ltd. was a non-life insurance broker for TVI by acting as an intermediary in acquiring insurance work. and receive commission from TVI at the rates specified by the OIC and at the same rates that TVI offered to every insurance broker.	The transactions were entered in the ordinary course of business of TVI. The conditions were in the ordinary course of business. The commission and brokerage expenses were calculated in accordance with the rates specified by the OIC and at the same rates that TVI offered to every insurance broker.
Force Co., Ltd.  Commission expenses	65.03	57.51	Force Co., Ltd. was non-life insurance broker for TVI by acting as an intermediary in acquiring insurance work. and receive commission from TVI at the rates specified by the OIC and at the same rates that TVI offered to every insurance broker	



### 9.3 Measures and Procedures for Approving the Entry of Related Party Transactions

The Company has formulated the standards for entering the related party transactions of the Company with the related parties pursuant to the rules of the Securities and Exchange Act B.E. 2535 (1992) (including the Amendment), and the related rules of the Capital Market Supervisory Board, and/or the Securities and Exchange Commission, and the Stock Exchange of Thailand. The Audit Committee shall remark its opinions on the reasonableness in entering the transactions and the suitability of the said transaction price by considering the conditions according to the nature of the ordinary business operation in the industry, and/or comparison with the market price and/or availability of the price or conditions for entering into the said transactions in the same level with the third party, and/or ability to indicate the reasonable or fair determination of prices or conditions.

If the Audit Committee is not expert in considering the contingent related party transactions, the Company shall arrange the independent expert to remark the opinions on the said connected transactions to be used to support the considerations of the Audit Committee, the Board of Directors, and/or the shareholders of the Company as the case may be in order to ensure that the entry into the said transactions does not remove or pay the Company's interests, but it is the entry into the transaction where the Company takes into account the maximum benefits of the Company and all shareholders. However, in approving the entry into the said related party transactions, the person who may have conflict of interest or gain and loss in entering into the transactions is not entitled to vote in approving the entry into the said connected transactions.

In addition, the Company, as the Company is a listed company in the Stock Exchange of Thailand, shall strictly comply with the set of regulations, procedures, and rules of the Securities and Exchange Act B.E. 2535 (1992) (including Amendment), including the related rules of the Capital Market Supervisory Board, and/or the Securities and Exchange Commission, and the Stock Exchange of Thailand, in the matters relating to the entry in to the related party transactions, the connected transactions, and acquisition or disposal of the properties under the related criteria of the listed company.

#### Related Party Transactions Policy

The Board of Directors' Meeting of the Company No. 5/2018 on 9 November 2018 approved the policy for preventing the conflict of interest in order to ensure the proper and transparent execution of the transactions between the Company and the connected person, by prescribing that the Company's directors and executives shall inform the Board of Directors or the person entrusted by the Board of Directors about the connected relationships or the transactions in the business that may cause conflict of interest. The directors, executives, or persons are determined to enter into the transactions with the Company only when the said transactions are resolved and approved by the Board of Directors' Meeting of the Company or the Shareholders' Meeting of the Company as the case may be, unless being the transactions that are the trade agreements in the same nature as the person of ordinary prudence should perform with the general contractual party in the same situation by the trade bargaining power without the influence of his/her status as the director, executive or related party as the case may be, and being the trade agreement approved by the Board of Directors or according to the principle approved by the Board of Directors, or the transaction size that is not needed to be approved by the Board of Directors' Meeting or the Shareholders' Meeting of the Company as the case may be.

In addition, the Company has also determined that the Audit Committee of the Company has duty to supervise and take responsibility to audit the insurance brokerage companies and the consulting firms that the said companies/firms are regarded as the connected parties of the Company in order to ensure that the entry into the Company's transactions with the said parties are not the removal or transfer of the Company's interests. Moreover, the Company has determined to review the entry into the connected party transactions by the Audit Department, where the Audit Committee shall be reported and the measures for auditing and supervising to actually take a random review on the entry into transactions audit shall be established in order to ensure that the connected transactions are correct and consistent with the established policies and manual of the Company on the entry into the connected transactions. The entry into transactions or the entry into contracts with the connected parties shall be approved according to the securities and exchange law, and the related rules, and the adequate circumspect internal control system shall be available to ensure the compliance with the agreed conditions throughout the period of which the contracts are binding with the Company.

### Entry into the transactions that are the trade agreements with the general trade conditions

The Board of Directors of the Company has approved as a principle so that the Management can approve the entry into the related party transactions or the connected transactions that are the trade agreements with the general trade conditions between the Company and the director, the executive, or the connected party of the Company without the requirement of approval from the Board of Directors' Meeting. If the said transactions consist of the trade agreements in the same nature as the person of ordinary prudence should perform with the general contractual party in the same situation by the trade bargaining power without the influence of his/her status as the director, the executive or the connected party of the Company, and not causing the transfer of interest; and/or enable to remark the opinion that the reasonable or fair price or conditions are determined in entering into such transactions.

However, the Company's Management shall prepare the detailed summary of the said transactions together with the supporting information, and propose the Audit Department for reviewing that the said transactions are in line with the framework established by the Company, and proposed to the Audit Committee for considering and acknowledging on quarterly basis in order to ensure that the said transactions are reasonable and maximally beneficial for the Company.

### Entry into the transactions that are the trade agreements that are not the general trade conditions

According to the entry into the transactions that are the trade agreements, and not the general trade conditions under the approval power of the Management, the related work units have duties and responsibilities to consider entering into the transactions according to the procedures for requesting the approval pursuant to the Company's rules. After the approval consideration of the Management, the related work units shall propose to the Audit Committee for reviewing the reasonableness of the transactions. In addition, in case of being the entry into the connected transactions under the approval power of the Board of Directors, or the shareholders of the Company as the case may be, the related work units shall propose the detail of necessity and reasonableness of the transactions for requesting the consent of the Audit Committee before proposing to the Board of Directors of the Company in order to enter into the transactions or propose to the Board of Directors for requesting the consent in presenting to the Shareholders' Meeting for further considering the approval on entering the transactions as the case may be. However, the securities and exchange law as well as the regulations, notifications, and orders of the Capital Market Supervisory Board and the Stock Exchange, and the requirements relating to the disclosure of information of the entry into the related party transactions or connected transactions shall be complied.

In the case where the Audit Committee is not expert in considering the related party transactions or connected transactions that may occur, the Company shall appoint the independent expert or auditor of the Company to remark the opinions on the said transactions so that the Audit Committee, the Board of Directors, or the shareholders as the case may be, shall use the said opinions as information to support the decision-making, whereas the person who may have conflict of interest or gain and loss in entering the transactions is not entitled to vote in considering and approving the entry of such transactions in order to ensure that the entry into such transactions are necessary and reasonable by mainly taking into account the maximum benefits of the Company. However, the Company shall disclose the related party transactions and the connected transactions of the Company in Annual Registration Statement and notes to financial statements audited by the Company's auditor.

### Tendency of the future entry into related party transactions

The Company has expected to still enter into the related party transactions with the parties that may have conflict of interest in the future, where the said transactions are the ordinary business transactions and support the ordinary businesses, for instance, underwriting, investment in securities provided that the price, condition, or agreement are comparable with other trade partners.

In the future, if the Company enters into the connected transactions other than the said transactions, the Company shall comply with the rules of the Securities and Exchange Act and the Notification of the Capital Market Supervisory Board No. ThorJor. 21/2012 Re: Rules of Entry into the Connected Transactions in accompany with the Notification of the SET Board of Governors Re: Disclosure of Information and Action of the Listed Companies in the Connected Transactions, and the related set of regulations of the Office of the Securities and Exchange Commission and the Stock Exchange; as well as also comply with the requirements relating to the disclosure of related party transactions in notes to financial statements audited by the Company's auditor, and Annual Registration Statement.

# Part 3

## Summary of Independent Auditor's Report for the Past 3 Years

EY Office Limited



auditor, expressed an unqualified opinion on the consolidated financial statement and the seperated financial statement.

## Summary of statements of Financial position, statements of comprehensive income and statements of cash flows

### Statements of financial position

(Unit : Thousand Baht)

	Consolidated financial statements for the year ended 31 December		
	2022	2021	2020
<b>Assets</b>			
Cash and cash equivalents	304,922	745,845	332,677
Premium receivables	870,630	947,144	754,287
Accrued investment income	83,244	17,125	14,108
Reinsurance assets	406,722	386,030	427,847
Receivables from reinsurance contracts	59,897	46,871	178,405
Financial assets - debt instruments	5,446,606	4,380,655	3,865,601
Financial assets - equity instruments	843,263	756,018	695,222
Derivative assets	2,379	-	-
Loans and interest receivables	3,184	4,072	6,232
Property, buildings and equipment	346,740	326,551	332,452
Goodwill	12,000	15,840	16,800
Intangible assets - computer software	39,554	29,703	15,967
Deferred tax assets	227,292	210,409	179,925
Other assets	1,053,035	978,786	1,025,777
<b>Total assets</b>	<b>9,699,468</b>	<b>8,845,049</b>	<b>7,845,300</b>
<b>Liabilities and equity</b>			
Insurance contract liabilities	6,411,446	5,461,598	5,023,162
Amount due to reinsurers	318,820	355,748	459,783
Derivative liabilities	-	764	-
Income tax payable	28,945	115,185	32,539
Employee benefit obligations	88,195	101,766	116,778
Other liabilities	1,037,139	1,009,135	867,279
Total equity	1,814,923	1,800,853	1,345,759
<b>Total liabilities and equity</b>	<b>9,699,468</b>	<b>8,845,049</b>	<b>7,845,300</b>

## Statements of financial position

(Unit : Thousand Baht)

	Separate financial statements for the year ended 31 December		
	2022	2021	2020
<b>Assets</b>			
Cash and cash equivalents	301,919	737,771	329,949
Premium receivables	869,561	946,772	754,058
Accrued investment income	78,243	12,903	12,141
Reinsurance assets	406,723	386,030	427,847
Receivables from reinsurance contracts	60,723	48,319	179,805
Financial assets - debt instruments	5,414,620	4,338,516	3,819,937
Financial assets - equity instruments	843,263	756,018	695,222
Derivative assets	2,379	-	-
Loans and interest receivables	3,184	4,072	6,232
Investment in subsidiaries	90,150	87,200	67,200
Property, buildings and equipment	346,125	325,308	331,043
Intangible assets - computer software	23,267	22,398	15,967
Deferred tax assets	227,292	210,409	179,925
Other assets	1,061,551	976,960	1,023,416
<b>Total assets</b>	<b>9,729,000</b>	<b>8,852,676</b>	<b>7,842,742</b>
<b>Liabilities and equity</b>			
Insurance contract liabilities	6,405,933	5,457,074	5,019,917
Amount due to reinsurers	318,819	355,748	459,783
Derivative liabilities	-	764	-
Income tax payable	28,945	115,185	32,539
Employee benefit obligations	87,923	101,766	116,778
Other liabilities	1,032,545	999,372	862,783
Total equity	1,854,835	1,822,767	1,350,942
<b>Total liabilities and equity</b>	<b>9,729,000</b>	<b>8,852,676</b>	<b>7,842,742</b>

## Statements of Profit or Loss and Other Comprehensive Income

(Unit : Thousand Baht)

	Consolidated financial statements for the year ended 31 December		
	2022	2021	2020
<b>Income</b>			
Gross premium written	7,313,641	6,332,882	5,985,826
Less: Premium ceded to reinsurers	(635,353)	(615,882)	(648,956)
Net premium written	6,678,288	5,717,000	5,336,870
Less: Unearned premium reserves increase from prior year	(421,686)	(299,810)	(796,569)
Net earned premium	6,256,602	5,417,190	4,540,301
Fee and commission income	173,453	127,528	140,376
Net investment income	98,393	88,756	71,459
Gain (loss) on financial instruments	(95,397)	103,773	(19,090)
Gain (loss) on fair value adjustments of financial instruments	(61,427)	3,797	(47,426)
Other income	23,759	13,106	8,024
<b>Total income</b>	<b>6,395,383</b>	<b>5,754,150</b>	<b>4,693,644</b>
<b>Expenses</b>			
Claims and loss adjustment expenses	3,996,274	3,248,861	3,191,826
Less: Claim recovered from reinsurers	(232,776)	(197,167)	(489,282)
Commission and brokerage expenses	1,187,361	1,004,188	942,172
Other underwriting expenses	317,479	321,032	351,881
Operating expenses	869,898	786,675	597,767
Financial cost	83	95	109
Expected credit loss	(2,416)	689	3,150
<b>Total expenses</b>	<b>6,135,903</b>	<b>5,164,373</b>	<b>4,597,623</b>
<b>Profit before income tax</b>	<b>259,480</b>	<b>589,777</b>	<b>96,021</b>
Income tax expenses	(54,656)	(117,773)	(18,351)
<b>Profit for the year</b>	<b>204,824</b>	<b>472,004</b>	<b>77,670</b>

(Unit : Thousand Baht)

	Consolidated financial statements for the year ended 31 December		
	2022	2021	2020
<b>Other comprehensive income:</b>			
Exchange differences on translation of financial statements in foreign currency (loss)	(13,628)	(4,103)	2,098
Gain (loss) on change in value of debt instruments measured at fair value through other comprehensive income	(9,907)	(6,055)	10,265
Gain (loss) on change in value of equity instruments designed at fair value through other comprehensive income	35,836	49,574	(167,619)
Actuarial gain (loss)	8,977	16,221	3,297
Income tax effect	(6,982)	(11,948)	30,811
<b>Other comprehensive income for the year- net of income tax (loss)</b>	<b>14,296</b>	<b>43,689</b>	<b>(121,148)</b>
<b>Total comprehensive income for the year (loss)</b>	<b>219,120</b>	<b>515,694</b>	<b>(43,478)</b>
<b>Earnings per share</b>	<b>0.68</b>	<b>1.56</b>	<b>0.26</b>
<b>Dividend per share (Baht)</b>	<b>0.29</b>	<b>0.70</b>	<b>0.20</b>
<b>Share capital (Thousand shares)</b>	<b>303,000</b>	<b>303,000</b>	<b>303,000</b>

## Statements of Profit or Loss and Other Comprehensive Income

(Unit : Thousand Baht)

	Separate financial statements for the year ended 31 December		
	2022	2021	2020
<b>Income</b>			
Gross premium written	7,307,223	6,329,648	5,982,238
Less: Premium ceded to reinsurers	(635,353)	(615,882)	(648,956)
Net premium written	6,671,870	5,713,766	5,333,282
Less: Unearned premium reserves increase from prior year	(419,848)	(299,833)	(796,615)
Net earned premium	6,252,022	5,413,933	4,536,667
Fee and commission income	173,453	127,528	140,376
Net investment income	96,353	86,039	68,628
Gain (loss) on financial instruments	(95,397)	103,773	(19,090)
Gain (loss) on fair value adjustments of financial instruments	(61,427)	3,797	(47,426)
Other income	24,766	13,371	8,280
<b>Total income</b>	<b>6,389,770</b>	<b>5,748,441</b>	<b>4,687,435</b>

(Unit : Thousand Baht)

	Separate financial statements for the year ended 31 December		
	2022	2021	2020
<b>Expenses</b>			
Claims and loss adjustment expenses	3,993,332	3,246,117	3,189,299
Less: Claim recovered from reinsurers	(232,776)	(197,167)	(489,282)
Commission and brokerage expenses	1,186,878	1,003,840	941,726
Other underwriting expenses	317,981	320,750	351,539
Operating expenses	855,916	771,837	594,250
Expected credit loss	(2,461)	660	3,113
<b>Total expenses</b>	<b>6,118,870</b>	<b>5,146,037</b>	<b>4,590,645</b>
<b>Profit before income tax</b>	<b>270,900</b>	<b>602,405</b>	<b>96,790</b>
Income tax expenses	(54,656)	(117,773)	(18,351)
<b>Profit for the year</b>	<b>216,244</b>	<b>484,632</b>	<b>78,439</b>
<b>Other comprehensive income:</b>			
Gain (loss) on change in value of debt instruments measured at fair value through other comprehensive income	(9,907)	(6,055)	10,265
Gain (loss) on change in value of equity instruments designed at fair value through other comprehensive income	35,836	49,574	(167,619)
Actuarial gain (loss)	8,977	16,221	3,297
Income tax effect	(6,982)	(11,948)	30,811
<b>Other comprehensive income for the year - net of income tax (loss)</b>	<b>27,924</b>	<b>47,793</b>	<b>(123,246)</b>
<b>Total comprehensive income for the year (loss)</b>	<b>244,168</b>	<b>532,424</b>	<b>(44,807)</b>
<b>Earnings per share</b>			
<b>Earnings per share</b>	<b>0.71</b>	<b>1.60</b>	<b>0.26</b>
<b>Dividend per share (Baht)</b>	<b>0.29</b>	<b>0.70</b>	<b>0.20</b>
<b>Share capital (Thousand shares)</b>	<b>303,000</b>	<b>303,000</b>	<b>303,000</b>



## Statements of cash flows

(Unit : Thousand Baht)

	Consolidated financial statements for the year ended 31 December		
	2022	2021	2020
<b>Cash flows from (used in) operating activities</b>			
Direct premium written	7,342,413	6,142,292	5,608,660
Cash paid for reinsurance	(240,499)	(245,562)	(37,460)
Interest income	5,332	44,491	40,145
Dividend income	24,844	41,755	29,551
Other investment income	26,796	6,283	7,941
Claim incurred on direct insurance	(3,229,436)	(2,991,513)	(2,640,985)
Loss adjustment expenses on direct insurance	(65,156)	(55,390)	(53,578)
Commission and brokerage on direct insurance	(1,206,730)	(960,046)	(938,882)
Other underwriting expenses	(320,683)	(315,621)	(348,738)
Operating expenses	(1,058,764)	(663,738)	(577,613)
Income tax	(164,702)	(77,912)	(64,205)
Cash received from investment assets	8,016,992	3,714,363	6,114,023
Cash paid for investment assets	(9,309,476)	(4,129,667)	(6,930,694)
<b>Net cash from operating activities</b>	<b>(179,069)</b>	<b>509,735</b>	<b>208,165</b>
<b>Cash flows from (used in) investing activities</b>			
Net cash received from disposals of investment in subsidiaries	5,000	-	-
Cash paid for purchases of equipment	(43,210)	(20,339)	(32,351)
Cash paid for purchase of intangible assets.	(13,019)	(15,754)	(7,895)
Cash received from disposals of equipment	1	765	890
<b>Net cash used in investing activities</b>	<b>(51,228)</b>	<b>(35,328)</b>	<b>(39,356)</b>
<b>Cash flows from (used in) financial activities</b>			
Repayment of lease liabilities	(593)	(589)	(542)
Cash received from issuance of the ordinary shares of the subsidiary to non-controlling interests	2,050	-	-
Dividend paid	(212,100)	(60,600)	(60,600)
<b>Net cash used in financial activities</b>	<b>(210,643)</b>	<b>(61,189)</b>	<b>(61,142)</b>

(Unit : Thousand Baht)

	Consolidated financial statements for the year ended 31 December		
	2022	2021	2020
Translation adjustments	(587)	(156)	31
Unrealised exchange rate change	141	802	(90)
Allowance for expected credit loss	463	(696)	(226)
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(440,923)</b>	<b>413,168</b>	<b>107,382</b>
Cash and cash equivalents at beginning of year	745,845	332,677	225,295
<b>Cash and cash equivalents at end of year</b>	<b>304,922</b>	<b>745,845</b>	<b>332,677</b>

## Statements of cash flows

(Unit : Thousand Baht)

	Separate financial statements for the year ended 31 December		
	2022	2021	2020
<b>Cash flows from (used in) operating activities</b>			
Direct premium written	7,335,530	6,137,355	5,603,274
Cash paid for reinsurance	(239,514)	(244,224)	(35,951)
Interest income	5,096	44,144	32,393
Dividend income	24,844	41,754	29,551
Other investment income	25,602	6,301	7,943
Other income	(3,226,766)	(2,989,731)	(2,638,449)
Claim incurred on direct insurance	(65,110)	(55,349)	(53,544)
Loss adjustment expenses on direct insurance	(1,205,958)	(959,481)	(938,038)
Commission and brokerage on direct insurance	(320,557)	(315,339)	(348,395)
Other underwriting expenses	(1,050,802)	(655,230)	(575,463)
Operating expenses	(164,702)	(77,912)	(64,205)
Cash received from investment assets	8,016,991	3,713,447	6,114,023
Cash paid for investment assets	(9,309,477)	(4,129,668)	(6,927,194)
<b>Net cash from operating activities</b>	<b>(174,823)</b>	<b>516,067</b>	<b>205,945</b>

(Unit : Thousand Baht)

	Separate financial statements for the year ended 31 December		
	2022	2021	2020
<b>Cash flows from (used in) investing activities</b>			
Cash paid for investment in subsidiaries	(7,950)	(20,000)	-
Net cash received from disposals of investment in subsidiaries	5,000		
Cash paid for purchases of equipment	(42,926)	(19,730)	(32,349)
Cash paid for purchase of intangible assets.	(3,704)	(8,812)	(7,895)
Cash received from disposals of equipment	1	765	890
<b>Net cash used in investing activities</b>	<b>(49,579)</b>	<b>(47,777)</b>	<b>(39,354)</b>
<b>Cash flows used in financial activities</b>			
Dividend paid	(212,100)	(60,600)	(60,600)
<b>Net cash used in financial activities</b>	<b>(212,100)</b>	<b>(60,600)</b>	<b>(60,600)</b>
Unrealised exchange rate change	141	802	(90)
Allowance for expected credit loss	509	(670)	(177)
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(435,852)</b>	<b>407,822</b>	<b>105,724</b>
Cash and cash equivalents at beginning of year	737,771	329,949	224,225
<b>Cash and cash equivalents at end of year</b>	<b>301,919</b>	<b>737,771</b>	<b>329,949</b>

## Key Financial Ratios

	Consolidated financial statements for the year ended 31 December		
	2022	2021	2020
<b>Liquidity ratio</b>			
Liquidity ratio	0.40	0.51	0.47
Premium receivable turnover ratio	44.83	48.47	41.07
<b>Profitability ratio</b>			
Retention ratio	91.31	90.27	89.16
Loss ratio	60.15	56.33	59.52
Underwriting expense ratio	36.93	38.09	40.42
Return on investment ratio	(0.89)	3.34	0.10
Gross profit margin ratio	18.07	21.06	14.61
Gross profit to total income ratio	18.16	20.30	14.57
Net profit margin ratio	3.20	8.20	1.65
Return on equity ratio	11.33	30.00	5.84
<b>Efficiency ratio</b>			
Return on asset ratio	2.21	5.66	1.08
Assets turnover ratio	0.69	0.69	0.65
<b>Financial Ratio</b>			
Debt to equity ratio	4.34	3.91	4.83
Policy liability to capital fund	3.28	2.79	3.28
Unearned premium reserve to equity ratio	1.94	1.73	2.09
Unearned premium to assets ratio	37.48	36.07	36.92
Dividend payout ratio	42.90	44.94	78.02
<b>Net earnings per share</b>	<b>0.68</b>	<b>1.56</b>	<b>0.26</b>
<b>Dividend per share</b>	<b>0.29</b>	<b>0.70</b>	<b>0.20</b>
<b>Book value per share</b>	<b>5.99</b>	<b>5.94</b>	<b>4.44</b>

## Key Financial Ratios

	Separate financial statements for the year ended 31 December		
	2022	2021	2020
<b>Liquidity ratio</b>			
Liquidity ratio	0.40	0.51	0.47
Premium receivable turnover ratio	44.85	48.49	41.10
<b>Profitability ratio</b>			
Retention ratio	91.31	90.27	89.15
Loss ratio	60.15	56.32	59.52
Underwriting expense ratio	36.74	37.83	40.36
Return on investment ratio	(0.91)	3.27	0.04
Gross profit margin ratio	18.05	21.08	14.62
Gross profit to total income ratio	18.15	20.32	14.59
Net profit margin ratio	3.38	8.43	1.67
Return on equity ratio	11.76	30.54	5.87
<b>Efficiency ratio</b>			
Return on asset ratio	2.33	5.81	1.09
Assets turnover ratio	0.69	0.69	0.65
<b>Financial Ratio</b>			
Debt to equity ratio	4.25	3.86	4.81
Policy liability to capital fund	3.20	2.76	3.27
Unearned premium reserve to equity ratio	1.90	1.70	2.08
Unearned premium to assets ratio	37.32	36.01	36.91
Dividend payout ratio	40.63	43.77	77.26
<b>Net earnings per share</b>	<b>0.71</b>	<b>1.60</b>	<b>0.26</b>
<b>Dividend per share</b>	<b>0.29</b>	<b>0.70</b>	<b>0.20</b>
<b>Book value per share</b>	<b>6.12</b>	<b>6.02</b>	<b>4.46</b>

# Attachment



- |     |                     |  |
|-----|---------------------|--|
| 113 | <b>Attachment 1</b> | Details on Board of Directors, Executives, Controlling Persons and Corporate Secretary |
| 118 | <b>Attachment 2</b> | Details on Directorship of Directors and Executives                                    |
| 130 | <b>Attachment 3</b> | Business Assets and Details on Asset Valuation   |
| 131 | <b>Attachment 4</b> | Policies and Guidelines for Corporate Governance and Business Ethics                   |
| 132 | <b>Attachment 5</b> | Report of Board Committees   |
| 138 | <b>Attachment 6</b> | Report of the Board of Directors' Responsibilities for Financial Reports               |
| 139 | <b>Attachment 7</b> | Independent Auditor's Report   |
| 142 | <b>Attachment 8</b> | Financial Statements and Notes to the Financial Statements                             |

# Attachment 1

## Details on Board of Directors, Executives, Controlling Persons and Corporate Secretary

### The Board of Directors

#### Mr. Phisit Setthawong

Independent Director

Chairman

Chairman of the Nomination and Remuneration Committee

#### Education/ Training

- B.A. Commerce and Accountancy (Honors), Chulalongkorn University
- M.A. and Ph.D. Economics, Michigan State University, U.S.A.
- Director Accreditation Program (DAP), Thai Institute of Directors (IOD)

#### Work Experience

- Deputy Permanent Secretary, Ministry of Commerce
- Director-General, Department of Internal Trade
- Advisor, Innovation Center Co., Ltd.
- Advisor of Director, the Agricultural Futures Exchange of Thailand
- Audit Committee, Thaivivat Insurance PCL.

#### Other Current Position

Independent Director, Chairman of the Board, Chairman of the Audit Committee,  
Chairman of the Nomination and Remuneration Committee  
Thaivivat Holdings PCL.,

#### Mrs. Pranee Phasipol

Independent Director

Chairman of Audit Committee

Chairman of Investment Committee

Chairman of Good Corporate Governance Committee

#### Education/ Training

- B.A. Major: Accounting (Honors), Thammasat University
- M.A. Accounting, Thammasat University
- Diploma, National Defence College, The Joint State - Private Sector Course, Class 2003-2004
- Diploma in Public Law, Batch 9, Thammasat University and The Office of the Council of State

- Top Executive Program in Commerce and Trade, Batch 2, Commerce Academy, UTCC
- Certificate of Civil Service Executive Development Program, Course 1, Batch 30, Office of the Civil Service Commission
- Certificate of Change Management, Ripa International, UK
- Certificate of Distance Learning Course for Insurance Supervisors (Module 2), World Bank
- Certified Public Accountant
- Director Certification Program 10/2001, Thai Institute of Directors (IOD)
- Advance Audit Committee Programs

#### Work Experience

- Deputy Director - the Department of Insurance, Ministry of Commerce
- Deputy Director- the Department of Business Development, Ministry of Commerce
- Advisory of Commercial, Ministry of Commerce
- Director of Inspector, Ministry of Commerce
- Qualified Person in Finance and Account, Office of the Civil Service Commission
- Advisor of Thai General Insurance Association
- Independent Director, Audit Committee, Remuneration Committee and Governance and Nomination Committee, Dusit Thani PCL.
- Independent Director, Chairman of Audit committee, Nomination and Remuneration Committee and Independent Director, SCI Electric PCL.
- Member of Foreign Business Commission, Ministry of Commerce
- Audit committee, The Support Arts and Crafts International Center of Thailand
- Member of Life Insurance Fund Commission, Life Insurance Fund
- Chairman of Ethics /Committee and Member of CPA Examination Committee, Federation of Accounting Professions under the Royal Patronage of His Majesty the King
- Advisory Board, Federation of Accounting Professions under the Royal Patronage of His Majesty the King
- Qualified Person in Finance and Account, Office of the Civil Service Commission

**Other Current Position**

- Independent Director, Audit Committee, Chairman of the Investment Committee, Chairman of the Good Corporate Governance Committee, Thaivivat Holdings PCL.
- Independent Director, Audit Committee, Dusit Thani PCL.
- Independent Director, Chairman of Audit Committee and Chairman of Nomination and Remuneration Committee, SCI Electric PCL.
- Subcommittee, Federation of Accounting Professions under the Royal Patronage of His Majesty the King

**Mrs. Pilai Piamphongsarn****Independent Director****The Audit Committee****The Nomination and Remuneration Committee****Education/ Training**

- B.A. Commerce and Accountancy, Chulalongkorn University
- Certified Public Accountant (CPA) Thailand
- Certified Internal Auditor (CIA) with honor from The Institute of Internal Auditor, Florida USA.
- Director Certification Program (DCP), Thai Institute of Directors (IOD)

**Work Experience**

- Assistant Governor of Finance and Accounting, Electricity Generating Authority of Thailand
- Director in charge of associated companies under The Electricity Generating PCL.
- Independent Director and the Chairman of Audit Committee, Metro Star Property PCL.
- Advisor, Metro Machinery Co., Ltd.
- Independent Director and the Chairman of Audit Committee, Crown Seal PCL.

**Other Current Positions**

- Chairman, Audit and Management Consultant Co., Ltd.

**Mrs. Supaporn Burapakusolsri****Independent Director****The Audit Committee****The Investment Committee****The Corporate Governance Committee****Education / Training**

- BA. Accounting (Honors), Thammasat University
- MA. Accounting, Thammasat University
- Certified Public Accountant (CPA), Thailand Registration No. 2800
- Chief Financial Officer Certification Program Class 4, Federation of Accounting Professions
- Royal Thai Air Force Air War College (RTAF.AWC.) Class 35, Royal Thai Air Force
- Public Economy Management for Senior Executive, Class 7, King Prajadhipok's Institute
- Thailand Insurance Leadership Program Class 2 - Advance Insurance Institute of OIC organized by Thai Institute of Directors (IOD)
- Director Accreditation Program (DAP) DAP87/2011
- Role of the Compensation Committee Program (RCC) 13/2011
- Director Certification Program (DCP) DCP172/2013
- Advance Audit Committee Program (AAP23/2016)

**Work Experience**

- Director Suvamabhumi Airport Hotel Company Limited
- Senior Executive Vice President, Planning and Finance Chief Financial Officer (CFO) Airport of Thailand Public Company Limited
- Independent Director, Chairman of the Audit Committee, Chewathai Company Limited

**Other Current Position**

- Independent Director, Member of the Audit Committee, Member of the Investment Committee, Member of the Nomination and Remuneration Committee, Thaivivat Holdings PCL.
- Independent Director, Chairman of the Audit Committee, Chairman of Risk Management Committee, Member of the Nomination and Remuneration Committee, Member of the Corporate Governance Committee, Chewathai Public Company Limited



**Mrs. Poonsub Sakunee****Independent Director****The Audit Committee****Education / Training**

- B.A., Accounting, Thammasat University
- B.A. Law, Thammasat University
- The Civil Service Executive Development Program, Visionary and Moral Leadership Class 45, Civil Service Development Institute (OBEC)
- Public Economic Management Course, Class 6, King Prajadhipok's Institute
- Advance Certificate Course in Public Administration and Law for Executives Class 9, King Prajadhipok's Institute
- Senior Executive Development Program (SEDP), Civil Service Development Institute (OBEC)
- High Administrative Justice Administrators (CDC), College of Administrative Justice Office of the Administrative Court Organize training courses
- Director Accreditation Program (DAP) 195/2022, Thai Institute of Directors (IOD)

**Work Experience**

- Deputy Director-General (Primary Executive), Department of Energy Business Ministry of Energy
- Ministry Inspector (Top Executives) Office of the Permanent Secretary Ministry of Energy
- Ethics Committee, Federation of Accounting Professions under the Royal Patronage of His Majesty the King
- Qualified Director Institute of Energy Fund Management (Public Organization)

**Other Current Position**

- Public Sector Audit and Evaluation Committee (PAEC), Ministry of Energy
- Civil Service Commissioner with qualifications in administration and management, Department of Energy Business, Ministry of Energy

**Mr. Jiraphant Asvatanakul****Director****President & CEO****The Investment Committee****Education/ Training**

- B.A. Economics, Thammasat University
- Master in Professional Accounting, University of Texas at Austin, U.S.A.
- Diploma, National Defence College, The National Defence Course Class 56
- Thailand Insurance Leadership Program Class 1 - OIC Advance Insurance Institute
- Top Executive Program in Commerce and Trade, Batch 8, Commerce Academy, UTCC
- Top Executives Program Class 22, Capital Market Academy
- Strategy and Innovation for Business in Asia (SIBA) Class 2, College of Management Mahidol University
- Diploma, National Defence College, The Joint State - Private Sector Course Class 2
- Super Advanced Leadership Program, Super Vocational Certificate, Class 1
- Director Accreditation Program (DAP), Thai Institute of Directors (IOD)

**Work Experience**

- Member of Voluntary Motor Insurance Tariff Committee, Department of Insurance, Ministry of Commerce
- Director, Aberdeen Asset Management Public Co., Ltd.
- Chief of Thailand Delegate in East Asian Insurance Congress
- Chairman of Asean Insurance Council
- Secretary, Thai General Insurance Association
- President, Thai General Insurance Association
- Director Thai General Insurance Association
- Director Thaire Life Assurance PCL.
- Independent Director, the audit committee, the nomination and Remuneration Committee, Vichitbhan Palmoil PCL.
- Director, Member of the nomination and Remuneration Committee, Thai Reinsurance PCL.
- Vice Chairman, Chairman of The Investment Committee, Road Accident Victims Protection Co., Ltd.
- Director T.I.I. Co., Ltd. (Thailand - Insurance Institute)
- Director Thai Insurer Datanet. Co., Ltd.
- President The Federation of Thai Insurance Organizations
- Board Treasurer, Thai Chamber of Commerce
- Secretary General, Thai Chamber of Commerce

**Other Current Position**

- Chief Executive Officer and President, Member of Investment Committee, Thaivivat Holdings PCL.,
- Chairman, Nomination and Remuneration Committee, Thai Reinsurance Public Co., Ltd.
- Independent Director, Audit Committee and Nomination and Remuneration Committee, Vichitbhan Palm oil PCL.
- Vice Chairman, Chairman of The Investment Committee, Road Accident Victims Protection Co., Ltd., Insurance
- Director and Advisor of Accounting and Investment Committee, Thai General Insurance Association
- Chairman, Thailand Insurance Institute
- Vice Chairman, The Thai Chamber of Commerce
- Advisory - Board of Trade of Thailand
- Chairman of Thai - Iran Business Council
- Director and Treasurer, Thai - Chinese Business Council

**Mr. Thawan Viranont****Director****The Corporate Governance Committee****Education / Training**

- B.A. Law, Thammasart University
- Director Accreditation Program (DAP), Thai Institute of Directors (IOD)

**Work Experience**

- Director Legal Department, Thaivivat Insurance PCL.
- Executive Vice President, Thaivivat Insurance PCL.
- Senior Executive Vice President, Thaivivat Insurance PCL.
- Advisor of CEO, Thaivivat Insurance PCL.
- The Nomination and Remuneration Committee, Thaivivat Insurance PCL.

**ปัจจุบันดำรงตำแหน่งอื่น**

- Director, the Good Corporate Governance Committee Thaivivat Holdings PCL.,

**Mrs. Sutepee Asvatanakul****Chief Financial Officer (CFO)****Managing Director****The Nomination and Remuneration Committee****Education / Training**

- Bachelor of Arts, Thammasat University
- M.B.A. Tarleton State University, USA
- Director Certification Program (DCP), Thai Institute of Directors
- Thailand Insurance Leadership Program (Class 2) OIC Advanced Insurance Institute
- Senior Executive in Business Development, Industry and Investment Class 6, Institute of Business and Industrial Development
- Advance Master of Management Program, AMM Class 5 National Institute of Development Administration
- Executive Programs Capital Market Academy Class 31, Capital Market Academy.

**Work Experience**

- Manager of Financial Department, Thaivivat Insurance PCL.
- Director Financial Department, Thaivivat Insurance PCL.
- Director and Executive Vice President, Thaivivat Insurance PCL.
- Senior Executive Vice President, Thaivivat Insurance PCL.

**Other Current Position**

- Managing Director, CFO and the member of the Nomination and Remuneration Committee, Thaivivat Holdings PCL.

**Mrs. Sunee Theerawittayakul****Director****The Company Secretary****Education / Training**

- B.A. Law, Thammasart University
- Director Accreditation Program (DAP), Thai Institute of Directors (IOD)

**Work Experience**

- Manager of General Administration Department, Thaivivat Insurance PCL.
- Manager of Sathupradit Branch, Thaivivat Insurance PCL.
- Recovery & Corporate Administration Director, Thaivivat Insurance PCL.

**Other Current Position**

- Director, The Company Secretary, Thaivivat Holdings PCL.

## The Executive

### Mr. Jiraphant Asvatanakul

CEO & President

**Date Attended**

July 1984

**Education**

- B.A. Economics, Thammasat University, Thailand
- M.P.A. University of Texas at Austin, USA

### Mrs. Sutepee Asvatanakul

Managing Director

The top responsibility in accounting and finance

**Date Attended**

July 1986

**Education**

- Bachelor of Arts, Thammasat University
- M.B.A. Tarleton State University, USA

### Mr. Praphid Dhiraprayudti

Senior Executive Vice President

**Date Attended**

June 1981

**Education**

- B.A. Economics, Ramkhamhang University

### Mr. Suraphong Theravithayangkura

Senior Executive Vice President

**Date Attended**

August 1986

**Education**

- B.B.A. Business Administration, Hanover College, USA
- M.B.A. Southwest Texas State University, USA

### Ms. Janejira Asvatanakul

Senior Executive Vice President

**Date Attended**

December 2013

**Education**

- B.S. Nutritional Science, Pepperdine University, USA
- M.S. Nutrition and Dietetics, Case Western Reserve University, USA

### Mr. Thepphan Asvatanakul

Senior Executive Vice President

**Date Attended**

June 2016

**Education**

- B.S. Industrial Engineering, Economics, Northwestern University, USA
- M.B.A. Wharton, University of Pennsylvania, USA

## Attachment 2

### Details on Directorship of Directors and Executives

#### Mr. Phisit Setthawong Age 78 years

Independent Director	Date appointed October 28, 2005
Chairman	Date appointed May 12, 2021
Chairman of Nomination and Remuneration Committee	Date appointed August 11, 2016

#### Education / Training

- B.A. Commerce and Accountancy (with honors), Chulalongkorn University
- M.A. Economics, Michigan State University, U.S.A.
- Ph.D. Economics, Michigan State University, U.S.A.
- Director Accreditation Program (DAP) Thai Institute of Directors (IOD)

Training Course in 2022 - None

#### Company Shareholding (%)

- None

#### Family Relationship to Management

- None

#### Working Experience for the Past 5 Years ( Information as December 31, 2022)

2012 - 2014	Audit Committee , Thaivivat Insurance PCL., Insurance
2015 - 2021	Chairman of Audit committee, Thaivivat Insurance PCL., Insurance

#### Other positions in Company or any organization in the past year

2022-Present Independent Director, Chairman of the Board, Chairman of the Audit Committee, Chairman of the Nomination and Remuneration Committee Thaivivat Holdings PCL., Investment

#### Mrs. Pranee Phasipol Age 73 Years

Independent Director	Date appointed April 8, 2015
Chairman of Audit Committee	Date appointed May 12, 2021
Chairman of Investment Committee	Date appointed February 25, 2021
Chairman of Corporate Governance Committee	Date appointed February 27, 2020

#### Education / Training

- B.A. Major: Accounting (Second Class Honors), Thammasat University
- M.A. Accounting, Thammasat University
- Diploma, National Defence College, The Joint State - Private Sector Course, Class 2003-2004
- Diploma in Public Law, Batch 9, Thammasat University and The Office of the Council of State
- Top Executive Program in Commerce and Trade, Batch 2, Commerce Academy, UTCC
- Certificate of Civil Service Executive Development Program Class 3, Advanced Insurance Institute
- Certificate of Civil Service executive development program Course 1, Class 30, Office of the Civil Service Commission
- Certificate of Change Management, Ripa International, UK
- Certificate of Distance Learning Course for Insurance Supervisors (Module 2), World Bank
- Certified Public Accountant
- Director Certification Program 10/2001, DCPU 3/2015, ACP 20/2010 , Thai Institute of Directors (IOD)
- Advance Audit Committee Programs

**Training Course in 2022**

- Advance Audit Committee Program (ACCP 43/2022)
- Role of Chairman Program (RCP 49/2022)
- Corporate Governance Program of Insurance Company (CIC 2/2022)

**Company Shareholding (%)**

- None

**Family Relationship to Management**

- None

**Working Experience for the Past 5 Years (Information as December 31, 2022)**

2015 - May 2021	Audit Committee, Thaivivat Insurance Committee, Insurance Business
2016 - Feb 2021	Investment Committee, Thaivivat Insurance Committee, Insurance Business
2012 - 2018	Independent Director, Audit Committee, Remuneration Committee, Nomination and Governance Committee, Dusit Thani PCL., Tourism & Leisure
2014 - Present	Independent Director, Chairman of Audit Committee and Nomination and Remuneration Committee, SCI Electric PCL., Energy
2015 - 2017	Qualified Person - Securities and Exchange Commission
2015 - 2017	Audit committee, The Support Arts and Crafts International Center of Thailand
2015 - 2017	The Committee of Life Insurance Fund, Life Insurance Fund
2015 - 2017	Member of Foreign Business Commission, Ministry of Commerce
2014 - 2017	Advisory Board, Federation of Accounting Professions Under the Royal Patronage of His Majesty the King
2001 - 2021	Qualified Person in Finance and Account, Office of the Civil Service Commission
2014 - 2020	Board Advisory, Federation of Accounting Professions Under the Royal Patronage of His Majesty the King
2001 - 2021	Qualified Person in Finance and Account, Office of the Civil Service Commission

**Other positions in Company or any organization in the past year.****Listed Company**

- Independent Director, Chairman of the Audit Committee, Dusit Thani PCL., Tourism & Leisure
- Independent Director, Chairman of The audit committee and Nomination and Remuneration Committee, SCI Electric PCL., Energy

**Public Company Limited**

- Independent Director, Audit Committee, Chairman of the Investment Committee, Chairman of the Good Corporate Governance Committee, Thaivivat Holdings PCL., Investment

**Limited Company**

- None

**Special Activity**

- Sub-Committee, Federation of Accounting Professions under the Royal Patronage of His Majesty the King

**Mrs. Pilai Piampongsam Age 86 years**

Independent Director	Date appointed June 2, 1999
Audit Committee	Date appointed February 23, 2009
Nomination and Remuneration Committee	Date appointed August 11, 2016

**Education / Training**

- B.A. Commerce and Accountancy, Chulalongkorn University.
- Certified Public Accountant (CPA) Thailand (CPA. No.2336)
- Certified Internal Auditor (CIA) with honors from The Institute of Internal Auditor (CIA NO.30861)
- Director Certification Program (DCP), Thai institute of Directors (IOD)

**Training Course in 2022** - None**Company Shareholding (%)**

- None

**Family Relationship to Management**

- None

**Working Experience for the Past 5 Years (Information as December 31, 2022)**

2004 - 2013	Audit committee, Metrostar Property PCL, Real Estate
1999 - June 2020	Audit committee, Crown Seal PCL., Packaging
1999 - Present	Chairman, Audit and Management Consultant Co., Ltd, Accounting Office

**Other positions in Company or any organization in the past year.****Listed Company**

- None

**Limited Company**

- Chairman, Audit and Management Consultant Co., Ltd, Accounting Office (Main Job)

**Mrs. Supaporn Burapakusolsri Age 70 years**

Independent Director	Date appointed November 14, 2016
Audit Committee	Date appointed June 2, 2020
Corporate Governance Committee	Date appointed February 27, 2020
Investment Committee	Date appointed February 25, 2021

**Education / Training**

- BA. Accounting (Honors), Thammasat University
- MA. Accounting, Thammasat University
- Certified Public Accountant (CPA), Thailand Registration No. 2800
- Chief Financial Officer Certification Program Class 4, Federation of Accounting Professions
- Royal Thai Air Force Air War College (RTAF.AWC.) Class 35, Royal Thai Air Force
- Public Economy Management for Senior Executive, Class 7, King Prajadhipok's Institute
- Thailand Insurance Leadership Program Class 2 - OIC Advance Insurance Institute

**Courses organized by the Thai Institute of Directors Association (IOD)**

- Director Accreditation Program (DAP) DAP87/2011, IOD
- Role of the Compensation Committee Program (RCC) 13/2011, IOD
- Director Certification Program (DCP) DCP172/2013, IOD
- Advance Audit Committee (AACP23/2016), IOD

## Training Course in 2022

### Courses organized by Federation of Accounting Professions Under The Royal Patronage of His Majesty The King : TFAC

- 1) Ethics Of Professional Accountants With Case Studies Only For The Group Of Audit Firms
- 2) Deferred Tax 1/2022
- 3) Insights into NPAEs in terms of income and assets, along with tax regulations and benefits
- 4) Ethics Training Project For Professional Accountants Only Certified Public Accountant
- 5) Training on Financial Reporting Standards

### Courses organized by EY Office Company Limited

- 1) New Merger Laws: New Merger Opportunities and Forms
- 2) Transfer pricing challenges after COVID-19, more aggressive tax investigation by government and how business sectors can prepare to navigate these challenges
- 3) TFRS for Non-Publicly Accountable Entities : NPAEs
- 4) In the midst of the global economic crisis caused by epidemics, war, energy and inflation, how should the business sector adjust strategies to catch up with the world survive the crisis and grow sustainably
- 5) Initial Coin Offering (ICO) from the Accounting and Tax Perspectives
- 6) Financial Reporting Standards

### Courses organized by Thai Institute of Directors Association

- 1) Company Secretary Forum 2022 “Challenges in building trust in the boardroom”
- 2) Chairman Forum 1/2022 “Chairing the unknown future”
- 3) Director’s Briefing APEC 2022 “Open. Connect. Balance.”: Outcomes and Challenges for the future of Thai Business
- 4) Director’s Briefing “ESG as a vehicle for business transformation”
- 5) National Director Conference 2022 Wisdom for Future: Harmonizing the Diverse Boards Session 5: Reimagine your next S-Curve: Technology & Innovation, Business transformation and Sustainability
- 6) Director’s Briefing Share & Learn Together What is business transformation actually
- 7) Independent director forum 1/2022 Navigate Board’s Challenges in defining governance vs. Management Role
- 8) Director’s Briefing “What director should know about quantum?”
- 9) The role of company directors under the context of a changing world by the IOD in collaboration with the OIC

### Courses organized by Securities and Exchange Commission

- 1) Easy listening, Accounting knowledge that AC should not miss EP1-2
- 2) Inclusive leadership means better business
- 3) Digital Asset and Business Growth Opportunity (New S Curve) of Listed Companies
- 4) Summary of financial reporting standards TFRS that have changed and come into force in 2023

### Courses organized by Other Agency

- 1) Insights into NPAEs in terms of income and assets, along with tax rules and privileges by the Revenue Department
- 2) Accounting for Intangible Assets by DBMT Co., Ltd.
- 3) Be aware of corruption in the organization and how to prevent it by DBMT Co., Ltd.

## Company Shareholding (%)

- None

## Family Relationship to Management

- None

**Working Experience for the Past 5 Years ( Information as December 31, 2022)**

- 2015 - 2021 Independent Director, Chairman of Audit Committee, Member of Nomination and Remuneration Committee, Corporate Governance Committee, Chairman of Risk Management Committee, Chewathai Public Company Limited, Real Estate
- 2015 - 2015 Independent Director, Chairman of Audit Committee , Chewathai Company Limited, Real Estate
- 2008 - 2013 Senior Executive Vice President, Planning and Finance Chief Financial Officer (CFO) Airport of Thailand Public Company Limited, Transportation & Logistics
- 2008 - 2012 Director Suvamabhumi Airport Hotel Company Limited, Hotel

**Other positions in Company or any organization in the past year.****Listed Company**

- Independent Director, Chairman of Audit Committee, Member of Nomination and Remuneration Committee, Member of Corporate Governance Committee, Chewathai PCL, Real Estate

**Public Company Limited**

- Independent Director, Member of the Audit Committee, Member of the Investment Committee, Member of the Nomination and Remuneration Committee - Thaivivat Holdings PCL., Investment

**Limited Company**

- None

**Special Activity**

- None

**Mrs. Poonsub Sakunee**      Age 69 years

- Independent Director      Date Appointed April 28, 2022
- The Audit Committee      Date Appointed April 28, 2022

**Education / Training**

- B.A., Accounting, Thammasat University
- B.A. Law, Thammasat University
- The Civil Service Executive Development Program, Visionary and Moral Leadership Class 45, Civil Service Development Institute (OBEC)
- Public Economic Management Course, Class 6, King Prajadhipok's Institute
- Advance Certificate Course in Public Administration and Law for Executives Class 9, King Prajadhipok's Institute
- Senior Executive Development Program (SEDP), Civil Service Development Institute (OBEC)
- High Administrative Justice Administrators (CDC), College of Administrative Justice Office of the Administrative Court Organize training courses
- Director Accreditation Program (DAP) 195/2022, Thai Institute of Directors (IOD)

**Training Course in 2021**      - None

**Company Shareholding (%)**

- None

**Family Relationship to Management**

- None

**Working Experience for the Past 5 Years (Information as December 31, 2022)**

- 2011 -2012 Deputy Director-General (Primary Executive), Department of Energy Business Ministry of Energy
- 2012 – 2014 Ministry Inspector (Top Executives) Office of the Permanent Secretary Ministry of Energy
- 2014- 2020 Ethics Committee, Federation of Accounting Professions under the Royal Patronage of His Majesty the King
- 2014 - 2019 Qualified Director Institute of Energy Fund Management (Public Organization)

**Other positions in Company or any organization in the past year.**

- Public Sector Audit and Evaluation Committee (PAEC), Ministry of Energy
- Civil Service Commissioner with qualifications in administration and management, Department of Energy Business, Ministry of Energy



**Mr. Jiraphant Asvatanakul Age 63 years**

Director	Date appointed May 12, 1986 - Present
Investment Committee	Date appointed May 12, 2016 - Present

**Education / Training**

- B.A. Economics, Thammasat University
- Master in Professional Accounting, University of Texas at Austin, U.S.A.
- Diploma, National Defence College, The National Defence Course Class 56
- Thailand Insurance Leadership Program Class 1 - OIC Advance Insurance Institute
- Top Executive Program in Commerce and Trade, Class 8, Commerce Academy, UTCC
- Top Executives Program Class 22, Capital Market Academy
- Strategy and Innovation for Business in Asia (SIBA) Class 2, College of Management Mahidol University
- Diploma, National Defence College, The Joint State - Private Sector Course Class 26
- Super Advanced Leadership Program (Super Vocational Certificate), Class 1, OIC
- Top Executive Program in Commerce and Trade (TEPCoT), Class 8, Commerce Academy
- The Health Ambassador Training Program, Class 1
- Strategy and Innovation for Business in Asia Class 2
- Director Accreditation Program (DAP), Thai Institute of Directors (IOD)

**Training Course in 2022** - None

**Company Shareholding (%)**

151,461,632 shares 49.99% (person 0.36% /spouse 1.56%/ A juristic person under the controlling power 48.07%)

**Family Relationship to Management**

Spouse	Mrs. Sutepee Asvatanakul	Managing Director
Brother in Law	Mrs. Sunee Theravithayangkura	Director and Company Secretary

**Working Experience for the Past 5 Years (Information as December 31, 2022)**

1986 - Present	President and CEO, Investment Committee, Thaivivat Insurance PCL., Non-life insurance
1993 - Present	Director, Thai Reinsurance PCL. , Reinsurance
2012 - Present	Nomination and Remuneration Committee, Thai Reinsurance PCL., Non-life reinsurance
2016 - Present	Independent Director, Audit Committee and Nomination and Remuneration Committee, Vichitbhan Palm oil PCL., Agribusiness
2001- Present	Vice Chairman ,Chairman of Investment Committee, Road Accident Victims Protection Co., Ltd., Non-life insurance
2009 - Present	Director, T.I.I. Co., Ltd. (Thailand Insurance Institute)
2014 - 2016	Director, Thaire Life Assurance PCL., Life reinsurance
2015 - 2017	Director and Treasurer, Thai Chamber of Commerce
2017 - Apr. 2019	President, Thai General Insurance Association
2019 - Present	Director and Advisor of Accounting and Investment Committee, Thai General Insurance Association, Non-life insurance
2013 - 2019	Director, Thai Insurance Business Council
2016 - Present	Chairman of Thai - Iran Business Council
2015 - Present	Director and Treasurer, Thai - Chinese Business Council
2017 - 2019	Director and Secretary General, Thai Chamber of Commerce
2019 - Present	Vice Chairman, The Thai Chamber of Commerce
2019 - Present	Advisory - Board of Trade of Thailand
2017 - 2022	Director, General Insurance Fund

**Other positions in Company or any organization in the past year.****Listed Company**

- Chairman, Nomination and Remuneration Committee, Thai Reinsurance PCL., Insurance
- Independent Director, Audit committee, Nomination and Remuneration Committee, Vichitbhan Palmoil PCL., Agribusiness

**Public Company Limited**

- Chief Executive Officer and President, Member of Investment Committee, Thaivivat Holdings PCL., Investment

**Limited Company**

- Vice Chairman, Chairman of Investment Committee, Road Accident Victims Protection Co., Ltd. , Insurance
- Director, Mafam Company Limited, Investment business or becoming a partner in other business
- Director J&A Jewelry Company Limited, Jewelry business

**Special Activity**

- Director and Advisory Director of Account, Finance and Investment Committee, Thai General Insurance Association
- Director, The Federation of Thai Insurance Organizations
- Vice Chairman, The Thai Chamber of Commerce
- Advisory, Board of Trade of Thailand
- Chairman, Thai - Iran Business Council
- Director and Treasurer, Thai - Chinese Business Council

**Mr. Thawan Viranont Age 73 years**

Director

Date appointed April 29, 1987

Corporate Governance Committee

Date appointed February 27, 2020

**Education / Training**

- B.A. Law, Thammasart University
- Director Accreditation Program (DAP), Thai Institute of Directors (IOD)

**Training Course in 2022** - None**Company Shareholding (%)**

18,000 shares 0.006% (person 0.006% / Underage child 0%)

**Family Relationship to Management**

- None

**Working Experience for the Past 5 Years (Information as December 31, 2022)**

2000 - 2014	Executive Vice President Thaivivat Insurance PCL.
2014 - Present	Advisor of CEO Thaivivat Insurance PCL.
August 2016 - February 2020	Nomination and Remuneration Committee Thaivivat Insurance PCL.

**Other positions in Company or any organization in the past year.****Public Company Limited**

- Director, the Good Corporate Governance Committee Thaivivat Holdings PCL., Investment

**Limited Company**

- None

**Special Activity**

- None

**Mrs. Sutepee Asvatanakul**      **Age 62 years**

Director, The top responsibility in accounting and finance (CFO)  
Nomination and Remuneration Committee

Date appointed June 18, 1986  
Date appointed August 11, 2016

#### Education / Training

- B.A. Liberal Arts, Thammasart University
- Master of Business Administration, Tarleton State University (U.S.A)
- Director Certification Program (DCP) – IOD
- Certificate of Advanced Insurance Science Program, Class 2, Insurance Advanced Institute
- Senior Executive in Industrial Business Development and Investment (Class 6) – Business Academy and industry
- Management Science Program for Senior Executives (AIT) Class 5 – National Institute of Development Administration
- Capital Market Academy (CMA 31) – Capital Market Academy Administration

#### Training Course in 2022

- CFO's Orientation Course for New IPOs, Stock Exchange of Thailand

#### Company Shareholding (%)

151,461,632 shares 49.99% (person 1.56% /spouse 0.36%/A juristic person under the controlling power 48.07%)

#### Family Relationship to Management

Spouse	Mr. Jiraphant Asvatanakul	President and CEO
Sister	Mrs. Sunee Theravithayangkura	Director and Company Secretary

#### Working Experience for the Past 5 Years ( Information as December 31, 2022)

2000 - Present      Chief of Financial Officer (CFO), Thaivivat Insurance PCL.

#### Other positions in Company or any organization in the past year.

Managing Director, CFO and the member of the Nomination and Remuneration Committee, Thaivivat Holdings PCL., Investment

**Mrs. Sunee Theravithayangkura**      Age 71 years

Director	Date appointed June 18, 1986
Company Secretary	Date appointed August 14, 2008

**Education / Training**

- B.A. Law, Thammasart University
- Director Accreditation Program (DAP), Thai Institute of Directors (IOD)

**Training Course in 2022**      - None

**Company Shareholding (%)**

18,000 shares 0.006% (person 0.006% / Underage child 0%)

**Family Relationship to Management**

Sister	Mrs. Sutepee Asvatanakul	Managing Director
Sister in Law	Mr. Jiraphant Asvatanakul	President and CEO

**Working Experience for the Past 5 Years ( Information as December 31, 2022)**

2014- Present      Director and Company Secretary, Thaivivat Insurance PCL.

**Other positions in Company or any organization in the past year.**

- Director, Company Secretary, Thaivivat Holdings PCL. , Investment

**The Corporate Secretary has the following Responsibilities :**

1. Preparing and keeping documents below.
  - a) Registration of The Committee.
  - b) Notice and Minutes of Board Meeting and Annual Report of the Company
  - c) Notice and Minutes of Shareholders Meeting
2. Keeping the report of the interests of directors, executives, under Section 89/14 the report to chairman and Chairman of the Audit Committee within seven days from the date of receiving the report.
3. Other actions According to the notification of the Capital Market Commission.

**Mr. Suraphong Theravithayangkura    Age 60 years**

Senior Executive Vice President

Date appointed August 2016 - December 2022

**Education / Training**

- B.B.A. Business Administration, Hanover College, USA
- M.B.A. Southwest Texas State University, USA

**Training Course in 2022**    - None**Company Shareholding (%)**

- 166,040 shares 0.05% (person 0.05% / Underage child 0%)

**ความสัมพันธ์ทางครอบครัวระหว่างกรรมการและผู้บริหาร**

Brother	Mrs. Sutepee Asvatanakul	Managing Director
Brother	Mrs. Sunee Theravithayangkura	Director and Company Secretary
Brother in Law	Mr. Jiraphant Asvatanakul	President and CEO

**Working Experience for the Past 5 Years ( Information as December 31, 2022)**

Executive Vice President - Thaivivat Insurance PCL.

**Other positions in Company or any organization in the past year.**    - None**Mr. Praphid Dhiraprayudti    Age 63 years**

Senior Executive Vice President

Date appointed June 1981

**Education / Training**

- B.A. Economics, Ramkhamhang University

**Training Course in 2022**    - None**Company Shareholding (%)**

- 50,264 shares 0.016% (person 0.016% / Underage child 0%)

**Family Relationship to Management**    - None**Working Experience for the Past 5 Years (Information as December 31, 2022)**

Executive Vice President - Thaivivat Insurance PCL.

**Other positions in Company or any organization in the past year.**

Senior Executive Vice President, Thaivivat Holdings PCL., Investment

**Miss Janejira Asvatanakul Age 37 Years**

Senior Executive Vice President

Date appointed December 2013

**Education / Training**

- B.S. Nutritional Science, Pepperdine University, USA
- M.S. Nutrition and Dietetics, Case Western Reserve University, USA

**Training Course in 2022** - None**Company Shareholding (%)**

30,659,848 Shares 10.12% (person 5.14% /A juristic person under the controlling power 4.98%)

**Other positions in Company or any organization in the past year.**

Daughter	Mr. Jiraphant Asvatanakul	President and CEO
Daughter	Mrs. Sutepee Asvatanakul	Managing Director
Sister	Mr. Thepphan Asvatanakul	Senior Executive Vice President

**Working Experience for the Past 5 Years ( Information as December 31, 2022)**

Executive Vice President - Thaivivat Insurance Company Limited

**Other positions in Company or any organization in the past year.**

- Senior Executive Vice President, Thaivivat Holdings PCL., Investment
- Director, JanePhan Property Co.,Ltd, Investment business or becoming a partner in other business

**Mr. Thepphan Asvatanakul Age 34 Years**

Senior Executive Vice President

Date appointed June 2016

**Education / Training**

- B.S. Industrial Engineering, Economics, Northwestern University, USA
- M.B.A. Wharton, University of Pennsylvania, USA

**Training Course in 2022** - None**Company Shareholding (%)**

30,659,848 Shares 10.12% (person 5.14% /A juristic person under the controlling power 4.98%)

**Other positions in Company or any organization in the past year.**

Son	Mr. Jiraphant Asvatanakul	President and CEO
Son	Mrs. Sutepee Asvatanakul	Managing Director
Brother	Mr. Thepphan Asvatanakul	Senior Executive Vice President

**Working Experience for the Past 5 Years ( Information as December 31, 2022)**

Executive Vice President – Thaivivat Insurance PCL.

**Other positions in Company or any organization in the past year.**

- Senior Executive Vice President, Thaivivat Holdings PCL., Investment
- Director, JanePhan Property Co.,Ltd, Investment business or becoming a partner in other business

Mr. Sucheep Lakhong Age 28 years

Accounting Manager, Accounting Supervisor (Accountant)

Date appointed June 1, 2020

#### Education / Training

- Bachelor of Accounting Burapha University
- Certified Public Accountant (CPA), No.13164

#### Training Course in 2022

- Issues of sustainable business operations that businesses should pay attention
- CFO's Challenges with Financial Reporting in the Age of Economic Fluctuations
- Initial Coin Offering (ICO) from the Accounting and Tax Perspectives
- Thailand Long-Term Resident (LTR) Visa Scheme targeting specific group of individuals
- Transfer pricing challenges after COVID-19, more aggressive tax investigation by government and how business sectors can prepare to navigate these challenges)
- New merger law Opportunities and new forms of mergers and acquisitions
- Guidelines for Financial Reporting Standard No. 17 Insurance Contracts (IFRS17 Guidelines)

Company Shareholding (%) - None

Family Relationship to Management - None

#### Working Experience for the Past 5 Years ( Information as December 31, 2022)

2016 – 2019 Assistant auditor, EY Office Limited

2020 – Present Accounting Manager, Thaivivat Insurance PCL.

#### Other positions in Company or any organization in the past year.

- Accounting Manager, Thaivivat Holdings PCL., Investment

#### The Accountant has the following Responsibilities :

1. Prepare the financial position and performance in compliance with applicable rules
2. Report the financial position and financial performance in accordance with the regulator's schedule
3. Maintain the financial position and financial performance in accordance with relevant regulators' regulations

## Attachment 3

### Business Assets and Details on Asset Valuation

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#### 1. Business Assets

The Company has explained the main fixed assets, the Company and its subsidiaries in the business are disclosed in the section 1.2.6 Business Assets.

#### 2. Details on Asset Valuation

- None



## Attachment 4

### Policies and Guidelines for Corporate Governance and Business Ethics

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#### Corporate Governance Policies and Guidelines

The Company discloses a full report of corporate governance policies and guidelines on the Company's website, [www.thaivivat.co.th](http://www.thaivivat.co.th). It can be viewed in the About Us section, Corporate Governance subsection on Operation Guideline and Corporate Governance or scan QR Code.



#### Business Ethics

The Company discloses a full report of Business Ethics on the Company's website, [www.thaivivat.co.th](http://www.thaivivat.co.th). It can be viewed in the About Us section, Corporate Governance subsection on Code of Ethics or scan QR Code.



## Attachment 5

### Report of Board Committees

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#### Audit Committee Report 2022

##### To shareholders

The Audit Committee of Thaivivat Insurance Public Company Limited consists of 4 independent directors who are experts and have experience in economics, business administration, accounting, auditing as regulated by the Securities and Exchange Commission, Thailand. Mrs. Pranee Phasipol is the chairman of the Audit Committee, Mrs. Pilai Plumpongsam, Mrs. Supaporn Burapakusolsri and Mrs. Poonsub Sakunee are the Audit Committees with 3 years term.

In 2022, the Audit Committee performed duties independently as the Board of Directors assignment and Audit Committee Charter with 7 meetings to carry out their scopes, duties, responsibilities and supervision. The company provided the Audit Committee meetings with auditor, management representative and internal auditor to consider and discuss the issues including giving advice on matters that are beneficial to the company management in accordance with the principles of good corporate governance. The Audit Committee reported the meeting results every time that are summarized as follows:

1. Reviewing the company's financial report quarterly and fiscal year 2022 by auditor and management inquiry about the accuracy, completeness, and reliability of financial report, financial statement preparation in accordance with the Financial Reporting Standards, adequacy of information disclosure and internal control. The Audit Committee agreed that the company financial report was correct in accordance with the Financial Reporting Standards and the auditors propose unqualified report. In addition, the Audit Committee held one meeting with the auditor specifically without the management and internal auditor. The auditor reported it had freedom to perform and got good cooperation from all departments. The internal control system was appropriate, adequate without corruption problem.

2. Reviewing the company efficiency and effective assessment of internal control system according to the internal control principles of COSO by the Internal Audit Department and related executive certification including the anti-corruption of risk assessment and agreed that the company had an appropriate, sufficient internal control system and good corporate governance management. In addition, the company has been participated "CAC" (Collective Action Coalition) members of the Thai Private Sector for the Anti-Corruption.

3. Reviewing risk management according to the company risk management framework and risk management policy. The Audit Committee agreed that the company had complied with the risk management plan and followed up adequately together with regularly reviews risk management as the current situation.

4. Reviewing investment risk and information technology risk of the company. The Audit Committee agreed that the company complied with the company policy framework.

5. Reviewing the company has operated legally in accordance with the securities and exchange law, the Stock Exchange of Thailand's regulations, Non-life Insurance Act, related laws and the Office of Insurance Commission registrar announcement including the company regulations operation and agreed that the company has continuously good practice according to laws, rules and regulations.

6. Reviewing and giving opinion to the related parties transactions or conflict of interest transactions including material transactions deemed as acquisition or disposal of assets as the Stock Exchange of Thailand. The Audit Committee agreed that the business transactions are normal, reasonable and most beneficial to company.

7. Reviewing practice and policies changes related to good corporate governance principles annually such as the anti-money laundering rule, anti-money laundering policies and risk management including Audit Committee Charter review to be suitable for the current situation.

8. Consideration the internal audit independence, appointment approval, transfer, lay off, performance evaluation as well as the operational guidelines consideration and annual internal audit plan by focusing on checking the operation effectiveness, internal control systems assessment and risk management of the company business operations.

9. Consideration and appointment to the auditor in 2023, the Audit Committee agreed that the auditor from EY Office Company Limited are independent and have good qualification to perform their job well and efficiently. Therefore, to propose the Board of Directors for approval the annual general meeting appointing EY Office Company Limited to be the auditor with the audit fees 2.72 Million Baht in 2023

From the duties performance of Audit Committee, considering audit reports of internal audit and various management departments, the Audit Committee agreed that the company had complied with the principles of good corporate governance, adequate efficiency and effectiveness in internal control system and ensure that the company financial reports were prepared accurately according to the Financial Reporting Standards, compliance with the law and regulations of relevant departments without finding any significant defects.



(Mrs. Pranee Phasipol)  
Chairman of the Audit Committee

## The Nomination and Remuneration Committee Report

### To shareholders

The Nomination and Remuneration Committee perform duties as assigned by the Board of Directors under the duties and responsibilities as specified in the Nomination and Numeration Committee Charter to select and propose a person to be a director and senior executive of the company including proposing remuneration and other benefits policies for the Board of Directors and various sub-committees. The Nomination and Remuneration Committee consists of 3 members, 2 of which are independent directors and 1 executive directors.

In 2022, the Nomination and Remuneration Committee held 1 meeting to consider important issues and meeting report together with comments and recommendations to the Board of Directors for consideration as follows:

1. To consider the selection the company directors in place of the directors whose term expired which considered from the person with suitable qualifications, complete the requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand and no prohibited characteristics according to the law. By considering qualifications, experience, and knowledge that will benefit the company for presentation to the meeting of the Board of Directors and Shareholder meeting for further consideration and approval.

2. To consider the remuneration of directors and various sub-committees in detail, directors are assigned additional duties and responsibilities in the sub-committee will receive additional remuneration as workload and responsibility appropriately.

The Nomination and Remuneration Committee perform duties as assigned with prudence, transparency, fairness and independence in accordance with good corporate governance principles by considering the best interests of company and all stakeholders.



Mr. Phisit Sethawong  
Chairman of the Nomination and Remuneration Committee

## Investment Committee Report

### To shareholders

The Investment Committee has performed duties as assigned by the Board of Directors under the duties and responsibilities stipulated in the consideration and approval of matters relating to the Company investment. The Investment Committee consists of 3 members, 2 of which are independent directors and 1 executive director.

In 2022, the Investment Committee held 3 meetings to consider important matters and the meeting report together with comments and recommendations to the Board of Directors for consideration as follows:

1. To consider the investment policy framework for approval from the Board of Directors
2. To consider and approve the company's investment plans according to the investment policy framework and the overall risk management policy.
3. To supervise the company investment in accordance with the investment policy framework, risk management policy including investment procedure regulations and legal requirements.
4. To supervise on corporate governance, transparency and conflict of interest prevention related to the company's investment transactions.
5. To supervise the work system, personnel, and information used for the company investment to be sufficient in operation.
6. To manage investments according to the investment policy framework approved by the Board of Directors.

The Investment Committee has performed duties as assigned with prudence, transparency, fairness and independence with regard to the best interests of company and all stakeholders.



Mrs. Pranee Phasipol  
Investment Committee Chairman

## The Good Corporate Governance Committee Report

### To shareholders

The Good Corporate Governance Committee consists of 3 directors, two of which are independent directors and one executive director. The Good Corporate Governance Committee has performed its duties as assigned by the Board of Directors under the duties and responsibilities stipulated in promotion, support and follow up the directors, executives and employees at all levels to practise policy related to good corporate governance of the company.

In 2022, the Good Corporate Governance Committee held 2 meetings to consider important matters and report the meeting results together with comments and suggestions to the Board of Directors for consideration as follows:

1. To improve and prepare the Company's Director's Manual in accordance with the regulations of the Stock Exchange of Thailand Securities and Exchange Commission Office of Insurance Commission (OIC), related agencies as well as guidelines for good corporate governance according to international standards for submission to the Board of Directors for approval.

2. To review the practice as good corporate governance in order to comply with the company's good corporate governance policy and international standard practice guidelines as well as laws, rules, regulations and company business. To prepare an annual good corporate governance assessment report for the Board of Directors as well as to propose opinions and suggestions for improvement as appropriate

3. To supervise and recommend to directors, management and employees in performing duties and responsibilities as the good corporate governance policy in order to have practical and continuous results.

4. To support and encourage stakeholders to join in compliance with the company's good corporate governance policy.

5. To review the anti-corruption policies and practices to ensure compliance with international standards, as well as laws, rules, regulations, regulations and the Company's business; and Communicate guidelines to executives and employees to ensure compliance with policies and the anti-corruption practices that the company has set.

6. To give advice to the directors and executives in performing duties and responsibilities as the anti-corruption policy and practice in order to have practical and continuous results.

7. To Ensure that directors receive continuous training and knowledge development have an understanding of the law and the Rules related to business operations and encourage directors to attend training courses or attend participate in seminar activities organized by the Thai Institute of Directors Association, The Stock Exchange of Thailand, Thai Listed Companies Association, The Securities and Exchange Commission etc.

The Good Corporate Governance Committee has performed their duties as assigned with prudence and independence regarding to the best interests of company and all stakeholders.



Mrs. Pranee Phasipol

Chairman of the Good Corporate Governance Committee

## Risk Management Committee Report 2022

The Board of Directors of Thaivivat Insurance Public Company Limited recognizes the importance of corporate risk management. Therefore, the Risk Management Committee was appointed. It consists of 8 directors to responsible for the risk assessment which the risk management result will be reported to the Board of Directors for acknowledgement in order to ensure that it is in line with determined objectives.

In 2022, the Risk Management Committee performed duties by the Board of Directors assignment with 4 meetings that all committees attended all meeting to carry out their scopes, duties, responsibilities and supervision. The Risk Management Committee join the meeting in order to consider and discuss whereby 11 types of risk, the issues including giving advice on matters that are beneficial to the company management in accordance with the principles of good corporate governance. The Risk Management Committee reported the meeting results every time that are summarized as follows:

### 1. Risk management framework for 2022

The Risk Management Working Group arranged the meeting and training on Risk Assessment to defined risk factors that will have an impact on the business operations of the company, which include both internal and external risks for year 2022, with the defined framework of risks, together with establishing 4 categories of risks – namely; very high level, high level, medium level, and low level. This is to build knowledge base for all level of managers to be able to define risk factor of each section for setting up the year plan of Risk Management.

### 2. Risk assessment

Defined procedures and processes to assess various risk factors which could impact the company's business operation follow by 11 types of risk such as strategic risk, insurance risk, market risk, credit risk, liquidity risk, operational risk, reputation risk, information technology risk, catastrophe risk, emerging risk and group risk, also reviewed and considered the respective risk management plan to acceptable levels.

### 3. Risk management monitoring and overseeing

The Risk Management Committee closely monitored and management of various risks, through holding the meeting, as well as giving various recommendations to ensure that such risk management will be fully effective and efficient. The risk management result will be reported to the Board of Directors afterward.

The Risk Management Committee has discharged its assigned duties and responsibilities in an adequate manner; whereby it is opinion of the Risk Management Committee that the company has effectively and adequately managed all the various perceived risks, The Company has provided the comprehensive risk management per the notification of the Office of Insurance Commission (OIC) on the Criteria, Procedures, and Conditions for Supervising Enterprise Risk Management and Own Risk and Solvency Assessment of Non-Life insurance Companies B.E. 2019 and in accordance with the good corporate governance practices and guidelines.



Mr. Jiraphant Asvatanakul  
Chairman of the Risk Management Committee

## Attachment 6

### Report of the Board of Directors' Responsibilities for Financial Reports

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#### Report of the Board of Directors' Responsibilities for Financial Reports

Thaivivat Insurance Public Company Limited's Board of Directors has given importance to the duties and responsibilities in accordance with the good corporate governance policy, supervise the financial statements and financial information in annual reports to have accurate, complete and sufficient information. The financial statements comply with General Accepted Accounting Standards in Thailand and the relevant criteria stipulated by the Office of Insurance Commission that select the appropriate accounting policies, practice regularly and use discretion carefully including disclose an important information sufficiently in the notes to the financial statements and has been audited and certified by an auditor.

The Board of Directors has established a risk management system, internal control system, internal audit and appropriate supervision efficiently to ensure that the company has accurate, complete and timely accounting records as well as risk prevention from operations. In this regard, the Board has appointed an Audit Committee consisting of independent, non-executive directors to supervise this matter.

The Board of Directors has an opinion that the overall internal control system of company is satisfactory and provide reasonable confidence in the reliability of the company financial statements as of 31 December 2022, which the auditor audited as generally accepted auditing standards and expressed his opinion that the financial statements accurately show the financial status and business operations in accordance with generally accepted accounting principles.



Mr. Phisit Sethawong  
Chairman



## Attachment 7

### Independent Auditor's Report

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#### Independent Auditor's Report

#### To the Shareholders of Thaivivat Insurance Public Company Limited

##### Opinion

I have audited the accompanying consolidated financial statements of Thaivivat Insurance Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2022, and the related consolidated statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, and have also audited the separate financial statements of Thaivivat Insurance Public Company Limited for the same period.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Thaivivat Insurance Public Company Limited and its subsidiaries and of Thaivivat Insurance Public Company Limited as at 31 December 2022, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

##### Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Group in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

##### Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond for each matter are described below.

##### Insurance premiums recognition

In 2022, the Group had revenue from insurance premiums amounting to Baht 7,314 million, which were derived from retail insured and had a large number of policies. The insurance premiums are collected from variety customers and insurance premiums amount rely on the processing of information technology system. I therefore focused on examining that gross premium written was correctly recognised as actually incurred.

I have gained an understanding, assessed and tested the internal controls of information technology system and its internal controls with respect to underwriting, insurance premiums calculation and revenue recognition of insurance premiums by making enquiry of responsible executives to gain an understanding and selecting representative samples to test the operation of the designed controls in financial statements. In addition, I selected representative samples of insurance policies and related supporting documents to assess whether revenue recognition was consistent with conditions specified in the

insurance policies and whether it was in compliance with the Group's policy. I reviewed the insurance policies and endorsement transactions occurring during the accounting period, before and after period-end, which were recognised as revenues of the Group. Moreover, I performed analytical procedures to compare insurance premiums recognised throughout the period and examined on sampling basis for accounting entries related to insurance premiums made through journal vouchers.

#### Insurance contract liabilities - claim reserves and outstanding claims

As described in Note 20 to the financial statements, as at 31 December 2022, the Group had claim reserves and outstanding claims amounted to Baht 2,598 million (representing 33 percent of total liabilities). Claim reserves and outstanding claims included both claims incurred and reported and claims incurred but not reported, which were calculated by the Group's management using actuarial techniques. The key assumptions applied were based on historical data and required the management to exercise substantial judgement in estimating such reserves so I addressed the adequacy of claim reserves and outstanding claims as a key audit matter. In addition, such claim reserves and outstanding claims are directly relevant to the claim reserves and outstanding claims refundable from reinsurers which were also calculated by the Group's management using actuarial techniques. As at 31 December 2022, the Group had claim reserves and outstanding claims refundable from reinsurers amounting to Baht 121 million.

I gained an understanding, assessed and tested the internal controls relevant to claims, loss adjustments, estimation of claim reserves and outstanding claims and reinsurance, by making enquiry of responsible executives regarding the criteria and assumptions used in the estimates made by the actuary. I selected, on a sampling basis, and tested claim transactions against documents of major claims file, and performed analytical procedures on the frequency of claims and average loss per claim. In addition, I reviewed the actuarial report to assess whether it was consistent with the reserve recognised in the accounts, assessed the assumptions and methods used in the calculation, tested the data used by the actuary, and compared the assumptions to those used in the prior year. Moreover, I reviewed the estimates of claim reserves and outstanding claims refundable from reinsurers.

### Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise

from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.



Narissara Chaisuwan

Certified Public Accountant (Thailand) No. 4812

EY Office Limited

Bangkok: 28 February 2023

## Attachment 8

### Financial Statements and Notes to the Financial Statements

#### Thaivivat Insurance Public Company Limited and its subsidiaries

#### Statements of financial position

As at 31 December 2022

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2022	2021	2022	2021
<b>Assets</b>					
Cash and cash equivalents	7	304,922,385	745,844,663	301,919,162	737,770,587
Premium receivables	8	870,630,107	947,144,113	869,561,253	946,772,264
Accrued investment income		83,243,992	17,124,975	78,243,214	12,903,066
Reinsurance assets	9	406,722,683	386,029,716	406,722,683	386,029,716
Receivables from reinsurance contracts	10	59,897,191	46,871,177	60,723,298	48,318,967
Financial assets - debt instruments	11	5,446,605,688	4,380,655,300	5,414,620,418	4,338,515,916
Financial assets - equity instruments	12	843,263,075	756,017,811	843,263,075	756,017,811
Derivative assets		2,378,620	-	2,378,620	-
Loans and interest receivables	14	3,183,664	4,071,757	3,183,664	4,071,757
Investment in subsidiaries	15	-	-	90,150,000	87,200,000
Property, buildings and equipment	16	346,739,546	326,551,230	346,124,657	325,308,603
Goodwill		12,000,000	15,840,000	-	-
Intangible assets - computer software	17	39,553,994	29,703,059	23,267,277	22,398,244
Deferred tax assets	18.1	227,292,040	210,408,991	227,292,040	210,408,991
Other assets	19	1,053,034,973	978,786,601	1,061,550,902	976,960,059
<b>Total assets</b>		<b>9,699,467,958</b>	<b>8,845,049,393</b>	<b>9,729,000,263</b>	<b>8,852,675,981</b>

The accompanying notes are an integral part of the financial statements.

## Statements of financial position (Continued)

As at 31 December 2022

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2022	2021	2022	2021
<b>Liabilities and equity</b>					
<b>Liabilities</b>					
Insurance contract liabilities	20	6,411,446,241	5,461,598,022	6,405,932,591	5,457,074,493
Amount due to reinsurers	21	318,819,460	355,748,382	318,819,460	355,748,382
Derivative liabilities		-	764,195	-	764,195
Income tax payable		28,945,278	115,185,052	28,945,278	115,185,052
Employee benefit obligations	22	88,194,679	101,765,624	87,923,140	101,765,624
Other liabilities	23	1,037,138,941	1,009,135,572	1,032,544,910	999,371,605
<b>Total liabilities</b>		<b>7,884,544,599</b>	<b>7,044,196,847</b>	<b>7,874,165,379</b>	<b>7,029,909,351</b>
<b>Equity</b>					
Share capital					
Registered					
303,000,000 ordinary shares of Baht 1 each		303,000,000	303,000,000	303,000,000	303,000,000
Issued and paid-up					
303,000,000 ordinary shares of Baht 1 each		303,000,000	303,000,000	303,000,000	303,000,000
Premium on share capital		163,800,007	163,800,007	163,800,007	163,800,007
Surplus on change in proportion shareholding					
in a subsidiary		3,622,664	-	-	-
Retained earnings					
Appropriated - statutory reserve	24	30,300,000	30,300,000	30,300,000	30,300,000
Unappropriated		1,115,562,878	1,113,476,840	1,145,515,953	1,133,960,004
Other components of equity					
Surplus on changes in value of investments	13	212,218,924	191,706,619	212,218,924	191,706,619
Exchange differences on translation of financial statements in foreign currency		(24,521,169)	(13,829,382)	-	-
Equity attributable to shareholders of the Company		1,803,983,304	1,788,454,084	1,854,834,884	1,822,766,630
Non-controlling interests of the subsidiaries	15.2	10,940,055	12,398,462	-	-
<b>Total equity</b>		<b>1,814,923,359</b>	<b>1,800,852,546</b>	<b>1,854,834,884</b>	<b>1,822,766,630</b>
<b>Total liabilities and equity</b>		<b>9,699,467,958</b>	<b>8,845,049,393</b>	<b>9,729,000,263</b>	<b>8,852,675,981</b>

The accompanying notes are an integral part of the financial statements.

## Statements of comprehensive income

### For the year ended 31 December 2022

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2022	2021	2022	2021
<b>Profit or loss:</b>					
<b>Income</b>					
Gross premium written		7,313,640,780	6,332,882,249	7,307,223,393	6,329,647,718
Less: Premium ceded to reinsurers		(635,352,986)	(615,882,070)	(635,352,986)	(615,882,070)
Net premium written		6,678,287,794	5,717,000,179	6,671,870,407	5,713,765,648
Less: Unearned premium reserves increase from prior year		(421,686,266)	(299,810,442)	(419,847,926)	(299,832,869)
Net earned premium		6,256,601,528	5,417,189,737	6,252,022,481	5,413,932,779
Fee and commission income		173,452,613	127,528,424	173,452,613	127,528,424
Net investment income	25	98,393,311	88,755,975	96,353,177	86,038,814
Gain (loss) on financial instruments	26	(95,396,683)	103,773,397	(95,396,683)	103,773,397
Gain (loss) on fair value valuation of financial instruments	27	(61,426,761)	3,797,172	(61,426,761)	3,797,172
Other income		23,758,676	13,105,006	24,765,445	13,370,714
<b>Total income</b>		<b>6,395,382,684</b>	<b>5,754,149,711</b>	<b>6,389,770,272</b>	<b>5,748,441,300</b>
<b>Expenses</b>					
Claims and loss adjustment expenses		3,996,274,248	3,248,860,868	3,993,331,616	3,246,117,309
Less: Claim recovery from reinsurance		(232,775,937)	(197,167,371)	(232,775,937)	(197,167,371)
Commission and brokerage expenses		1,187,361,349	1,004,188,196	1,186,877,997	1,003,839,516
Other underwriting expenses		317,478,557	321,031,697	317,982,375	320,749,662
Operating expenses	28	869,897,941	786,674,517	855,916,634	771,836,918
Financial cost		83,317	95,320	-	-
Expected credit loss (reversal)	30	(2,416,396)	688,983	(2,461,192)	660,497
<b>Total expenses</b>	29	<b>6,135,903,079</b>	<b>5,164,372,210</b>	<b>6,118,871,493</b>	<b>5,146,036,531</b>
<b>Profit before income tax</b>		<b>259,479,605</b>	<b>589,777,501</b>	<b>270,898,779</b>	<b>602,404,769</b>
Income tax expenses	18.2	(54,655,415)	(117,773,084)	(54,655,415)	(117,773,084)
<b>Profit for the year</b>		<b>204,824,190</b>	<b>472,004,417</b>	<b>216,243,364</b>	<b>484,631,685</b>

The accompanying notes are an integral part of the financial statements.

## Statements of comprehensive income (continued)

For the year ended 31 December 2022

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2022	2021	2022	2021
<b>Other comprehensive income:</b>					
Other comprehensive income to be reclassified					
to profit or loss in subsequent periods					
Exchange differences on translation of					
financial statements in foreign currency (loss)		(13,628,267)	(4,103,384)	-	-
Loss on change in value of debt instruments					
measured at fair value through other comprehensive income		(9,907,391)	(6,054,527)	(9,907,391)	(6,054,527)
Add: Income tax effect		1,981,478	1,210,906	1,981,478	1,210,906
Other comprehensive income to be reclassified to profit or loss					
in subsequent periods - net of income tax (loss)		(21,554,180)	(8,947,005)	(7,925,913)	(4,843,621)
Other comprehensive income not to be reclassified					
to profit or loss in subsequent periods					
Gain on change in value of equity instruments					
designated at fair value through other comprehensive income		35,836,059	49,573,950	35,836,059	49,573,950
Actuarial gains		8,976,920	16,221,496	8,976,920	16,221,496
Less: Income tax effect		(8,962,596)	(13,159,089)	(8,962,596)	(13,159,089)
Other comprehensive income not to be reclassified to profit or loss					
in subsequent periods - net of income tax		35,850,383	52,636,357	35,850,383	52,636,357
<b>Other comprehensive income for the year</b>		<b>14,296,203</b>	<b>43,689,352</b>	<b>27,924,470</b>	<b>47,792,736</b>
<b>Total comprehensive income for the year</b>		<b>219,120,393</b>	<b>515,693,769</b>	<b>244,167,834</b>	<b>532,424,421</b>
<b>Profit for the year attributable to:</b>					
Equity holders of the Company		206,773,453	472,227,910	216,243,364	484,631,685
Non-controlling interests of the subsidiaries (loss)	15.2	(1,949,263)	(223,493)		
		<u>204,824,190</u>	<u>472,004,417</u>		
<b>Total comprehensive income for the year attributable to:</b>					
Equity holders of the Company		224,006,136	516,860,277	244,167,834	532,424,421
Non-controlling interests of the subsidiaries (loss)		(4,885,743)	(1,166,508)		
		<u>219,120,393</u>	<u>515,693,769</u>		
<b>Earnings per share</b>					
Basic earnings per share	32				
Profit attributable to equity holders of the Company		0.68	1.56	0.71	1.60

The accompanying notes are an integral part of the financial statements.

## Statements of cash flows

### For the year ended 31 December 2022

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<b>Cash flows from (used in) operating activities</b>				
Direct premium written	7,342,413,424	6,142,291,818	7,335,529,935	6,137,354,740
Cash paid for reinsurance	(240,499,221)	(245,562,258)	(239,514,366)	(244,224,291)
Interest income	5,332,492	44,490,975	5,095,856	44,144,090
Dividend income	24,843,873	41,754,697	24,843,873	41,754,697
Other income	26,796,482	6,282,847	25,601,945	6,301,122
Claim incurred on direct insurance	(3,229,436,226)	(2,991,512,851)	(3,226,766,200)	(2,989,731,357)
Loss adjustment expenses on direct insurance	(65,155,551)	(55,389,538)	(65,110,208)	(55,349,029)
Commission and brokerage on direct insurance	(1,206,729,593)	(960,046,129)	(1,205,957,625)	(959,481,299)
Other underwriting expenses	(320,683,471)	(315,621,139)	(320,557,308)	(315,339,103)
Operating expenses	(1,058,763,722)	(663,737,825)	(1,050,802,031)	(655,230,020)
Income tax	(164,701,699)	(77,911,685)	(164,701,699)	(77,911,598)
Cash received from investment assets	8,016,991,687	3,714,362,875	8,016,991,687	3,713,446,663
Cash paid for investment assets	(9,309,476,431)	(4,129,667,300)	(9,309,476,431)	(4,129,667,300)
<b>Net cash from (used in) operating activities</b>	<b>(179,067,956)</b>	<b>509,734,487</b>	<b>(174,822,572)</b>	<b>516,067,315</b>
<b>Cash flows from (used in) investing activities</b>				
Investment in subsidiaries	-	-	-7,950,000	(20,000,000)
Net cash received from disposals of investment in subsidiaries	5,000,000	-	5,000,000	-
Cash paid for purchases of equipment	(43,210,541)	(20,339,267)	(42,927,423)	(19,730,067)
Cash paid for purchase of intangible assets	(13,019,308)	(15,753,767)	(3,703,600)	(8,812,578)
Cash received from disposals of equipment	1,459	765,135	1,459	765,135
<b>Net cash used in investing activities</b>	<b>(51,228,390)</b>	<b>(35,327,899)</b>	<b>(49,579,564)</b>	<b>(47,777,510)</b>
<b>Cash flows from (used in) financial activities</b>				
Repayment of lease liabilities	(593,464)	(589,466)	-	-
Cash received from issuance of the ordinary shares of the subsidiary to non-controlling interests	2,050,000	-	-	-
Dividend paid	(212,099,580)	(60,599,980)	(212,099,580)	(60,599,980)
<b>Net cash used in financial activities</b>	<b>(210,643,044)</b>	<b>(61,189,446)</b>	<b>(212,099,580)</b>	<b>(60,599,980)</b>
<b>Translation adjustments</b>	<b>(587,049)</b>	<b>(155,935)</b>	<b>-</b>	<b>-</b>
<b>Unrealised exchange rate change</b>	<b>141,425</b>	<b>801,749</b>	<b>141,425</b>	<b>801,749</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(441,385,014)</b>	<b>413,862,956</b>	<b>(436,360,291)</b>	<b>408,491,574</b>
Decrease (increase) in allowance for expected credit loss	462,736	(695,751)	508,866	(669,584)
Cash and cash equivalents at beginning of year	745,844,663	332,677,458	737,770,587	329,948,597
<b>Cash and cash equivalents at end of year</b>	<b>304,922,385</b>	<b>745,844,663</b>	<b>301,919,162</b>	<b>737,770,587</b>

The accompanying notes are an integral part of the financial statements.



## Statements of changes in equity

### For the year ended 31 December 2022

(Unit: Baht)

Consolidated financial statements												
Equity attributable to equity holders of the Company												
					Other components of equity							
					Surplus (deficit) on changes in fair value of investments			Exchange		Equity		
					Debt instruments	Equity instruments		Exchange	Total equity	Equity		
					measured at fair	designated at fair		differences	attributable to	attributable to		
					value through other	value through other		on translation of	shareholders of	non-controlling		
					comprehensive	comprehensive		financial statements	the Company	interests of		
					income	income		in foreign currency		the subsidiaries		
						Total				Total equity		
Issued and paid-up	Premium on	Surplus	Retained earnings									
share capital	share capital	on change	Appropriated -	Unappropriated								
		in proportion	statutory reserve		comprehensive	comprehensive						
		shareholding in			income	income						
		a subsidiary										
<b>Balance as at 1 January 2021</b>	303,000,000	163,800,007	-	30,300,000	690,278,577	17,402,824	138,081,392	155,484,216	(10,669,013)	1,332,193,787	13,564,970	1,345,758,757
Profit (loss) for the year	-	-	-	472,227,910	-	-	-	-	-	472,227,910	(223,493)	472,004,417
Other comprehensive income for the year (loss)	-	-	-	12,977,197	(4,843,621)	39,659,160	34,815,539	(3,160,369)		44,632,367	(943,015)	43,689,352
Total comprehensive income for the year (loss)	-	-	-	485,205,107	(4,843,621)	39,659,160	34,815,539	(3,160,369)		516,860,277	(1,166,508)	515,693,769
Transfer to retained earning (Note 12.3)	-	-	-	(1,406,864)	-	1,406,864	1,406,864	-		-	-	-
Dividend paid during the year (Note 33)	-	-	-	(60,599,980)	-	-	-	-		(60,599,980)	-	(60,599,980)
<b>Balance as at 31 December 2021</b>	303,000,000	163,800,007	-	30,300,000	1,113,476,840	12,559,203	179,147,416	191,706,619	(13,829,382)	1,788,454,084	12,398,462	1,800,852,546
<b>Balance as at 1 January 2022</b>	303,000,000	163,800,007	-	30,300,000	1,113,476,840	12,559,203	179,147,416	191,706,619	(13,829,382)	1,788,454,084	12,398,462	1,800,852,546
Profit (loss) for the year	-	-	-	206,773,453	-	-	-	-	-	206,773,453	(1,949,263)	204,824,190
Other comprehensive income for the year (loss)	-	-	-	7,181,536	(7,925,913)	28,668,847	20,742,934	(10,691,787)		17,232,683	(2,936,480)	14,296,203
Total comprehensive income for the year (loss)	-	-	-	213,954,989	(7,925,913)	28,668,847	20,742,934	(10,691,787)		224,006,136	(4,885,743)	219,120,393
Sales of investment in subsidiary (Note 15.1)	-	-	3,912,282	-	-	-	-	-		3,912,282	1,087,718	5,000,000
Increased in share capital of subsidiary (Note 15.1)	-	-	-	-	-	-	-	-		-	2,050,000	2,050,000
Changing in percentage of shareholding												
in the subsidiary (Note 15.1)	-	-	(289,618)	-	-	-	-	-		(289,618)	289,618	-
Transfer to retained earning (Note 12.3)	-	-	-	230,629	-	(230,629)	(230,629)	-		-	-	-
Dividend paid during the year (Note 33)	-	-	-	(212,099,580)	-	-	-	-		(212,099,580)	-	(212,099,580)
<b>Balance as at 31 December 2022</b>	303,000,000	163,800,007	3,622,664	30,300,000	1,115,562,878	4,633,290	207,585,634	212,218,924	(24,521,169)	1,803,983,304	10,940,055	1,814,923,359

The accompanying notes are an integral part of the financial statements.

## Statements of changes in equity (continued)

For the year ended 31 December 2022

(Unit: Baht)

	Separate financial statements							
	Retained earnings				Other components of equity - surplus (deficit)			
					on changes in value of investments		Total	Total equity
	Issued and paid-up share capital	Premium on share capital	Appropriated - statutory reserve	Unappropriated	Debt instruments measured at fair value through other comprehensive income	Equity instruments designated at fair value through other comprehensive income		
<b>Balance as at 1 January 2021</b>					303,000,000	163,800,007	30,300,000	698,357,966
Profit for the year	-	-	-	484,631,685	-	-	-	484,631,685
Other comprehensive income for the year (loss)	-	-	-	12,977,197	(4,843,621)	39,659,160	34,815,539	47,792,736
Total comprehensive income for the year (loss)	-	-	-	497,608,882	(4,843,621)	39,659,160	34,815,539	532,424,421
Transfer to retained earning (Note 12.3)	-	-	-	(1,406,864)	-	1,406,864	1,406,864	-
Dividend paid during the year (Note 33)	-	-	-	(60,599,980)	-	-	-	(60,599,980)
<b>Balance as at 31 December 2021</b>	<u>303,000,000</u>	<u>163,800,007</u>	<u>30,300,000</u>	<u>1,133,960,004</u>	<u>12,559,203</u>	<u>179,147,416</u>	<u>191,706,619</u>	<u>1,822,766,630</u>
<b>Balance as at 1 January 2022</b>	303,000,000	163,800,007	30,300,000	1,133,960,004	12,559,203	179,147,416	191,706,619	1,822,766,630
Profit for the year	-	-	-	216,243,364	-	-	-	216,243,364
Other comprehensive income for the year (loss)	-	-	-	7,181,536	(7,925,913)	28,668,847	20,742,934	27,924,470
Total comprehensive income for the year (loss)	-	-	-	223,424,900	(7,925,913)	28,668,847	20,742,934	244,167,834
Transfer to retained earning (Note 12.3)	-	-	-	230,629	-	(230,629)	(230,629)	-
Dividend paid during the year (Note 33)	-	-	-	(212,099,580)	-	-	-	(212,099,580)
<b>Balance as at 31 December 2022</b>	<u>303,000,000</u>	<u>163,800,007</u>	<u>30,300,000</u>	<u>1,145,515,953</u>	<u>4,633,290</u>	<u>207,585,634</u>	<u>212,218,924</u>	<u>1,854,834,884</u>

The accompanying notes are an integral part of the financial statements.

## Notes to financial statements

### For the year ended 31 December 2022

#### 1. General information

##### Company information

Thaivivat Insurance Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. The Company’s major shareholder is MAFAM Co., Ltd., which was incorporated in Thailand whereby as at 31 December 2022, such major shareholder held 48.07% of the issued and paid-up share capital of the Company. The Company is principally engaged in non-life insurance. The registered office of the Company is at 71 Thaivivat Insurance Building, Dindaeng Road, Samsen Nai, Phayathai, Bangkok.

#### 2. Basis for preparation of the financial statements

##### 2.1 Basis for preparation of the financial statements

The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2004, and in accordance with Thai accounting practices related to insurance and the guidelines prescribed by the Office of Insurance Commission (“OIC”), and in accordance with the format of financial statements specified in the Notification of the OIC regarding criteria, procedures, conditions and terms for preparation and submission of financial statements and operating performance reports of non-life insurance companies (No.2) B.E. 2019 dated 4 April 2019.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

##### 2.2 Basis for consolidation financial statements

(a) The consolidated financial statements include the financial statements of Thaivivat Insurance Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”) (collectively as “the Group”):

Company’s name	Nature of business	Country of incorporation	Percentage of shareholding	
			2022 %	2021 %
Laovivat Insurance Co., Ltd.	Non-life insurance	Lao PDR	70.0	70.0
Motor AI Recognition Solution Co., Ltd.	Non-life insurance technology service	Thailand	76.5	100.0

(b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.

(c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.

(d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.

(e) The assets and liabilities in the financial statements of overseas subsidiary company are translated to Baht using the exchange rate prevailing on the end of reporting period, and revenues and expenses translated using monthly average exchange rates. The resulting differences are shown under the caption of “Exchange differences on translation of financial statements in foreign currency” in the statements of changes in equity.

(f) Material balances and transactions between the Group has been eliminated from the consolidated financial statements.

(g) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.

### 2.3 Basis for preparation of separate financial statements

The separate financial statements present investments in subsidiaries under the cost method.

## 3. New financial reporting standards

### 3.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards and interpretations which are effective for fiscal years beginning on or after 1 January 2022. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements

### 3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2023

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2023. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

## 4. Significant accounting policies

### 4.1 Revenue recognition

#### (a) Premium income

Premium income consists of direct premium and reinsurance premium less premium of canceled policies and premiums refunded to policyholders.

Direct premium income is recognised on the date the insurance policy comes into effect. For long-term insurance policies with coverage periods of longer than 1 year, related premium are recorded as unearned items, and recognised as income over the coverage period each year.

Reinsurance premium income is recognised as income when the reinsurer places the reinsurance application or the statement of accounts with the Company.

#### (b) Commission and brokerage fees income

Commission and brokerage fees from ceded premium are recognised when the insurance risk is transferred to another insurer.

Commission and brokerage fees from ceded premium with coverage periods longer than 1 year are recorded as unearned items and amortised to income in annual amounts over the coverage period.

#### (c) Net investment income

##### *Interest income*

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial assets, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial assets (net of the expected credit loss allowance).

##### *Dividends*

Dividends are recognised as revenue when the right to receive the dividends is established.

#### (d) Gain (loss) on financial instruments

Gain (loss) on disposal or write off of debt instruments measured at amortised cost, debt instruments measured at fair value through other comprehensive income and equity instruments measured at fair value through profit or loss. The Company recognises in profit or loss on the transaction date.

#### (e) Fair value gain (loss) on financial instruments

Fair value gain (loss) from the change in fair value of equity instruments and debt instruments measured at fair value through profit or loss, gain (loss) from the exchange rate and derivatives.

### 4.2 Expenses recognition

#### (a) Ceded premium

Ceded premium is recognised as expenses when the insurance risk is transferred to another reinsurance company under relevant direct policies.

For long-term reinsurance policies with coverage periods longer than 1 year, ceded premium is recorded as prepaid expenses and recognised as expenses over the coverage period each year.

#### (b) Claim and loss adjustment expenses

Claim and loss adjustment expense consist of claim and loss adjustment expenses of direct insurance and reinsurance of both reported claim and not reported claim, and include the amounts of claim, related expenses, and loss adjustments of current and prior period incurred during the year, less residual value and other recoveries (if any), and claim recovery from reinsurers.

Claims recovery from reinsurer is recognised when claim and loss adjustment expenses are recorded as the condition in the relevant reinsurance contract.

Claim and loss adjustment expenses of direct insurance is recognised upon the receipt of the claim advice from the insured, based on the claim notified by the insured and estimates made by the management. The maximum value of claim estimated shall not exceed the sum-insured under the relevant policy.

Claim and loss adjustment expenses of reinsurance are recognised when the reinsurer places the loss advice with the Company.

#### (c) Commission and brokerage expenses

Commission and brokerage are expended when incurred.

Commission and brokerage paid for policies with coverage periods of longer than 1 year are recorded as prepaid items and recognised as expenses over the coverage period each year.

#### (d) Other underwriting expenses

Other underwriting expenses are other insurance expenses for both direct and indirect expenses, including contributions, which are recognised as expenses on accrual basis.

#### (e) Operating expenses

Operating expenses are operating expenses, not related to underwriting and claim, which are recognised as expenses on accrual basis.

#### (f) Finance cost

Interest expenses from financial liabilities measured at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

### 4.3 Product classification

The Group classified the insurance contracts and outward reinsurance contracts based on the nature of the insurance contract. Insurance contracts are those contracts where the insurer has accepted significant insurance risk from another party (the policyholder) by agreeing to compensate the policyholder if a specified uncertain future event (the insured event) adversely affects the policyholder. To determine whether a significant insurance risk has been accepted, the insurer compares the benefits payable after an insured event occur with the benefits payable if the insured event did not occur. If the criteria are not met, the Group classifies the insurance contract as an investment contract. Investment contracts have the legal form of insurance contracts and transfer financial risk to the insurer, but not significant insurance risk. Financial risks are specified as interest rate risk, exchange rate risk, or price risk.

The Group classifies contracts based on assessment of the insurance risk at an inception of contract, on a contract-by-contract basis. Once a contract has been classified as an insurance contract, it remains an insurance contract for the remainder of its lifetime, unless all rights and obligations are extinguished or expire. If any contract is previously classified as an investment contract at an inception date, it can, however, be reclassified as insurance contracts after inception if insurance risk becomes significant.

The Group classifies all insurance contracts as short-term insurance contracts, which means insurance contracts that have coverage periods of up to 1 year and no automatic renewal clause, as well as critical illness, personal accident, health that have coverage periods of more than 1 year but the Company can terminate, increase or decrease insurance premiums or change any benefits of the insurance contracts throughout the coverage period.

#### 4.4 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

#### 4.5 Premium receivables and allowance for doubtful accounts

Premium receivable from direct insurance is stated at its net realisable value. The Group set up an allowance for doubtful account based on estimated loss that may incur in collection of the premium receivable, on the basis of collection experience, analysis of debtor aging and a review of current status of the premium receivable as at the end of reporting period.

Increase (decrease) in allowance for doubtful accounts is recorded as expenses during the year.

#### 4.6 Reinsurance assets

Reinsurance assets consist of insurance reserve refundable from reinsurers which is estimated based on the related reinsurance contract of loss reserves and outstanding claim in accordance with the law regarding insurance reserve calculation, and unearned premium reserves.

The Group set up an allowance for doubtful accounts of reinsurance assets when had indicator for impairment, based on losses that may be incurred due to uncollectible, taking into account collection experience, aged of balance, and the status of receivables from reinsurers as at the end of the reporting periods.

Increase (decrease) in allowance for doubtful accounts is recorded as expenses during the year.

#### 4.7 Reinsurance receivables and amount due to reinsurers

a) Reinsurance receivables are stated at the outstanding balance of amount due from reinsurers and amount deposit on reinsurance.

Amount due from reinsurers consist of inward premium receivable, accrued fee and commission income, claim and various other items receivable from reinsurers, less allowance for doubtful accounts. The Group set up an allowance for doubtful accounts for estimated loss that may be incurred due to inability to make collection, taking into account collection experience and the status of receivables from reinsurers as at the end of the reporting period.

(b) Due to reinsurers consist of outstanding balance of amount due to reinsurers and amount withheld on reinsurance.

Amount due to reinsurers consist of reinsurance premiums, and other items payable to reinsurers, excluding loss reserve from reinsurance.

The Group presents net of reinsurance to the same entity (reinsurance receivables or amounts due to reinsurers) when the following criteria for offsetting are met.

(1) The Group has a legal right to offset amounts presented in the statements of financial position, and

(2) The Group intend to receive or pay the net amount recognised in the statements of financial position, or to realise the asset at the same time as it pays the liability.

#### 4.8 Financial instruments

##### Investment in debt and equity instruments

The Group has classified financial assets as financial assets - debt instruments and equity instruments as follows:

##### Financial assets - debt instruments

The Group has classified investments in debt instruments as financial assets to be subsequently measured at amortised cost or fair value, based on the Group's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets, on the basis of the facts on the date of acquisition, with classifications as follows:

*(a) Financial assets measured at fair value through profit or loss (FVTPL)*

If the Company hold financial assets in debt instruments following business model, which the objective is not achieved collecting contractual cash flows or the contractual terms of the financial assets represent contractual cash flows that are not solely payments of principal and interest on the principal amount outstanding. These financial assets are classified as financial assets measured at fair value through profit or loss. These financial assets are initially recognised at fair value.

After initial recognition, unrealised gain or loss on change in fair value are recognised in profit or loss.

*(b) Financial assets measured at fair value through other comprehensive income (FVOCI)*

Investments in debt instruments are classified as financial assets measured at fair value through other comprehensive income if they meet both of the following conditions: the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and the contractual terms of the financial assets represent contractual cash flows that are solely payments of principal and interest on the principal amount outstanding. These financial assets are initially recognised at fair value.

After initial recognition, gain or loss on changes in fair value are presented as a separate item in other comprehensive income. The expected credit loss and interest income, which is calculated using the effective interest rate method, are recognised in profit or loss.

At the end of reporting period, investments in debt instruments measured at fair value through other comprehensive income are presented at fair value and net of allowance for expected credit loss (if any) in the statement of financial position.

*(c) Financial assets measured at amortised cost*

Investments in debt instruments are classified as financial assets measured at amortised cost if they meet both of the following conditions: the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and the contractual terms of the financial assets represent contractual cash flows that are solely payments of principal and interest on the principal amount outstanding. These financial assets are initially recognised at fair value as at transaction date.

At the end of reporting period, investments in debt instruments measured at amortised cost are started at amortised cost and net of allowance for expected credit loss (if any) in the statement of financial position.

***Financial assets - equity instruments***

All equity instruments are recognised at fair value in the statement of financial position, classified as follows:

*(a) Financial assets measured at fair value through profit or loss*

Investment in equity instruments that are held for trading are classified as financial assets measured at fair value through profit or loss, and the classification is irrevocable. Such classification is determined on an instrument-by-instrument basis.

After initial recognition, gain or loss arising from changes in fair value are recognised in profit or loss.

At the end of reporting period, investments in equity instruments measured at fair value through profit or loss are presented at fair value in the statement of financial position.

*(b) Financial assets measured at fair value through other comprehensive income*

Investments in equity instruments that are not held for trading but held for strategic purposes or investments in securities with high market volatility are classified as financial assets measured at fair value through other comprehensive income, and the classification is irrevocable. Such classification is determined on an instrument-by-instrument basis. The Company also classifies investments in real estate investment trusts and infrastructure trusts, infrastructure funds and property funds as investments in equity instrument designated at fair value through other comprehensive income.

After initial recognition, gain or loss arising from changes in the fair value of investments in equity instruments are separately presented in other comprehensive income.

At the end of the reporting period, investments in equity instruments designated at fair value through other comprehensive income are presented at fair value in the statement of financial position.

Investments in equity instruments are designated to be measured at fair value through other comprehensive income without requiring impairment assessment.

***Fair value***

The fair value of marketable securities is calculated based on the latest bid price of the last working day of the year as quoted on the Stock Exchange of Thailand. The fair value of non-marketable securities is calculated using discounted future cash flow techniques or approximated to their netbook value. The fair value of government bonds, state enterprise securities and private debt securities is calculated using the formula determined by the Thai Bond Market Association while the fair value of non-listed unit trusts is determined based on their net asset value.

### Investment income and disposal of investments

Gain or loss arising from disposal of investments are recognised in profit or loss on the transaction date, in statement of comprehensive income, except for gain or loss from disposal of investments in equity instruments designated to be measured at fair value through other comprehensive income, which are recognised in retained earnings. The weighted average method is used for computation of the cost of investments.

Dividends on these investments are recognised in profit or loss in the statement of comprehensive income, unless the dividends clearly represent a recovery of part of the cost of the investment.

### Changes in classification of investments in debt instruments

When there are changes in the Group's business model for management of financial assets, the Group has to reclassify investments in debt instruments and adjust the value of these investments to their fair value on the reclassification date. Differences between the book value and fair value of investments in debt instruments on the reclassification date are recorded in profit or loss or other comprehensive income, depending on the classification of the investments.

### Loans and interest receivables

Loans and interest receivables are stated at amortised cost and net of allowance for expected credit loss (if any).

### Allowance for expected credit loss of financial assets

The Group recognises expected credit loss on its financial assets that are debt instruments, such as cash and cash equivalent, financial assets that are debt instruments measured at amortised cost, financial assets that are debt instruments measured at fair value through comprehensive income and loans and interest receivables by applying the general approach. The Group recognises an allowance for expected credit loss at the amount equivalent to the lifetime expected credit loss when there has been a significant increase in credit risk since the initial recognition date but that are not credit-impaired or that are impaired. However, if there has not been a significant increase in credit risk since initial recognition date, the Group recognised allowance for expected credit loss at the amount equivalent to the expected credit loss in the next 12 months.

At every reporting date, the Group assesses whether there has been a significant increase in the credit risk of financial assets since initial recognition by considering internal and external credit ratings of the counterparties and overdue status.

Expected credit loss (ECLs) are calculated using probability of default (PD), loss given default (LGD) and exposure at default (EAD). The Group assessed PD and LGD by considering the historical loss experience adjusted with current observable data and reasonable and supportable forward-looking information. The Group determines EAD using gross carrying value at the reporting date.

For other financial assets or contract assets that do not contain a significant financing component, the Group applies a simplified approach to determine the lifetime expected credit loss. It is based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

Increase (decrease) in allowance for expected credit loss is recognised as expenses during the year in profit or loss in statement of comprehensive income.

### Classification and measurement of financial liabilities

At initial recognition the Group's financial liabilities are recognised at fair value and net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the effective interest rate method. Gains and losses are recognised in profit or loss when the financial liabilities are derecognised as well as through the EIR amortisation process.

### Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires.

### Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

## **4.9 Derivatives**

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes are recognised in profit or loss. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

The fair value of derivatives is based on their market price at the end of financial reporting period.



#### 4.10 Investments in subsidiaries

Investments in subsidiaries are accounted for in the separate financial statements using the cost method and net of allowance for impairment (if any). Loss on impairment is recognised as expense in the statement of comprehensive income.

#### 4.11 Property, buildings and equipment and depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for impairment of assets (if any).

Depreciation of buildings and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Buildings-	-	20 years
Furniture and equipment	-	2 - 5 years
Motor vehicles	-	5 years

Depreciation is included in determining income.

No depreciation is provided on land and work in process.

An item of property, buildings and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset (the difference between the net compensation from disposal of an assets and the carrying amounts) is included in profit or loss when the asset is derecognised.

#### 4.12 Intangible assets and amortisation

Intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment loss (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible assets may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss. No amortisation is provided on computer software under development.

The intangible assets with finite useful lives which are computer software are 2 and 10 years.

#### 4.13 Goodwill

Goodwill is initially recorded at cost, which equals to the excess of cost of business combination over the fair value of the net assets acquired.

Goodwill is carried at cost less any accumulated impairment loss (if any). Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the subsidiary cash generating units (or group of cash-generating units) that are expected to benefit from the synergies of the combination. The Company estimates the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in profit or loss. Impairment loss relating to goodwill cannot be reversed in future periods.

#### 4.14 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment review in respect of the property, buildings and equipment, right-of-use assets and intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount.

An impairment loss is recognised in profit or loss as part of the statement of comprehensive income.

In the assessment of asset impairment if there is any indication that previously recognised impairment loss may no longer exist or may have decreased, the Group estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased in carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss.

#### 4.15 Insurance contract liabilities

Insurance contract liabilities consist of claim reserve and outstanding claims and premium reserves.

##### (a) Claim reserves and outstanding claims

Outstanding claims are recorded at the amount to be actually paid. Loss reserves are provided upon receipt of claim advices from the insured based on the claims notified by the insured and estimates made by the management. The maximum value of claims estimate shall not exceed the sum-insured under the relevant policy.

Claim reserves are calculated by using an actuarial method based on a best estimate of claims which are expected to be paid in respect of losses that occurred before or as at the end of the reporting date, covering both reported and not reported loss, and including loss adjustment expense, after deducting salvage values and other recoverable value. The different between the calculated claim reserves and the claim already recognised are recorded as incurred but not yet reported claims (IBNR).

##### (b) Premium reserves

Premium reserves consist of unearned premium reserve and unexpired risk reserve.

###### (1) Unearned premium reserve

Unearned premium reserve is calculated based on direct premium before deducting premium ceded as follows

Transportation (cargo), travelling accident with coverage periods of not over six-months	-	100% of premium as from the date policy is effective, throughout the period of insurance coverage
Others	-	Daily average basis by the period of coverage under policy

###### (2) Unexpired risk reserve

Unexpired risk reserve is the reserve for the claims that may be incurred in respect of in-force policies. Unexpired risk reserve is set aside using an actuarial method, at the best estimate of the claims that are expected be incurred during the remaining period of coverage, based on historical claims data.

As at the end of reporting period, the Group compares the amounts of unexpired risk reserve with unearned premium reserve, and if unexpired risk reserve is higher than unearned premium reserve, the difference is recognised and the unexpired risk reserve is therefore presented in the financial statements.

The increase or decrease in premium reserve from prior year is to be recognised in profit or loss.

#### 4.16 Employee benefits

##### (a) Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

##### (b) Post-employment benefits

###### Defined contribution plans

The Company and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Company. The fund's assets are held in a separate trust fund and the Company's contributions are recognised as expenses when incurred.

###### Defined benefit plans

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Group treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by an independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gain and loss arising from post-employment benefits are recognised immediately in other comprehensive income.

#### 4.17 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

#### 4.18 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

##### Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment loss, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Buildings	2 - 7 years
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##### Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate.

The Group discounted the present value of the lease payments by the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

##### Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

#### 4.19 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency. Items of each entity included in the consolidated financial statements are measured using the functional currency of that entity.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gain and loss on exchange are included in the statement of income.

#### 4.20 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

##### Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

##### Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and its carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while it recognises deferred tax assets for all deductible temporary differences to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences can be utilised.

At each reporting period, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to equity if the tax relates to items that are recorded directly to equity.

#### 4.21 Related party transactions

Related parties comprise enterprises and individuals that control, or are controlled by, the Group, whether directly or indirectly, or which are under common control with the Group.

They also include individuals or enterprises which directly or indirectly own a voting interest in the Group that gives them significant influence over the Group, key management personnel, directors, and officers with authority in the planning and direction of the Group's operations.

#### 4.22 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities. In case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

- Level 1 Use of quoted market prices in an observable active market for such assets or liabilities
- Level 2 Use of other observable inputs for such assets or liabilities, whether directly or indirectly
- Level 3 Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

## 5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with Thai Financial Reporting Standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

#### 5.1 Recognition and derecognition of assets and liabilities

In considering whether to recognise or to derecognise assets or liabilities, the management is required to make judgement on whether significant risk and rewards of those assets or liabilities have been transferred, based on their best knowledge of the current events and arrangements.

#### 5.2 Allowances for expected credit loss of financial assets

The management is required to use judgement in estimating allowance for expected credit loss of financial assets. The Group's calculation of allowance for expected credit loss depends on the criteria used for assessment of a significant increase in credit risk, the development of a model, the debtors status analysis, and the probability of debt collection. This estimation has various relevant factors; therefore, the actual results may differ from estimates.

#### 5.3 Allowance for impairment of non-financial assets

In determining allowance for impairment of a non-financial asset, the management is required to exercise judgements regarding determination of the recoverable amount of the asset, both of its fair value less costs of disposal and its value in use. The recoverable amount is based on available data or observable market prices or a discounted cash flow model. The cash flows are derived from the expected future cash-inflows. Changes in assumption relevant to the factors using to calculation may affect to the assessment of impairment.

#### 5.4 Allowance for doubtful accounts

In determining an allowance for doubtful accounts on premium receivables and amounts due from reinsurers, the management needs to make judgement and estimates based upon, among other things, past collection history, aging of outstanding debts and the prevailing economic condition.

### 5.5 Property, buildings and equipment/Depreciation

In determining depreciation of buildings and equipment, the management is required to make estimates of the useful lives and residual value of the buildings and equipment, and to review estimate useful lives and residual value when there are any changes.

In addition, the management is required to review property, buildings and equipment for impairment on a periodical basis and record impairment loss when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

### 5.6 Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences to the extent that it is probable that taxable profit will be available against which the temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profits.

### 5.7 Loss reserves and outstanding claims

At the end of each reporting period, the Group has to estimate loss reserves and outstanding claims taking into account two factors. These are claims incurred and reported, and the claims incurred but not yet reported (IBNR). The ultimate loss of outstanding claims is established using a range of standard actuarial claims projection techniques. The main assumptions underlying these techniques relate to historical experience, including the development of claims estimates, paid and incurred loss, average costs per claim and claim numbers, etc. Nevertheless, the estimation requires the management's judgements reflecting the best estimate available at that time, such estimates are forecasts of future outcomes, and actual results could differ.

### 5.8 Unexpired risk reserve

Unexpired risk reserve is calculated using an actuarial method, based on a best estimate of the claims expected to be paid over the remaining term of the insurance. Estimating the reserve requires the management to exercise judgement, with reference to historical data and the best estimates available at that time.

### 5.9 Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

### 5.10 Litigation

The Company has contingent liabilities as a result of litigation. The Company's management has used judgement to assess the results of the litigation and believes that loss incurred will not exceed the recorded amounts as at the end of reporting period.

### 5.11 Fair value of financial instruments

In determining the fair value of financial instruments that are not actively traded and for which quoted market prices are not readily available, the management exercise judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk, liquidity, correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value and disclosures of fair value hierarchy.

## 6. Classification of financial assets and financial liabilities

As at 31 December 2022 and 2021, carrying amount of financial assets and financial liabilities are classified as follow:

(Unit : Baht)

	Consolidated financial statements				
	2022				
	Financial instruments measured at FVTPL	Debt instruments measured at FVOCI	Equity instruments designated at FVOCI	Financial instruments measured at amortised cost	Total
<b>Financial assets</b>					
Cash and cash equivalents	-	-	-	304,922,385	304,922,385
Accrued investment income	-	-	-	83,243,992	83,243,992
Financial assets - debt instruments	981,041,567	3,560,334,119	-	905,230,002	5,446,605,688
Financial assets - equity instruments	467,721,163	-	375,541,912	-	843,263,075
Derivative assets	2,378,620	-	-	-	2,378,620
Loan and interest receivables	-	-	-	3,183,664	3,183,664
Other assets - claim receivables from litigants	-	-	-	541,204,765	541,204,765
Other assets - cash equivalents which subject to restrictions	-	-	-	9,078,890	9,078,890
<b>Financial liabilities</b>					
Other liabilities - Lease liabilities	-	-	-	3,084,121	3,084,121

(Unit : Baht)

Consolidated financial statements					
2021					
	Financial instruments measured at FVTPL	Debt instruments measured at FVOCI	Equity instruments designated at FVOCI	Financial instruments measured at amortised cost	Total
<b>Financial assets</b>					
Cash and cash equivalents	-	-	-	745,844,663	745,844,663
Accrued investment income	-	-	-	17,124,975	17,124,975
Financial assets - debt instruments	1,466,259,935	1,806,066,299	-	1,108,329,066	4,380,655,300
Financial assets - equity instruments	412,646,589	-	343,371,222	-	756,017,811
Loan and interest receivables	-	-	-	4,071,757	4,071,757
Other assets - claim receivables from litigants	-	-	-	562,444,379	562,444,379
Other assets - cash equivalents which subject to restrictions	-	-	-	9,039,892	9,039,892
<b>Financial liabilities</b>					
Derivative liabilities	764,195	-	-	-	764,195
Other liabilities - Lease liabilities	-	-	-	3,205,385	3,205,385

(Unit : Baht)

Separate financial statements					
2022					
	Financial instruments measured at FVTPL	Debt instruments measured at FVOCI	Equity instruments designated at FVOCI	Financial instruments measured at amortised cost	Total
<b>Financial assets</b>					
Cash and cash equivalents	-	-	-	301,919,162	301,919,162
Accrued investment income	-	-	-	78,243,214	78,243,214
Financial assets - debt instruments	981,041,567	3,560,334,119	-	873,244,732	5,414,620,418
Financial assets - equity instruments	467,721,163	-	375,541,912	-	843,263,075
Derivative assets	2,378,620	-	-	-	2,378,620
Loan and interest receivables	-	-	-	3,183,664	3,183,664
Other assets - claim receivables from litigants	-	-	-	541,174,765	541,174,765
Other assets - cash equivalents which subject to restrictions	-	-	-	9,078,890	9,078,890

(Unit : Baht)

	Separate financial statements 2021				
	Financial instruments measured at FVTPL	Debt instruments measured at FVOCI	Equity instruments designated at FVOCI	Financial instruments measured at amortised cost	Total
<b>Financial assets</b>					
Cash and cash equivalents	-	-	-	737,770,587	737,770,587
Accrued investment income	-	-	-	12,903,066	12,903,066
Financial assets - debt instruments	1,466,259,935	1,806,066,299	-	1,066,189,682	4,338,515,916
Financial assets - equity instruments	412,646,589	-	343,371,222	-	756,017,811
Loan and interest receivables	-	-	-	4,071,757	4,071,757
Other assets - claim receivables from litigants	-	-	-	562,357,661	562,357,661
Other assets - cash equivalents which subject to restrictions	-	-	-	9,039,892	9,039,892
<b>Financial liabilities</b>					
Derivative liabilities	764,195	-	-	-	764,195

## 7. Cash and cash equivalents

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
Cash on hand	1,299,847	6,254,511	1,259,884	6,220,893
Deposits at banks with no fixed maturity date	299,580,415	736,900,031	296,515,740	728,786,597
Deposits at banks and certificate of deposit with fixed maturity date	4,480,880	3,609,305	4,480,880	3,609,305
Total cash and cash equivalents	305,361,142	746,763,847	302,256,504	738,616,795
Less: Allowance for expected credit loss	(438,757)	(919,184)	(337,342)	(846,208)
<b>Cash and cash equivalents</b>	<b>304,922,385</b>	<b>745,844,663</b>	<b>301,919,162</b>	<b>737,770,587</b>

As at 31 December 2022, saving deposits and fixed deposits carried interest between 0.00% and 1.00% per annum (Separate financial statements: 0.00% and 0.30% per annum) (2021: between 0.00% and 1.00% per annum for the consolidated financial statements and between 0.00% and 0.65% per annum for the separate financial statements).



## 8. Premium receivables

The balances as at 31 December 2022 and 2021 of premium receivables from direct insurance are classified by aging from the maturity date under the stipulated law of the premium collection as follows:

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
Not yet due	768,371,286	759,288,503	768,053,378	759,181,034
Not over 30 days	55,483,032	102,184,129	55,138,619	102,009,298
Over 30 days to 60 days	20,334,842	47,215,310	20,233,618	47,170,764
Over 60 days to 90 days	8,712,737	15,038,619	8,592,556	15,018,354
Over 90 days	18,656,278	24,576,838	18,471,150	24,552,100
Total premium receivables	871,558,175	948,303,399	870,489,321	947,931,550
Less: Allowance for doubtful accounts	(928,068)	(1,159,286)	(928,068)	(1,159,286)
<b>Total premium receivables, net</b>	<b>870,630,107</b>	<b>947,144,113</b>	<b>869,561,253</b>	<b>946,772,264</b>

For premium receivables due from agents and brokers, the Company has stipulated the collection guideline in accordance with the law of the premium collection. For overdue premium receivables, the Company takes legal actions with such agents and brokers on a case by case basis.

## 9. Reinsurance assets

(Unit : Baht)

	Consolidated and separate financial statements	
	2022	2021
Insurance reserves refundable from reinsurers		
Claim reserves and outstanding claims	121,480,441	154,685,007
Unearned premium reserves	285,242,242	231,344,709
<b>Reinsurance assets</b>	<b>406,722,683</b>	<b>386,029,716</b>

## 10. Receivables from reinsurance contracts

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
Amounts deposited on reinsurance	-	-	90,040	63,831
Amounts due from reinsurers	77,478,053	64,452,039	78,214,120	65,835,998
Total	77,478,053	64,452,039	78,304,160	65,899,829
Less: Allowance for doubtful accounts	(17,580,862)	(17,580,862)	(17,580,862)	(17,580,862)
<b>Receivables from reinsurance contracts - net</b>	<b>59,897,191</b>	<b>46,871,177</b>	<b>60,723,298</b>	<b>48,318,967</b>

As at 31 December 2022 and 2021, the balances of amounts due from reinsurers are classified by aging as follows:

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
Not yet due	39,165,307	20,532,191	39,165,307	20,532,191
Not over 1 year	38,095,233	43,702,335	38,831,300	45,086,294
Over 1 year to 2 years	217,513	217,513	217,513	217,513
Total	77,478,053	64,452,039	78,214,120	65,835,998
Less: Allowance for doubtful accounts	(17,580,862)	(17,580,862)	(17,580,862)	(17,580,862)
<b>Total amounts due from reinsurers - net</b>	<b>59,897,191</b>	<b>46,871,177</b>	<b>60,633,258</b>	<b>48,255,136</b>

## 11. Financial assets - debt instruments

### 11.1 Classified by type of financial assets

(Unit : Baht)

	Consolidated financial statements			
	2022		2021	
	Cost/ Amortised cost	Fair value	Cost/ Amortised cost	Fair value
<b>Debt instruments measured at FVTPL</b>				
Government and state enterprise securities	46,198,243	45,946,222	29,965,916	29,764,552
Private debt securities	15,409,596	15,145,459	-	-
Unit trusts	1,003,028,129	919,949,886	1,490,226,711	1,436,495,383
Total	1,064,635,968	981,041,567	1,520,192,627	1,466,259,935
Less: Unrealised loss	(83,594,401)		(53,932,692)	
Total	981,041,567		1,466,259,935	
<b>Debt instruments measured at FVOCI</b>				
Government and state enterprise securities	718,122,760	719,837,297	80,004,673	80,311,963
Private debt securities	2,837,537,862	2,840,496,822	1,712,301,946	1,725,754,336
Total	3,555,660,622	3,560,334,119	1,792,306,619	1,806,066,299
Add: Unrealised gain	5,791,612		15,699,003	
Less: Allowance for expected credit loss	(1,118,115)		(1,939,323)	
Total	3,560,334,119		1,806,066,299	
<b>Debt instruments measured at amortised cost</b>				
Government and state enterprise securities	845,369,806		178,509,920	
Private debt securities	841,000		841,000	
Foreign debt instruments	15,000,000		25,000,000	
Deposits at financial institutions which amounts maturing in over 3 months	46,621,807		907,700,179	
Total	907,832,613		1,112,051,099	
Less: Allowance for expected credit loss	(2,602,611)		(3,722,033)	
Total	905,230,002		1,108,329,066	
<b>Total financial assets - debt instruments - net</b>	<b>5,446,605,688</b>		<b>4,380,655,300</b>	

(Unit : Baht)

	Separate financial statements			
	2022		2021	
	Cost/ Amortised cost	Fair value	Cost/ Amortised cost	Fair value
<b>Debt instruments measured at FVTPL</b>				
Government and state enterprise securities	46,198,243	45,946,222	29,965,916	29,764,552
Private debt securities	15,409,596	15,145,459	-	-
Unit trusts	1,003,028,129	919,949,886	1,490,226,711	1,436,495,383
Total	1,064,635,968	981,041,567	1,520,192,627	1,466,259,935
Less: Unrealised loss	(83,594,401)		(53,932,692)	
Total	981,041,567		1,466,259,935	
<b>Debt instruments measured at FVOCI</b>				
Government and state enterprise securities	718,122,760	719,837,297	80,004,673	80,311,963
Private debt securities	2,837,537,862	2,840,496,822	1,712,301,946	1,725,754,336
Total	3,555,660,622	3,560,334,119	1,792,306,619	1,806,066,299
Add: Unrealised gain	5,791,612		15,699,003	
Less: Allowance for expected credit loss	(1,118,115)		(1,939,323)	
Total	3,560,334,119		1,806,066,299	
<b>Debt instruments measured at amortised cost</b>				
Government and state enterprise securities	845,369,806		178,509,920	
Private debt securities	841,000		841,000	
Foreign debt instruments	15,000,000		25,000,000	
Deposits at financial institutions which amounts maturing in over 3 months	14,623,548		865,540,390	
Total	875,834,354		1,069,891,310	
Less: Allowance for expected credit loss	(2,589,622)		(3,701,628)	
Total	873,244,732		1,066,189,682	
<b>Total financial assets - debt instruments - net</b>	<b>5,414,620,418</b>		<b>4,338,515,916</b>	

As at 31 December 2022 and 2021, certain investments of the Group has been placed and reserved as insurance reserves with the Registrar, and placed as other collateral in respect of certain performance as required in the normal course of business as described in Note 36 to the financial statements.

## 11.2 Classified by stage of credit risk

(Unit : Baht)

	Consolidated and separate financial statements			
	2022		2021	
	Fair value	Allowance for expected credit loss	Fair value	Allowance for expected credit loss
<b>Debt instruments measured at FVOCI</b>				
Stage 1 - Debt securities without a significant increase in credit risk	3,560,334,119	1,024,175	1,806,066,299	1,845,383
Stage 3 - Debt securities with credit impaired	-	93,940	-	93,940
<b>Total</b>	<b>3,560,334,119</b>	<b>1,118,115</b>	<b>1,806,066,299</b>	<b>1,939,323</b>

(Unit : Baht)

	Consolidated financial statements					
	2022			2021		
	Carrying value - gross	Allowance for expected credit loss	Carrying value	Carrying value - gross	Allowance for expected credit loss	Carrying value
<b>Debt instruments measured at amortised cost</b>						
Stage 1 - Debt securities without a significant increase in credit risk	891,991,613	69,276	891,922,337	1,086,210,099	501,711	1,085,708,388
Stage 2 - Debt securities with a significant increase in credit risk	15,000,000	1,692,335	13,307,665	25,000,000	2,379,322	22,620,678
Stage 3 - Debt securities with credit impaired	841,000	841,000	-	841,000	841,000	-
<b>Total</b>	<b>907,832,613</b>	<b>2,602,611</b>	<b>905,230,002</b>	<b>1,112,051,099</b>	<b>3,722,033</b>	<b>1,108,329,066</b>

(Unit : Baht)

	Separate financial statements					
	2022			2021		
	Carrying value - gross	Allowance for expected credit loss	Carrying value	Carrying value - gross	Allowance for expected credit loss	Carrying value
<b>Debt instruments measured at amortised cost</b>						
Stage 1 - Debt securities without a significant increase in credit risk	859,993,354	56,287	859,937,067	1,044,050,310	481,306	1,043,569,004
Stage 2 - Debt securities with a significant increase in credit risk	15,000,000	1,692,335	13,307,665	25,000,000	2,379,322	22,620,678
Stage 3 - Debt securities with credit impaired	841,000	841,000	-	841,000	841,000	-
<b>Total</b>	<b>875,834,354</b>	<b>2,589,622</b>	<b>873,244,732</b>	<b>1,069,891,310</b>	<b>3,701,628</b>	<b>1,066,189,682</b>

## 12. Financial assets - equity instruments

### 12.1 Classified by type of financial assets

(Unit : Baht)

	Consolidated and separate financial statements			
	2022		2021	
	Cost	Fair value	Cost	Fair value
<b>Equity instruments measured at FVTPL</b>				
Domestic listed equity instruments	412,430,969	407,770,159	342,806,892	353,037,286
Foreign listed equity instruments	81,555,325	59,951,004	65,382,652	59,609,303
Total	493,986,294	467,721,163	408,189,544	412,646,589
Add (less): Unrealised gain (loss)	(26,265,131)		4,457,045	
<b>Total</b>	<b>467,721,163</b>		<b>412,646,589</b>	

(Unit : Baht)

	Consolidated and separate financial statements			
	2022		2021	
	Cost	Fair value	Cost	Fair value
<b>Equity instruments designated at FVOCI</b>				
Domestic listed equity instruments	31,037,196	81,245,599	31,296,397	80,200,293
Non-listed equity instruments	3,720,650	176,267,564	3,720,650	143,523,049
Domestic unit trusts	81,302,023	118,028,749	84,419,905	119,647,880
<b>Total</b>	<b>116,059,869</b>	<b>375,541,912</b>	<b>119,436,952</b>	<b>343,371,222</b>
Add: Unrealised gain	259,482,043		223,934,270	
<b>Total</b>	<b>375,541,912</b>		<b>343,371,222</b>	
<b>Total financial assets - equity instruments - net</b>	<b>843,263,075</b>		<b>756,017,811</b>	

### 12.2 Equity instruments designated at FVOCI

(Unit : Baht)

	Consolidated and separate financial statements			
	2022		2021	
	Fair value	Dividend received	Fair value	Dividend received
<b>Equity instruments designated at FVOCI</b>				
Domestic listed equity instruments	81,245,599	3,205,965	80,200,293	2,205,086
Non-listed equity instruments	176,267,564	30,375	143,523,049	30,375
Domestic unit trusts	118,028,749	6,371,300	119,647,880	9,824,841
<b>Total</b>	<b>375,541,912</b>	<b>9,607,640</b>	<b>343,371,222</b>	<b>12,060,302</b>

### 12.3 Investments derecognition

During the years ended 31 December 2022 and 2021, the Company disposed of its investments in equity instruments designated at fair value through other comprehensive income from the accounts. The Company therefore transferred the previous recognised changes in the fair value of these investments in other comprehensive income, to be recognised in retained earnings as follows:

(Unit : Baht)

	Consolidated and separate financial statements			
	For the year ended 31 December 2022			
	Fair value at the derecognition date	Dividend received	Retained earnings (loss) from disposal	Reason for derecognition
Domestic listed equity instruments	5,760,453	48,630	288,286	Disposal
<b>Total</b>	<b>5,760,453</b>	<b>48,630</b>	<b>288,286</b>	
Less: Related tax			(57,657)	
			<b>230,629</b>	

(Unit : Baht)

	Consolidated and separate financial statements			
	For the year ended 31 December 2021			
	Fair value at the derecogni- tion date	Dividend received	Retained earnings (loss) from disposal	Reason for derecognition
Domestic listed equity instruments	16,661,580	7,801,920	(1,758,580)	Disposal
Total	16,661,580	7,801,920	(1,758,580)	
Add: Related tax			351,716	
			(1,406,864)	

### 13. Other components of equity - surplus on changes in value of investments

(Unit : Baht)

	Consolidated and separate financial statements	
	For the years ended 31 December	
	2022	2021
<b>Debt instruments measured at FVOCI</b>		
Balance - beginning of the year	12,559,203	17,402,824
Changes during the year		
Loss on revaluation during the year	(9,907,391)	(6,054,527)
Related income tax	1,981,478	1,210,906
Net comprehensive income for the year (loss)	(7,925,913)	(4,843,621)
Balance - end of the year	4,633,290	12,559,203
<b>Equity instruments designated at FVOCI</b>		
Balance - beginning of the year	179,147,416	138,081,392
Changes during the year		
Gains on revaluation during the year	35,836,059	49,573,950
Loss (gain) on sales recognised in retained earnings during the year	(288,286)	1,758,580
Total	35,547,773	51,332,530
Related income tax	(7,109,555)	(10,266,506)
Net comprehensive income for the year	28,438,218	41,066,024
Balance - end of the year	207,585,634	179,147,416
<b>Total</b>	<b>212,218,924</b>	<b>191,706,619</b>



## 14. Loans and interest receivables

As at 31 December 2022 and 2021, loans and interest receivables classified by stage of credit risk as follows:

(Unit : Baht)

Staging	Consolidated and separate financial statements		
	2022		
	Mortgage loans	Other loans	Total
Stage 1 - Loans without a significant increase in credit risk	2,573,974	609,690	3,183,664
Stage 3 - Loans with credit impaired	753,812	-	753,812
Total	3,327,786	609,690	3,937,476
Less: Allowance for expected credit loss	(753,812)	-	(753,812)
<b>Loans and interest receivables - net</b>	<b>2,573,974</b>	<b>609,690</b>	<b>3,183,664</b>

(Unit : Baht)

Staging	Consolidated and separate financial statements		
	2021		
	Mortgage loans	Other loans	Total
Stage 1 - Loans without a significant increase in credit risk	3,572,140	499,617	4,071,757
Stage 3 - Loans with credit impaired	753,812	-	753,812
Total	4,325,952	499,617	4,825,569
Less: Allowance for expected credit loss	(753,812)	-	(753,812)
<b>Loans and interest receivables - net</b>	<b>3,572,140</b>	<b>499,617</b>	<b>4,071,757</b>

The assets used as collateral for mortgage loans are mainly land and construction thereon. The mortgage value of these assets according to mortgage agreements have been used in assessing the allowance for expected credit loss.

The Company has set the criteria for loans granted to employees, which include term of repayment and applicable interest rate. The Company charges interest on such loan at the rate of 5.5% per annum, 8.5% per annum on the first consecutive loan and an additional 2.0% per annum on further consecutive loans. The Company has determined the credit limit of each project as follows:

Project	Collateral	Credit line
General loan	Personal guarantees	- Not exceeding 4 times monthly salary, with a limit of Baht 50,000
Housing loan	Land and/or construction thereon	- Not exceeding 40 times monthly salary, with a limit of Baht 2 million, and not exceeding 70% of the appraisal value of the land - Not exceeding 40 times monthly salary, with a limit of Baht 2 million, and not exceeding 85% of the appraisal value of the land and construction thereon
Housing maintenance loan	Personal guarantees and/or securities	- Not exceeding 40 times monthly salary, with a limit of Baht 2 million, and not exceeding 85% of the appraisal value of the housing

## 15. Investments in subsidiaries

15.1 Detail of investments in subsidiaries as presented in separate financial statements is as follow:

Company's name	Paid up capital		Shareholding percentage		Cost	
	2022	2021	2022	2021	2022	2021
	Baht	Baht	%	%	Baht	Baht
Laovivat Insurance Co., Ltd. (engaged in non-life insurance business)	67,200,000	67,200,000	70.0	70.0	67,200,000	67,200,000
Motor AI Recognition Solution Co., Ltd. (engaged in non-life insurance technology service)	30,000,000	20,000,000	76.5	100.0	22,950,000	20,000,000
					<b>90,150,000</b>	<b>87,200,000</b>

### Sale of investments in subsidiary

On 26 January 2022, the Board of Directors meeting of the Company No. 1/2022 passed a resolution to approve sale of an investment in 50,000 shares of Motor AI Recognition Solution Co., Ltd. to two other project participants, the technology consultants, at a price of Baht 100 per share, or for a total of Baht 5,000,000. The Company received payment and transferred the shares in May 2022. Accordingly, the Company's shareholding in the subsidiary has decreased from 100 percent to 75 percent.

### Increase in share capital of subsidiary

On 4 July 2022, the Extraordinary General Meeting of the shareholders No. 1/2022 of Motor AI Recognition Solution Co., Ltd. passed a resolution to approve an increase of Baht 5 million in the registered share capital, from Baht 20 million to Baht 25 million by issuing 50,000 new ordinary shares with a par value of Baht 100 per share. The subsidiary received full payment for the additional share capital in July 2022 and registered the increased in its registered share capital with the Ministry of Commerce on 20 July 2022.

The Company has exercised its rights to purchase the additional shares of its subsidiary in proportion to its existing shareholding. As a result, its shareholding in the subsidiary remains the same at 75 percent of the issued and paid-up share capital of the subsidiary.

Subsequently, on 5 October 2022, the Extraordinary General Meeting of the shareholders No. 2/2022 of Motor AI Recognition Solution Co., Ltd. passed a resolution approving an increase of Baht 5 million in the registered share capital, from Baht 25 million to Baht 30 million by issuing 50,000 new ordinary shares with a par value of Baht 100 per share offered to the existing shareholders. The subsidiary received full payment for the additional share capital on 5 October 2022 and registered the increase in its registered share capital with the Ministry of Commerce on 7 October 2022.

The Company exercised its rights to purchase the additional shares of its subsidiary in proportion to its existing shareholding and remaining shares to which existing shareholders waived their rights, for a total of 42,000 shares with a par value of Baht 100 per share. As a result, its shareholding in the subsidiary increased from 75 percent to 76.5 percent of the issued and paid-up share capital of the subsidiary.

## 15.2 Details of investments in subsidiary that have material non-controlling interests

(Unit : Baht)

Company's name	Proportion of equity interest held by non-controlling interests		Accumulated balance of non-controlling interests		Loss allocated to non-controlling interests during the years	
	2022	2021	2022	2021	2022	2021
	%	%				
Laovivat Insurance Co., Ltd.	30.0	30.0	9,018,524	12,398,462	(443,458)	(223,493)
Motor AI Recognition Solution Co., Ltd.	23.5	-	1,921,531	-	(1,505,805)	-
			<b>10,940,055</b>	<b>12,398,462</b>	<b>(1,949,263)</b>	<b>(223,493)</b>

## 15.3 Summarised financial information about subsidiaries that based on amounts before inter-company elimination

## (a) Summarised information about financial position

(Unit : Baht)

	Laovivat Insurance Co., Ltd.		Motor AI Recognition Solution Co., Ltd.	
	2022	2021	2022	2021
Assets	42,509,936	53,850,233	18,751,794	14,016,702
Liabilities	12,448,189	12,522,026	10,575,067	5,898,992
<b>Net assets value</b>	<b>30,061,747</b>	<b>41,328,207</b>	<b>8,176,727</b>	<b>8,117,710</b>

## (b) Summarised information about comprehensive income

(Unit : Baht)

	For the years ended 31 December			
	Laovivat Insurance Co., Ltd.		Motor AI Recognition Solution Co., Ltd.	
	2022	2021	2022	2021
<b>Revenue</b>	<b>5,861,373</b>	<b>6,001,170</b>	<b>632,600</b>	<b>77,748</b>
Loss for the period	(1,478,192)	(744,976)	(9,940,983)	(11,882,290)
Other comprehensive income (loss)	(9,788,268)	(3,143,384)	-	-
<b>Total comprehensive income (loss)</b>	<b>(11,266,460)</b>	<b>(3,888,360)</b>	<b>(9,940,983)</b>	<b>(11,882,290)</b>

## (c) Summarised information about cash flows

(Unit : Baht)

	For the years ended 31 December			
	Laovivat Insurance Co., Ltd.		Motor AI Recognition Solution Co., Ltd.	
	2022	2021	2022	2021
Cash flow from (used in) operating activities	102,599	220,808	(4,981,161)	(6,553,636)
Cash flow used in investing activities	(4,467)	-	(9,594,360)	(7,550,389)
Cash flow from (used in) financing activities	(593,464)	(589,466)	10,000,000	20,000,000
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(495,332)</b>	<b>(368,658)</b>	<b>(4,575,521)</b>	<b>5,895,975</b>

## 16. Property, buildings and equipment

(Unit : Baht)

	Consolidated financial statements						Total
	Land	Buildings	Furniture and fixtures	Office equipment	Motor vehicles	Work in process	
<b>Cost</b>							
As at 1 January 2021	211,950,180	238,276,548	52,019,476	107,603,731	93,209,568	1,760,774	704,820,277
Additions	-	-	153,040	6,372,173	-	14,014,922	20,540,135
Transfer in/(out)	-	-	452,000	776,335	-	(1,228,335)	-
Disposals	-	-	-	(2,186,412)	(10,386,659)	-	(12,573,071)
Exchange differences on translation of financial statements in foreign currency	-	-	(271,654)	(120,747)	(58,636)	-	(451,037)
As at 31 December 2021	211,950,180	238,276,548	52,352,862	112,445,080	82,764,273	14,547,361	712,336,304
Additions	-	-	366,769	5,991,787	4,415,318	33,225,909	43,999,783
Transfer in/(out)	-	34,957,659	12,347,255	468,356	-	(47,773,270)	-
Disposals	-	-	-	(2,491,146)	-	-	(2,491,146)
Exchange differences on translation of financial statements in foreign currency	-	-	(1,086,614)	(482,991)	(234,545)	-	(1,804,150)
As at 31 December 2022	211,950,180	273,234,207	63,980,272	115,931,086	86,945,046	-	752,040,791



(Unit : Baht)

	Separate financial statements						
	Land	Buildings	Furniture and fixtures	Office equipment	Motor vehicles	Work in process	Total
<b>Cost</b>							
As at 1 January 2021	211,950,180	238,276,548	47,265,540	105,490,652	92,183,432	1,760,773	696,927,125
Additions	-	-	153,040	5,666,933	-	14,014,922	19,834,895
Transfer in/(out)	-	-	452,000	776,335	-	(1,228,335)	-
Disposals	-	-	-	(2,186,412)	(10,386,659)	-	(12,573,071)
As at 31 December 2021	211,950,180	238,276,548	47,870,580	109,747,508	81,796,773	14,547,360	704,188,949
Additions	-	-	366,769	5,804,708	4,415,318	33,225,910	43,812,705
Transfer in/(out)	-	34,957,659	12,347,255	468,356	-	(47,773,270)	-
Disposals	-	-	-	(2,491,146)	-	-	(2,491,146)
As at 31 December 2022	211,950,180	273,234,207	60,584,604	113,529,426	86,212,091	-	745,510,508
<b>Accumulated depreciation</b>							
As at 1 January 2021	-	167,846,491	38,313,056	85,524,900	74,199,382	-	365,883,829
Depreciation for the year	-	5,134,082	4,024,616	10,842,264	5,563,286	-	25,564,248
Accumulated depreciation on disposals	-	-	-	(2,181,091)	(10,386,640)	-	(12,567,731)
As at 31 December 2021	-	172,980,573	42,337,672	94,186,073	69,376,028	-	378,880,346
Depreciation for the year	-	5,602,759	3,336,975	9,222,113	4,833,344	-	22,995,191
Accumulated depreciation on disposals	-	-	-	(2,489,686)	-	-	(2,489,686)
As at 31 December 2022	-	178,583,332	45,674,647	100,918,500	74,209,372	-	399,385,851
<b>Net book value</b>							
As at 31 December 2021	211,950,180	65,295,975	5,532,908	15,561,435	12,420,745	14,547,360	325,308,603
As at 31 December 2022	211,950,180	94,650,875	14,909,957	12,610,926	12,002,719	-	346,124,657
<b>Depreciation for the year</b>							
2021							25,564,248
2022							22,995,191

As at 31 December 2022, certain building and equipment items of the Group has been fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to approximately Baht 321.9 million (Separate financial statements: Baht 316.6 million) (2021: Baht 308.0 million in consolidated financial statements and Baht 303.8 million in separate financial statements).

## 17. Intangible assets - computer software

(Unit : Baht)

	Consolidated financial statements			Separate financial statements		
	Computer software	Computer software under development	Total	Computer software	Computer software under development	Total
<b>Cost</b>						
As at 1 January 2021	57,543,920	5,652,378	63,196,298	57,193,365	5,652,378	62,845,743
Additions	719,400	15,397,992	16,117,392	719,400	8,093,178	8,812,578
Transfer in/(out)	8,907,875	(8,907,875)	-	8,907,875	(8,907,875)	-
Exchange differences on translation of financial statements in foreign currency	(20,032)	-	(20,032)	-	-	-
As at 31 December 2021	67,151,163	12,142,495	79,293,658	66,820,640	4,837,681	71,658,321
Additions	2,385,600	10,679,883	13,065,483	2,385,600	1,318,000	3,703,600
Transfer in/(out)	5,654,165	(5,654,165)	-	1,118,000	(1,118,000)	-
Exchange differences on translation of financial statements in foreign currency	(64,952)	-	(64,952)	-	-	-
As at 31 December 2022	75,125,976	17,168,213	92,294,189	70,324,240	5,037,681	75,361,921
<b>Accumulated amortisation</b>						
As at 1 January 2021	47,229,754	-	47,229,754	46,879,199	-	46,879,199
Amortisation for the year	2,380,877	-	2,380,877	2,380,878	-	2,380,878
Exchange differences on translation of financial statements in foreign currency	(20,032)	-	(20,032)	-	-	-
As at 31 December 2021	49,590,599	-	49,590,599	49,260,077	-	49,260,077
Amortisation for the year	3,214,548	-	3,214,548	2,834,567	-	2,834,567
Exchange differences on translation of financial statements in foreign currency	(64,952)	-	(64,952)	-	-	-
As at 31 December 2022	52,740,195	-	52,740,195	52,094,644	-	52,094,644
<b>Net book value</b>						
As at 31 December 2021	17,560,564	12,142,495	29,703,059	17,560,563	4,837,681	22,398,244
As at 31 December 2022	22,385,781	17,168,213	39,553,994	18,229,596	5,037,681	23,267,277
<b>Amortisation for the year</b>						
2021			2,380,877			2,380,878
2022			3,214,548			2,834,567

As at 31 December 2022, certain computer software items of the Group has been fully amortisation but are still in use. The gross carrying amount before deducting accumulated amortisation of those assets amounted to approximately Baht 43.5 million (Separate financial statements: Baht 43.3 million) (2021: Baht 40.6 million in consolidated financial statements and Baht 40.3 million in separate financial statements).

## 18. Deferred tax assets/Income tax expenses

### 18.1 Deferred tax assets

As at 31 December 2022 and 2021, the components of deferred tax assets and deferred tax liabilities are as follows:

(Unit : Baht)

	Consolidated and separate financial statements		Changes in deferred tax assets or liabilities for the years ended 31 December	
	2022	2021	2022	2021
<b>Deferred tax assets</b>				
Allowance for expected credit loss	21,164,203	23,085,539	(1,921,336)	3,427,595
Allowance for doubtful accounts	4,831,747	4,877,990	(46,243)	3,586,542
Allowance for impairment of investments	1,562,618	1,562,618	-	-
Unearned premium reserves	171,139,447	163,818,242	7,321,205	29,527,875
Provision for claim incurred but not yet reported and outstanding claim	42,738,569	35,597,922	7,140,647	7,896,522
Loss on changes in value of investments measured at FVTPL	23,169,793	9,895,129	13,274,664	(912,274)
Loss on change in value of derivatives	-	152,839	(152,839)	152,839
Unrealised loss on foreign exchange	-	-	-	(128,899)
Post employee benefit obligations	17,584,628	20,353,127	(2,768,499)	(3,002,484)
<b>Total</b>	<b>282,191,005</b>	<b>259,343,406</b>		
<b>Deferred tax liabilities</b>				
Gain on changes in value of investments measured at FVOCI	53,054,731	47,926,654	5,128,077	9,055,600
Gain on change in value of derivatives	475,724	-	475,724	-
Unrealised gain on foreign exchange	1,368,510	1,007,761	360,749	1,007,761
<b>Total</b>	<b>54,898,965</b>	<b>48,934,415</b>		
<b>Deferred tax assets, net</b>	<b>227,292,040</b>	<b>210,408,991</b>		
<b>Total changes</b>			<b>16,883,049</b>	<b>30,484,355</b>
<b>Recognition of changes:</b>				
- Profit or loss			23,806,510	42,784,254
- Other comprehensive income			(6,981,118)	(11,948,183)
- Retained earnings from disposal of investments measured at FVOCI (Note 12.3)			57,657	(351,716)
<b>Total changes</b>			<b>16,883,049</b>	<b>30,484,355</b>

As at 31 December 2022, the subsidiaries have temporary differences and unused tax losses totaling Baht 25.1 million (2021: Baht 16.7 million), on which deferred tax assets have not been recognised as the subsidiaries believe that there is an uncertainty to allow utilisation of temporary differences and unused tax losses.

Such unused tax losses will gradually expire within 2023 until 2027.



## 18.2 Income tax expenses

The income tax expenses for the years ended 31 December 2022 and 2021 are as follows:

	(Unit : Baht)	
	Consolidated and separate financial statements	
	For the years ended 31 December	
	2022	2021
<b>Current income tax:</b>		
Corporate income tax charge in accordance with Revenue Code	78,706,728	160,410,620
Adjustments in respect of income tax of previous year	(187,146)	(204,998)
<b>Deferred tax:</b>		
Relating to origination and reversal of temporary differences	(23,806,510)	(42,784,254)
Relating to disposals of equity instruments designated at fair value through other comprehensive income during the year	(57,657)	351,716
<b>Income tax expenses reported in profit or loss</b>	<b>54,655,415</b>	<b>117,773,084</b>

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2022 and 2021 are as follows:

	(Unit : Baht)	
	Consolidated and separate financial statements	
	For the years ended 31 December	
	2022	2021
Deferred tax relating to:		
Loss on changes in value of debt instruments measured at fair value through other comprehensive income	1,981,478	1,210,906
Gains on changes in value of equity instruments designated at fair value through other comprehensive income	(7,167,212)	(9,914,790)
Actuarial gains	(1,795,384)	(3,244,299)
<b>Total</b>	<b>(6,981,118)</b>	<b>(11,948,183)</b>

Reconciliation between income tax expenses and the product of accounting profit and the applicable tax rate for the years ended 31 December 2022 and 2021 are as follows:

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	For the years ended 31 December			
	2022	2021	2022	2021
<b>Accounting profit before income tax expenses</b>	<b>259,479,605</b>	<b>589,777,501</b>	<b>270,898,779</b>	<b>602,404,769</b>
Applicable corporate income tax rate	20%, 24%	20%, 24%	20%	20%
Income tax at the applicable tax rate	51,836,793	117,925,702	54,179,756	120,480,954
Adjustments in respect of income tax of previous year	(187,146)	(204,998)	(187,146)	(204,998)
Tax effects of:				
Temporary differences and tax loss which are not recognised as deferred tax assets	2,114,096	2,492,986	-	-
Tax-exempted revenues	(2,706,985)	(5,583,984)	(2,706,985)	(5,583,984)
Additional expenses deductions allowed	(742,772)	(788,764)	(742,772)	(788,764)
Non-deductible expenses	4,341,429	3,932,142	4,112,562	3,869,876
Income tax expenses reported in profit or loss	54,655,415	117,773,084	54,655,415	117,773,084

## 19. Other assets

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
Claim receivables from litigants, net	541,204,765	562,444,379	541,174,765	562,357,661
Prepaid payment of ceded premium	167,713,383	109,046,403	167,713,383	109,046,403
Deposits on rice field insurance scheme	125,052,091	201,168,922	125,052,091	201,168,922
Prepaid commission expenses	71,852,687	50,605,880	71,852,687	50,605,880
Receivable from sale of investments	4,508,758	365,006	4,508,758	365,006
Right-of-use assets	1,651,944	2,665,136	-	-
Cash equivalents which subject to restrictions, net	9,078,890	9,039,892	9,078,890	9,039,892
Others	131,972,455	43,450,983	142,170,328	44,376,295
<b>Total other assets</b>	<b>1,053,034,973</b>	<b>978,786,601</b>	<b>1,061,550,902</b>	<b>976,960,059</b>

As at 31 December 2022 and 2021, the Group has pledged deposit at financial institutions mature within 3 months as security against bank overdraft facilities, and as bail bond in cases where insured drivers have been charged with criminal offence as described in Notes 36 to the financial statements.

## 20. Insurance contract liabilities

(Unit : Baht)

Consolidated financial statements			
2022			
Insurance contract liabilities	Liabilities on reinsurance	Net	
Claim reserves and outstanding claims			
- Provision for reported claims	2,450,603,347	59,047,461	2,391,555,886
- Provision for claim incurred but not reported	147,612,753	62,432,980	85,179,773
Premium reserves			
- Unearned premium reserves	3,813,230,141	285,242,242	3,527,987,899
<b>Total</b>	<b>6,411,446,241</b>	<b>406,722,683</b>	<b>6,004,723,558</b>

(Unit : Baht)

Consolidated financial statements			
2021			
Insurance contract liabilities	Liabilities on reinsurance	Net	
Claim reserves and outstanding claims			
- Provision for reported claims	1,938,212,009	50,772,689	1,887,439,320
- Provision for claim incurred but not reported	185,029,524	103,912,318	81,117,206
Premium reserves			
- Unearned premium reserves	3,338,356,489	231,344,709	3,107,011,780
<b>Total</b>	<b>5,461,598,022</b>	<b>386,029,716</b>	<b>5,075,568,306</b>

(Unit : Baht)

Separate financial statements			
2022			
Insurance contract liabilities	Liabilities on reinsurance	Net	
Claim reserves and outstanding claims			
- Provision for reported claims	2,448,871,776	59,047,461	2,389,824,315
- Provision for claim incurred but not reported	147,373,177	62,432,980	84,940,197
Premium reserves			
- Unearned premium reserves	3,809,687,638	285,242,242	3,524,445,396
<b>Total</b>	<b>6,405,932,591</b>	<b>406,722,683</b>	<b>5,999,209,908</b>

(Unit: Baht)

	Separate financial statements		
	2021		
	Insurance contract liabilities	Liabilities on reinsurance	Net
Claim reserves and outstanding claims			
- Provision for reported claims	1,937,116,282	50,772,689	1,886,343,593
- Provision for claim incurred but not reported	184,016,032	103,912,318	80,103,714
Premium reserves			
- Unearned premium reserves	3,335,942,179	231,344,709	3,104,597,470
<b>Total</b>	<b>5,457,074,493</b>	<b>386,029,716</b>	<b>5,071,044,777</b>

During the years 2022 and 2021, the management of the Group entered into reinsurance agreements in order to mitigate insurance risk. Although positions are managed on a net basis by management, insurance contract liabilities disclosures have been made on both a gross and net basis in order to provide a comprehensive set of disclosures.

### 20.1 Claim reserves and outstanding claims

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	For the years ended 31 December			
	2022	2021	2022	2021
Balance - beginning of the year	2,123,241,533	1,972,570,981	2,121,132,314	1,971,338,456
Claim incurred and loss adjustment expenses for the year	4,511,723,090	3,649,268,495	4,508,571,257	3,648,096,648
Changes in claim reserves and outstanding claims of prior year	(355,192,551)	(172,569,700)	(355,192,551)	(172,569,700)
Changes in claim reserves and assumptions	(37,025,780)	(11,194,847)	(36,642,855)	(11,641,240)
Claim and loss adjustment expenses paid during the year	(3,643,823,859)	(3,314,732,752)	(3,641,623,212)	(3,314,091,850)
Exchange differences on translation of financial statements in foreign currency	(706,333)	(100,644)	-	-
<b>Balance - end of the year</b>	<b>2,598,216,100</b>	<b>2,123,241,533</b>	<b>2,596,244,953</b>	<b>2,121,132,314</b>

As at 31 December 2022, the Group has claim reserves and outstanding claims under reinsurance contracts of Baht 6.3 million (Separate financial statements: Baht 6.4 million) (2021: Baht 2.7 million in consolidated financial statements and Baht 2.8 million in separate financial statements).











## 20.4 Methodology and assumptions

The methodology and assumptions adopted by the Group for the gross and net valuations of insurance liabilities as at 31 December 2022 are presented as follows:

### (1) Estimation method for best estimate of claims liabilities

#### *Direct and Inward Facultative Business*

There are three main actuarial methods applied in determining the best estimate of claims liabilities as follows.

- (i) Chain Ladder method (CL)
- (ii) Bornhuetter-Ferguson method (BF)
- (iii) Expected Loss Ratio method (ELR)

The Company mostly relies on the Chain Ladder method on claims incurred to derive the best estimate of claims liabilities. The BF and ELR methods are also used where appropriate. The subsidiary mostly relies on the ELR method.

#### *Inward Treaty Business*

The Group employed a simple approach in estimating the IBNR reserves for inward treaty. This approach assumes that the IBNR requirements for the inward treaty business would be similar in proportion (as a percentage of outstanding case reserves) to the direct and inward facultative business.

### (2) Assumptions of relevant expenses

There are 4 types of expenses relevant to determining insurance contract liabilities, as follows:

#### *2.1 Allocated Loss Adjustment Expenses - ALAE*

Since the ALAE are not included in claims paid triangles, a separate ALAE valuation is made, using the proportion of loss adjustment expenses to claims paid to determine an ALAE rate in triangles and ultimate ALAE projection.

#### *2.2 Unallocated Loss Adjustment Expenses - ULAE*

In determining the allowance for future ULAE (which is equivalent to Claims Handling Expenses), the Group derived assumptions from an estimate made using the Kittel method, with ULAE ratio computed separately for motor and non-motor classes.

The Group noted that for the purposes of this valuation, the gross outstanding liabilities exclude outstanding liabilities arising from the severe floods. For premium liabilities, the ULAE ratio was applied to the gross URR to obtain the Claims Handling Expenses for premium liabilities.

#### *2.3 Maintenance Expenses*

A percentage of historical maintenance expenses to historical gross earned premiums each year was applied onto the gross UPR to obtain the maintenance expense reserves for the premium liabilities at the end of the year.

#### *2.4 Reinsurance Cost*

Allowance for future costs of reinsurance is estimated based on the ratio of excess of loss reinsurance XOL premiums divided by net written premiums then applied to the net UPR.

## 21. Amount due to reinsurers

(Unit : Baht)

	Consolidated and separate financial statements	
	2022	2021
Amounts withheld on reinsurances	266,985,590	266,752,816
Outward premium payable	51,833,870	88,995,566
<b>Total amounts due to reinsurers</b>	<b>318,819,460</b>	<b>355,748,382</b>

## 22. Employee benefit obligations

Provision for long-term employee benefits, which represents compensation payable to employee after they retire, for the years ended 31 December 2022 and 2021 was as follows:

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<b>Provision for employee benefits at beginning of year</b>	<b>101,765,624</b>	<b>116,778,057</b>	<b>101,765,624</b>	<b>116,778,057</b>
Recognised in profit or loss				
Current service cost	8,566,224	9,431,951	8,300,002	9,431,951
Interest cost	2,854,755	1,868,449	2,849,438	1,868,449
Recognised in other comprehensive income				
Actuarial loss (gain)				
Financial assumptions changes	(7,509,857)	(14,603,163)	(7,509,857)	(14,603,163)
Experience adjustments	(1,467,063)	(1,618,333)	(1,467,063)	(1,618,333)
Benefits paid during the year	(16,015,004)	(10,091,337)	(16,015,004)	(10,091,337)
<b>Provision for employee benefits at end of year</b>	<b>88,194,679</b>	<b>101,765,624</b>	<b>87,923,140</b>	<b>101,765,624</b>

The Group expects to pay Baht 3.9 million of long-term employee benefits during the next year (2021: Baht 16.1 million).

As at 31 December 2022, the weighted average duration of the liabilities for long-term employee benefit is 16 - 23 years (Separate financial statements: 16 years) (2021: 16 years in consolidated and separate financial statements).

Principal actuarial assumptions at the valuation date were as follows:

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	% per annum	% per annum	% per annum	% per annum
Discount rate	3.5, 3.8	2.8	3.5	2.8
Salary increase rate	5.0	5.0	5.0	5.0
Staff turnover rate (depending on age)	0.0 - 12.0	0.0 - 12.0	0.0 - 12.0	0.0 - 12.0

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2022 and 2021 are summarised below.

(Unit : Million Baht)

	Change increase (decrease)	Consolidated and separate financial statements	
		Amount increase (decrease)	
		2022	2021
Discount rate	+0.5%	(5.3)	(5.8)
	-0.5%	5.2	5.3
Salary increase rate	+0.5%	5.2	5.3
	-0.5%	(5.4)	(5.9)
Staff turnover rate	+0.5%	(1.5)	(1.8)
	-0.5%	1.0	0.9

## 23. Other liabilities

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
Premium received in advance	443,663,094	349,990,369	443,663,094	349,990,369
Accrued commissions	154,084,039	156,077,325	153,902,199	155,788,411
Accrued operating expenses	148,341,803	192,764,987	146,861,437	186,632,269
Payables on purchase of investments	10,077,740	3,615,365	10,077,740	3,615,365
Commission received in advance	88,463,687	56,078,383	88,463,687	56,078,384
Other payable	71,287,164	96,111,920	71,584,024	96,137,250
Lease liabilities	3,084,121	3,205,385	-	-
Others	118,137,293	151,291,838	117,992,729	151,129,557
<b>Total other liabilities</b>	<b>1,037,138,941</b>	<b>1,009,135,572</b>	<b>1,032,544,910</b>	<b>999,371,605</b>

## 24. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside a statutory reserve at least 5% of its net income after deducting accumulated deficit brought forward (if any), until the reserve reaches 10% of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

## 25. Net investment income

During the years ended 31 December 2022 and 2021, the Group had net investment income as below.

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
Interest income from financial assets	73,485,085	47,005,266	71,444,951	44,288,105
Dividend from financial assets	24,908,226	41,750,709	24,908,226	41,750,709
<b>Total</b>	<b>98,393,311</b>	<b>88,755,975</b>	<b>96,353,177</b>	<b>86,038,814</b>

## 26. Gain (loss) on financial instruments

(Unit : Baht)

	Consolidated and separate financial statements	
	For the years ended 31 December	
	2022	2021
Gain (loss) from disposals of investments measured at FVTPL		
Debt instruments	(125,722,535)	32,996,725
Equity instruments	5,314,394	70,776,672
Gain from disposals of investment in debt instruments measured at amortised cost	32,025,210	-
Derivatives	(7,013,752)	-
<b>Total</b>	<b>(95,396,683)</b>	<b>103,773,397</b>

## 27. Gain (loss) on fair value valuation of financial instruments

(Unit : Baht)

	Consolidated and separate financial statements	
	For the years ended 31 December	
	2022	2021
Gain (loss) on fair value valuation of investments measured at FVTPL		
Debt and equity instruments	(66,373,321)	4,561,367
Derivatives	3,142,815	(764,195)
Gain on foreign exchange	1,803,745	-
<b>Total</b>	<b>(61,426,761)</b>	<b>3,797,172</b>

## 28. Operating expenses

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	For the years ended 31 December			
	2022	2021	2022	2021
Personal expenses	136,470,551	131,585,540	130,641,180	129,161,708
Property and equipment expenses	116,045,851	93,046,402	114,321,072	90,693,333
Taxes and duties	4,190,295	3,203,014	4,145,636	3,173,533
Bad debts and doubtful accounts (reversal)	(90,766)	17,932,714	(90,766)	17,932,714
Support services expenses	475,159,461	431,321,119	475,157,962	431,319,435
Advertising and promotion expenses	81,766,384	52,352,678	81,534,884	52,243,484
Other operating expenses	56,356,165	57,233,050	50,206,666	47,312,711
<b>Total</b>	<b>869,897,941</b>	<b>786,674,517</b>	<b>855,916,634</b>	<b>771,836,918</b>

## 29. Expenses by nature

Significant expenses classified by nature are as follows:

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	For the years ended 31 December			
	2022	2021	2022	2021
Net claims and loss adjustment expenses	3,600,256,444	2,892,762,023	3,597,915,307	2,890,764,832
Commissions and brokerage expenses	1,187,361,349	1,004,188,196	1,186,877,997	1,003,839,516
Personnel expenses	440,303,791	425,425,298	433,746,762	421,973,063
Other underwriting expenses	169,807,186	179,318,413	170,437,166	179,318,413
Support services expenses	475,159,461	431,321,120	475,157,962	431,319,435
Premises and equipment expenses	116,045,851	93,046,401	114,321,072	90,693,333
Advertise and promotion expenses	81,766,383	52,352,678	81,534,884	52,243,484
Other operating expenses	56,359,307	57,233,102	50,206,666	47,312,711
Financial cost	83,317	95,320	-	-
Expected credit loss	(2,416,396)	688,983	(2,461,192)	660,497
Others	11,176,386	27,940,676	11,134,869	27,911,247
<b>Total</b>	<b>6,135,903,079</b>	<b>5,164,372,210</b>	<b>6,118,871,493</b>	<b>5,146,036,531</b>

## 30. Expected credit loss

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	For the years ended 31 December			
	2022	2021	2022	2021
<b>Expected credit loss from:</b>				
Cash and cash equivalents	(462,736)	695,774	(508,866)	669,584
Accrued investment income	(17,214)	7,674	(18,350)	4,921
Debt instruments measured at FVOCI	(821,208)	687,177	(821,208)	687,177
Debt instruments measured at amortised cost	(1,114,476)	(701,536)	(1,112,006)	(701,079)
Cash equivalents which subject to restrictions	(762)	(106)	(762)	(106)
<b>Total</b>	<b>(2,416,396)</b>	<b>688,983</b>	<b>(2,461,192)</b>	<b>660,497</b>

### 31. Provident fund

The Company and its employees jointly established a provident fund under the Provident Fund Act B.E. 2530. The fund is contributed to by the employees on a monthly basis at rate of 5%, 10% and 15% of the employees' basic salaries, and by the Company on a monthly basis at rate of 7.5% of the employees' basic salaries. The fund is managed by a fund manager which has been approved by the Ministry of Finance. The contributions for the year 2022 amounting to approximately Baht 13.2 million (2021: Baht 13.1 million) were recognised as expenses.

### 32. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

### 33. Dividend paid

Dividend declared during the years consists of the following:

	Approved by	Total dividends	Dividend per share
		(Million Baht)	(Baht)
Final dividends for 2021	Annual General Meeting of the shareholders on 28 April 2022	212.10	0.70
Final dividends for 2020	Annual General Meeting of the shareholders on 28 April 2021	60.60	0.20

### 34. Related party transactions

In considering each possible related party relationship, attention is directed to the substance of the relationship, and not merely the legal form. The relationships between the Company and its related parties are summarised below.

Name of related parties	Nature of relationship
MAFAM Co., Ltd.	Major shareholder
Laovivat Insurance Co., Ltd	Subsidiary company
Motor AI Recognition Solution Co., Ltd.	Subsidiary company
Thai Reinsurance Plc.	Shareholding and common directors
Road Accident Victims Protection Co., Ltd.	Shareholding and common directors
T.I.I. Co., Ltd..	Shareholding
Thaivivat Holdings Plc.	Common shareholder and directors
Vichitbhan Palmoil Plc.	Common directors
J&A Jewelry Co., Ltd.	Common directors
Encourage Co., Ltd.	A related person of the Company's director is a shareholder
Force Co., Ltd.	A related person of the Company's director is a shareholder

During the years, the group had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Group and those related parties.

(Unit : Thousand Baht)

	Consolidated financial statements		Separate financial statements		Pricing policies
	For the years ended 31 December				
	2022	2021	2022	2021	
<b>Transactions with major shareholder</b>					
<b>MAFAM Co., Ltd.</b>					
Premium written	50	76	50	76	Underwriting rates depending on type of insurance
Claim expenses (reversal)	(24)	60	(24)	60	As actually incurred
Dividend paid	101,959	29,131	101,959	29,131	As declared
<b>Transactions with subsidiaries</b>					
<b>Laovivat Insurance Co., Ltd. (eliminated from the consolidated financial statements)</b>					
Reinsurance premium written	-	-	1,253	1,858	Reinsurance rates depending on type of insurance and reinsurance contracts
Commission expenses	-	-	252	371	As stated in the agreement
Claim expenses (reversal)	-	-	(107)	348	As actually incurred, in proportions per agreement
<b>Motor AI Recognition Solution Co., Ltd.</b>					
Other underwriting expenses	-	-	629	-	According to normal commercial terms



(Unit : Thousand Baht)

	Consolidated financial statements		Separate financial statements		Pricing policies
	For the years ended 31 December				
	2022	2021	2022	2021	
<b>Transactions with related parties</b>					
<b>Thai Reinsurance Plc.</b>					
Premium ceded	123,990	137,931	123,990	137,931	Reinsurance rates depending on type of insurance and reinsurance contracts
Commission income	18,654	15,821	18,654	15,821	As stated in the agreement
Claims refunded	66,204	55,009	66,204	55,009	As actually incurred, in proportions per agreement
Dividend income	-	147	-	147	As declared
Reversal commission	(77)	-	(77)	-	As stated in the agreement
Claim expenses (reversal)	32	(41)	32	(41)	As actually incurred, in proportions per agreement
<b>Road Accident Victims Protection Co., Ltd.</b>					
Contribution expenses	19,516	17,086	19,516	17,086	12.25% of premium written received from insurers under the Public Protection of Traffic Injury Act B.E. 2535
Other income	4,542	4,034	4,542	4,034	As stated in the agreement
<b>T.I.I. Co., Ltd.</b>					
Dividend income	30	30	30	30	As declared
<b>J&amp;A Jewelry Co., Ltd.</b>					
Premium written	232	82	232	82	Underwriting rates depending on type of insurance
<b>Encourage Co., Ltd.</b>					
Commission expenses	74,548	74,281	74,548	74,281	As stated in the agreement
<b>Force Co., Ltd.</b>					
Commission expenses	65,027	57,512	65,027	57,512	As stated in the agreement

As at 31 December 2022 and 2021, the Group had the following significant balances of assets and liabilities with its related parties:

	(Unit : Baht)			
	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<b>Major shareholder</b>				
<b>MAFAM Co., Ltd.</b>				
Premium receivables	27,529	-	27,529	-
Outstanding claims	34,738	59,588	34,738	59,588
<b>Subsidiaries</b>				
<b>Laovivat Insurance Co., Ltd.</b>				
Receivables from reinsurance contracts	-	-	826,108	1,447,790
Insurance contract liabilities	-	-	611,440	1,794,352
Other assets	-	-	1,588,822	1,402,472
Other liabilities	-	-	47,646	47,646
<b>Motor AI Recognition Solution Co., Ltd.</b>				
Other assets	-	-	9,570,020	-
<b>Related parties</b>				
Thai Reinsurance Plc.				
Receivables from reinsurance contracts	16,928,115	18,382,564	16,928,115	18,382,564
Investments in equity instruments measured at FVTPL	728,828	839,257	728,828	839,257
Investments in equity instruments designated at FVOCI	2,903,999	3,343,998	2,903,999	3,343,998
Amounts due to reinsurers	50,542,338	74,304,432	50,542,338	74,304,432
<b>Road Accident Victims Protection Co., Ltd.</b>				
Investments in equity instruments designated at FVOCI	175,330,523	142,657,464	175,330,523	142,657,464
Other assets	4,542,030	4,033,520	4,542,030	4,033,520
Other liabilities	5,555,153	9,236,870	5,555,153	9,236,870
<b>T.I.I. Co., Ltd.</b>				
Investments in equity instruments designated at FVOCI	937,041	865,585	937,041	865,585
<b>Thaivivat Holdings Plc.</b>				
Other assets	441,604	-	441,604	-
<b>Vichitbhan Palmoil Plc.</b>				
Investments in equity instruments measured at FVTPL	120,000	177,000	120,000	177,000

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<b>Related parties</b>				
<b>Encourage Co., Ltd.</b>				
Premium receivables	60,853,417	72,139,626	60,853,417	72,139,626
Accrued commission	10,475,009	12,111,724	10,475,009	12,111,724
Other liabilities	1,232,728	1,616,910	1,232,728	1,616,910
<b>Force Co., Ltd.</b>				
Premium receivables	46,161,232	62,710,305	46,161,232	62,710,305
Accrued commission	7,613,559	10,425,249	7,613,559	10,425,249
Other liabilities	1,031,320	2,035,661	1,031,320	2,035,661

**Directors and management's remuneration**

During the years ended 31 December 2022 and 2021, the Group had employee benefit expenses to their directors and management as below.

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	For the years ended 31 December			
	2022	2021	2022	2021
Short-term employee benefits	110,104,673	100,056,522	108,571,341	99,556,522
Post-employee benefits	5,835,102	6,256,621	5,835,102	6,256,621
<b>Total</b>	<b>115,939,775</b>	<b>106,313,143</b>	<b>114,406,443</b>	<b>105,813,143</b>

**35. Segment information**

The Company is principally engaged in the provision of all types of non-life insurance products and for the purpose of operation management, the Company has divided into business units that correspond to the types of insurance product offered i.e. Fire, Marine and transportation, Motor and Miscellaneous. The operating segment information presented below is consistent with the internal reports that the Company's Chief Operating Decision Maker (who is granted authority by the Board of Directors) regularly receives and reviews for use in making decisions about the allocation of resources to the segment and assess its performance. The Chairman of the Executive Board has been identified as Chief Operating Decision Maker, with decisions passing through the Board of Directors.

Segment performance is measured based on operating profit or loss on a basis consistent with that used to measure operating profit or loss and total assets in the financial statements.

The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.

Segment revenue and profit information of the Group for the years ended 31 December 2022 and 2021 are as follows:

(Unit : Baht)

	Consolidate financial statements							
	For the year end 31 December 2022							
	Total of the Company					Total of subsidiaries	Elimination	Total
Fire	Marine and transportation	Motor	Miscellaneous	Total				
<b>Underwriting income</b>								
Premium written	236,724,619	8,453,705	6,094,136,887	967,908,182	7,307,223,393	7,670,640	(1,253,253)	7,313,640,780
Less: Premium ceded	(164,945,746)	(358,293)	(31,547,985)	(438,500,962)	(635,352,986)	(1,253,253)	1,253,253	(635,352,986)
Net premium written	71,778,873	8,095,412	6,062,588,902	529,407,220	6,671,870,407	6,417,387	-	6,678,287,794
Add (Less): Unearned premium reserves (increase) decrease from	(3,437,213)	226,674	(355,199,905)	(61,437,482)	(419,847,926)	(1,838,340)	-	(421,686,266)
Earned premium	68,341,660	8,322,086	5,707,388,997	467,969,738	6,252,022,481	4,579,047	-	6,256,601,528
Fee and commission income	89,402,597	-	7,334,473	76,715,543	173,452,613	251,582	(251,582)	173,452,613
Total underwriting income	157,744,257	8,322,086	5,714,723,470	544,685,281	6,425,475,094	4,830,629	(251,582)	6,430,054,141
<b>Underwriting expenses</b>								
Claims and loss adjustment expenses	16,108,547	218,961	3,525,878,010	218,350,161	3,760,555,679	2,942,632	-	3,763,498,311
Commission and brokerage expenses	54,077,265	1,085,390	1,022,456,037	109,259,305	1,186,877,997	734,934	(251,582)	1,187,361,349
Other underwriting expenses	6,126,275	408,179	259,105,619	52,342,302	317,982,375	126,162	(629,980)	317,478,557
Total underwriting expenses before operating expenses	76,312,087	1,712,530	4,807,439,666	379,951,768	5,265,416,051	3,803,728	(881,562)	5,268,338,217
Profit from underwriting before operating expenses	81,432,170	6,609,556	907,283,804	164,733,513	1,160,059,043	1,026,901	629,980	1,161,715,924
Operating expenses					(855,916,634)	(13,981,307)	-	(869,897,941)

(Unit : Baht)

Consolidate financial statements							
For the year end 31 December 2022							
Total of the Company					Total of subsidiaries	Elimination	Total
Fire	Marine and transportation	Motor	Miscellaneous	Total			
Profit (loss) from underwriting				304,142,409	(12,954,406)	629,980	291,817,983
Investment income				96,353,177	2,040,134	-	98,393,311
Loss on financial instruments				(95,396,683)	-	-	(95,396,683)
Loss on fair value adjustments of financial instruments				(61,426,761)	-	-	(61,426,761)
Other income (expenses)				24,765,445	(376,789)	(629,980)	23,758,676
Financial Cost				-	(83,317)	-	(83,317)
Reversal of expected credit loss (expenses)				2,461,192	(44,796)	-	2,416,396
Profit (loss) before income tax expenses				270,898,779	(11,419,174)	-	259,479,605
Income tax expenses				(54,655,415)	-	-	(54,655,415)
<b>Profit (loss) for the year</b>				<b>216,243,364</b>	<b>(11,419,174)</b>	<b>-</b>	<b>204,824,190</b>

(Unit : Baht)

Consolidate financial statements								
For the year end 31 December 2021								
Total of the Company					Total of subsidiaries	Elimination	Total	
Fire	Marine and transportation	Motor	Miscellaneous	Total				
<b>Underwriting income</b>								
Premium written	177,779,553	10,591,633	5,236,938,730	904,337,802	6,329,647,718	5,092,808	(1,858,277)	6,332,882,249
Less: Premium ceded	(111,325,067)	(672,819)	(25,072,213)	(478,811,971)	(615,882,070)	(1,858,277)	1,858,277	(615,882,070)
Net premium written	66,454,486	9,918,814	5,211,866,517	425,525,831	5,713,765,648	3,234,531	-	5,717,000,179
Add (Less): Unearned premium reserves (increase) decrease from prior year	(1,779,050)	(89,009)	(298,047,104)	82,294	(299,832,869)	22,427	-	(299,810,442)
Earned premium	64,675,436	9,829,805	4,913,819,413	425,608,125	5,413,932,779	3,256,958	-	5,417,189,737
Fee and commission income	57,444,844	5,475	5,775,807	64,302,298	127,528,424	370,506	(370,506)	127,528,424
Total underwriting income	122,120,280	9,835,280	4,919,595,220	489,910,423	5,541,461,203	3,627,464	(370,506)	5,544,718,161
<b>Underwriting expenses</b>								
Claims and loss adjustment expenses	17,287,118	35,791	2,829,324,100	202,302,929	3,048,949,938	2,743,559	-	3,051,693,497
Commission and brokerage expenses	39,267,866	1,357,186	877,674,900	85,539,564	1,003,839,516	719,186	(370,506)	1,004,188,196
Other underwriting expenses	5,364,878	476,786	264,249,047	50,658,951	320,749,662	282,035	-	321,031,697
Total underwriting expenses before operating expenses	61,919,862	1,869,763	3,971,248,047	338,501,444	4,373,539,116	3,744,780	(370,506)	4,376,913,390
Profit (loss) from underwriting before operating expenses	60,200,418	7,965,517	948,347,173	151,408,979	1,167,922,087	(117,316)	-	1,167,804,771
Operating expenses					(771,836,918)	(14,837,599)	-	(786,674,517)

(Unit : Baht)

Consolidate financial statements							
For the year end 31 December 2021							
Total of the Company					Total of subsidiaries	Elimination	Total
Fire	Marine and transportation	Motor	Miscellaneous	Total			
Profit (loss) from underwriting				396,085,169	(14,954,915)	-	381,130,254
Investment income				86,038,814	2,717,161	-	88,755,975
Gain on financial instruments				103,773,397	-	-	103,773,397
Gain on fair value adjustments of financial instruments				3,797,172	-	-	3,797,172
Other income (expenses)				13,370,714	(265,708)	-	13,105,006
Financial Cost				-	(95,320)	-	(95,320)
Expected credit loss				(660,497)	(28,486)	-	(688,983)
Profit (loss) before income tax expenses				602,404,769	(12,627,268)	-	589,777,501
Income tax expenses				(117,773,084)	-	-	(117,773,084)
<b>Profit (loss) for the year</b>				<b>484,631,685</b>	<b>(12,627,268)</b>	<b>-</b>	<b>472,004,417</b>

Segment assets and liabilities as at 31 December 2022 and 2021 are as follows:

(Unit : Baht)

	Consolidated financial statements								
	Total of the Company						Total of subsidiaries	Elimination	Total
	Fire	Marine and transportation	Motor	Miscellaneous	Unallocated	Total			
<b>Assets</b>									
As at 31 December 2022	319,045,833	445,486	1,268,539,919	471,320,962	7,669,648,063	9,729,000,263	61,261,730	(90,794,035)	9,699,467,958
As at 31 December 2021	212,341,430	1,106,569	1,378,230,463	466,558,090	6,794,439,429	8,852,675,981	67,866,935	(75,493,523)	8,845,049,393
<b>Liabilities</b>									
As at 31 December 2022	556,383,201	2,104,948	5,840,374,014	983,183,102	492,120,114	7,874,165,379	23,023,255	(12,644,035)	7,884,544,599
As at 31 December 2021	341,626,235	2,677,334	5,013,466,818	952,756,887	719,382,077	7,029,909,351	18,421,019	(4,133,523)	7,044,196,847

### Geographic information

Underwriting income is based on locations of the customers.

(Unit : Baht)

	2022	2021
<b>Underwriting income</b>		
Thailand	6,425,475,094	5,541,461,203
Lao	4,579,047	3,256,958
<b>Total</b>	<b>6,430,054,141</b>	<b>5,544,718,161</b>
<b>Assets</b>		
Thailand	9,656,958,022	8,791,199,160
Lao	42,509,936	53,850,233
<b>Total</b>	<b>9,699,467,958</b>	<b>8,845,049,393</b>



### Major customer

For the years ended 31 December 2022 and 2021, the Company has premiums written of Baht 3,069.3 million and Baht 2,457.6 million, respectively, from three major brokers. Furthermore, the Company has premiums written from its two related brokerage companies amounting Baht 786.9 million and Baht 725.6 million, respectively.

## 36. Assets subject to restrictions

### 36.1 Assets pledged and assets reserved with the Registrar

As at 31 December 2022 and 2021, the Group had placed certain assets as securities and insurance reserves with the Registrar in accordance with the Non-life Insurance Act.

(Unit : Million Baht)

	Consolidated financial statements			
	2022		2021	
	Amortised cost	Fair value	Amortised cost	Fair value
<b>Asset pledged</b>				
Fixed deposit	13.3	13.3	17.6	17.6
Government bonds	15.2	14.5	15.3	15.1
<b>Total</b>	<b>28.5</b>	<b>27.8</b>	<b>32.9</b>	<b>32.7</b>
<b>Assets reserved</b>				
Government bonds	746.5	750.0	122.2	125.3
Certificate of deposits	-	-	503.0	503.0
State enterprise debt securities	-	-	80.0	80.3
Private debt securities	30.0	31.0	100.0	102.1
<b>Total</b>	<b>776.5</b>	<b>781.0</b>	<b>805.2</b>	<b>810.7</b>
<b>Total</b>	<b>805.0</b>	<b>808.8</b>	<b>838.1</b>	<b>843.4</b>

(Unit : Million Baht)

	Separate financial statements			
	2022		2021	
	Amortised cost	Fair value	Amortised cost	Fair value
<b>Asset pledged</b>				
Government bonds	15.2	14.5	15.3	15.1
<b>Total</b>	<b>15.2</b>	<b>14.5</b>	<b>15.3</b>	<b>15.1</b>
<b>Assets reserved</b>				
Government bonds	746.5	750.0	122.2	125.3
Certificate of deposits	-	-	503.0	503.0
State enterprise debt securities	-	-	80.0	80.3
Private debt securities	30.0	31.0	100.0	102.1
<b>Total</b>	<b>776.5</b>	<b>781.0</b>	<b>805.2</b>	<b>810.7</b>
<b>Total</b>	<b>791.7</b>	<b>795.5</b>	<b>820.5</b>	<b>825.8</b>

### 36.2 Assets pledged as other collateral

As at 31 December 2022 and 2021, the Group had pledged the following assets as collateral.

	(Unit : Baht)	
	Consolidated and separate financial statements	
	2022	2021
<b>Government debt securities which pledged for</b>		
Guarantee electricity use	1,005,494	1,011,090
<b>Deposit at bank which pledged for</b>		
Letter of bank guarantee	1,933,165	1,930,862
Bail bond in cases where insured drivers have been charged with criminal offense	239,420	338,662
Bank overdraft	10,299,169	10,290,704
Others	5,421,903	5,413,522
<b>Total</b>	<b>18,899,151</b>	<b>18,984,840</b>

## 37. Contribution to the General Insurance Fund

	(Unit : Baht)	
	Consolidated and separate financial statements	
	For the years ended 31 December	
	2022	2021
Accumulated contribution at the beginning of the year	110,189,274	94,405,240
Contribution during the year	18,222,083	15,784,034
<b>Accumulated contribution at the end of the year</b>	<b>128,411,357</b>	<b>110,189,274</b>

## 38. Commitments and contingent liabilities

### 38.1 Capital commitments

As at 31 December 2022, the Group has capital commitments of Baht 8.8 million, relating to the construction of buildings and equipment and implementation of computer software (2021: Baht 15.8 million).

### 38.2 Operating lease and service commitments

As at 31 December 2022, the Group has entered into several office equipment lease agreements which consist of low-value underlying assets and leases term within 1 year and other service agreements. The future minimum payments required under these lease agreements amounting to Baht 2.3 million (2021: Baht 2.4 million in consolidated financial statements and Baht 1.6 million in separate financial statements).

### 38.3 Bank guarantees

As at 31 December 2022 and 2021, there were outstanding bank guarantees of Baht 1.9 million issued by banks on behalf of the Company in respect of certain performance bonds as required in the normal course of business.

### 38.4 Litigation

As at 31 December 2022, the Company has been sued as insurer for damages totaling approximately Baht 308.0 million (amount claimed). The cases have yet to be finalised. However, the Company has set aside reserves for contingent losses in the financial statements amounting to approximately Baht 95.0 million, with the recoverable portion from reinsurers amounting to Baht 2.2 million. The Company's management believes that such reserve is adequate (2021: Baht 223.0 million, Baht 96.9 million and Baht 2.1 million, respectively).

## 39. Non-life insurance company's risks and risk management policy

### 39.1 Insurance risk

Insurance risk refers to the risk resulting from fluctuations in the frequency, the severity and the timing of damage deviations from assumptions that are used to determine premium rates, calculation of reserves and underwriting.

The Group risk management policy is to selectively accept loss risk business with good insurance loss records, and not to retain limit per risk in excess of the OIC regulation.

In cases where its risk capacity is limited, the Group has arranged the transfer of risk to reinsurance companies which have stable financial positions, and capacity and expertise in both treaty reinsurance and facultative reinsurance, in order to reassure customers.

In addition, the Group has the following policies.

- The guidelines for sums insured, coverage and terms of insurance that are appropriate to the level of risk.
- The provision of reinsurance support as needed, in case of the Company cannot accept the full sum insured due to the requirements of the OIC, allowed to retain risk not excess of 10 percent of the Company's capital fund.
- Selects highly rated reinsurers with a credit rating of at least A-, according to the creditor ratings of S&P and A.M. Best.
- Assigned responsible persons for each stage, from reviewing the accuracy of the underwriting to authorization, and to approve underwriting based on the sum insured.

As at 31 December 2022 and 2021, concentration of insurance contract liabilities segregated by insurance type are shown below.

(Unit : Million Baht)

	2022			2021		
	Gross premium reserves	Outward premium reserves	Net	Gross premium reserves	Outward premium reserves	Net
<b>The Company</b>						
Fire	127.2	87.9	39.3	98.5	62.7	35.8
Marine and transportation	1.6	-	1.6	1.9	-	1.9
Motor	3,224.1	10.5	3,213.6	2,866.0	7.7	2,858.3
Personal accident	35.4	3.9	31.5	26.5	9.1	17.4
Miscellaneous	421.4	182.9	238.5	343.1	151.9	191.2
Total of the Company	3,809.7	285.2	3,524.5	3,336.0	231.4	3,104.6
<b>Total of subsidiary</b>	3.5	-	3.5	2.4	-	2.4
<b>Total</b>	<b>3,813.2</b>	<b>285.2</b>	<b>3,528.0</b>	<b>3,338.4</b>	<b>231.4</b>	<b>3,107.0</b>

(Unit : Million Baht)

	2022			2021		
	Gross loss reserves	Outward loss reserves	Net	Gross loss reserves	Outward loss reserves	Net
<b>The Company</b>						
Fire	38.0	24.3	13.7	16.2	9.8	6.4
Marine and transportation	0.4	-	0.4	0.7	0.1	0.6
Motor	2,370.7	2.3	2,368.4	1,887.5	8.4	1,879.1
Personal accident	16.0	6.9	9.1	5.9	2.4	3.5
Miscellaneous	171.2	88.0	83.2	210.8	133.9	76.9
Total of the Company	2,596.3	121.5	2,474.8	2,121.1	154.6	1,966.5
<b>Total of subsidiary</b>	1.9	-	1.9	2.1	-	2.1
<b>Total</b>	<b>2,598.2</b>	<b>121.5</b>	<b>2,476.7</b>	<b>2,123.2</b>	<b>154.6</b>	<b>1,968.6</b>

Sensitivity analysis is performed to analyse the risk that insurance liabilities will increase or decrease as a result of changes in the assumptions used in the calculation of claim liabilities, which will impact the claims liabilities both before and after reinsurance. The risk may occur because the frequency or severity of losses, or loss adjustment expenses are not in line with expectations.

As at 31 December 2022 and 2021, the impact on the best estimate of insurance liabilities of the changes in key variables assumptions is shown in the following table.

(Unit : Million Baht)

	Consolidated and separate financial statements				
	2022				
Assumption change	Increase (decrease) in provision for gross claim liabilities	Increase (decrease) in provision for net claim liabilities	Increase (decrease) in profit before tax	Increase (decrease) in equity	
Ultimate loss ratio in latest accident year	+5%	220	119	(119)	(160)
	-5%	(220)	(119)	119	159
ALAE ratio	+10%	2	2	(2)	(2)
	-10%	(2)	(2)	2	2
ULAE ratio	+10%	7	7	(7)	(6)
	-10%	(7)	(7)	7	6

(Unit : Million Baht)

	Consolidated and separate financial statements				
	2021				
	Assumption change	Increase (decrease) in provision for gross claim liabilities	Increase (decrease) in provision for net claim liabilities	Increase (decrease) in profit before tax	Increase (decrease) in equity
Ultimate loss ratio in latest accident year	+5%	183	165	(165)	(132)
	-5%	(183)	(164)	164	132
ALAE ratio	+10%	2	2	(2)	(2)
	-10%	(2)	(2)	2	2
ULAE ratio	+10%	6	6	(6)	(5)
	-10%	(6)	(6)	6	5

### 39.2 Risk management policy

#### 39.2.1 Credit risk

Credit risk is the risk of default by counter party that inability to comply with the terms of a financial instruments such as premium receivables, amount due from reinsurer (reinsurers), loans and interest receivables and debt financial instruments. If a customer is unable to fulfill an agreement, it affects the Group's revenue and operations. The Group manages the risk by maintains the proportion of outstanding premiums at an appropriate level, in accordance with the guidelines of the OIC and establishing a process to closely follow up on outstanding premiums from policyholders, agents and brokers, uses credit rating at least "A-" as the basis for selecting reinsurers and makes loans to staff in accordance with the Office of Insurance Commissions rules. The Group also has an audit system and constantly monitors counterparties in order to mitigate credit risk.

Moreover, for financial assets - debt instrument, the Group has evaluated expected credit loss which is not necessary for a credit impair event to have occurred, by applying general approach. The Group had classified financial assets into 3 stages with difference credit loss assessment method as below

Staging	Credit loss assessment
Stage 1 - Debt securities without a significant increase in credit risk	12 Month expected credit loss
Stage 2 - Debt securities with a significant increase in credit risk	Lifetime expected credit loss
Stage 3 - Debt securities with credit impaired	Lifetime expected credit loss

The Group assesses financial assets whether there has been a significant increase in credit risk or credit-impaired from both quantitative and qualitative factors. Such factor include credit rating which was changed from initial investment, default status and financial ratio analysis in determining if there are changes in related factors that significantly impact the financial asset's issuer's cashflows.

The table below shows the credit quality of financial assets exposed to credit risk. The amounts presented for financial assets are carrying amount as at 31 December 2022 and 2021.

(Unit : Thousand Baht)

	Separate financial statements				Total
	2022				
	Financial assets without a significant increase in credit risk (12-mth ECL)	Financial assets with a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Financial assets applied simplified approach to calculate expected credit loss (Lifetime ECL - simplified approach)	
<b>Cash and cash equivalents</b>					
Investment grade	302,256	-	-	-	302,256
Less: Allowance for expected credit loss	(337)	-	-	-	(337)
Net book value	301,919	-	-	-	301,919
<b>Accrued investment income</b>					
Investment grade	78,188	-	-	-	78,188
Non-investment grade	-	88	-	-	88
Total	78,188	88	-	-	78,276
Less: Allowance for expected credit loss	(22)	(11)	-	-	(33)
<b>Net book value</b>	<b>78,166</b>	<b>77</b>	<b>-</b>	<b>-</b>	<b>78,243</b>
<b>Debt instruments measured at FVOCI</b>					
Investment grade	3,560,334	-	-	-	3,560,334
Default grade	-	-	-	-	-
<b>Total</b>	<b>3,560,334</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,560,334</b>
<b>Allowance for expected credit loss</b>	<b>1,024</b>	<b>-</b>	<b>94</b>	<b>-</b>	<b>1,118</b>
<b>Debt instruments measured at amortised cost</b>					
Investment grade	859,993	-	-	-	859,993
Non-investment grade	-	15,000	-	-	15,000
Default grade	-	-	841	-	841
Total	859,993	15,000	841	-	875,834
Less: Allowance for expected credit loss	(56)	(1,692)	(841)	-	(2,589)
<b>Net book value</b>	<b>859,937</b>	<b>13,308</b>	<b>-</b>	<b>-</b>	<b>873,245</b>

(Unit : Thousand Baht)

	Separate financial statements				
	2022				
	Financial assets without a significant increase in credit risk (12-mth ECL)	Financial assets with a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Financial assets applied simplified approach to calculate expected credit loss (Lifetime ECL - simplified approach)	Total
<b>Loans and interest receivables</b>					
Not yet due	3,184	-	-	-	3,184
Overdue	-	-	754	-	754
Total	3,184	-	754	-	3,938
Less: Allowance for expected credit loss	-	-	(754)	-	(754)
<b>Net book value</b>	<b>3,184</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,184</b>
<b>Claim receivables from litigants</b>					
Overdue	-	-	-	643,849	643,849
Less: Allowance for expected credit loss <sup>(1)</sup>	-	-	-	(102,674)	(102,674)
<b>Net book value</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>541,175</b>	<b>541,175</b>
<b>Cash equivalents which subject to restrictions</b>					
Investment grade	9,083	-	-	-	9,083
Less: Allowance for expected credit loss	(4)	-	-	-	(4)
<b>Net book value</b>	<b>9,079</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,079</b>

<sup>(1)</sup> Presented in net amount of claims and loss adjustment expenses.

(Unit : Thousand Baht)

	Separate financial statements				
	2021				
	Financial assets without a significant increase in credit risk (12-mth ECL)	Financial assets with a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Financial assets applied simplified approach to calculate expected credit loss (Lifetime ECL - simplified approach)	Total
<b>Cash and cash equivalents</b>					
Investment grade	738,617	-	-	-	738,617
Less: Allowance for expected credit loss	(846)	-	-	-	(846)
Net book value	737,771	-	-	-	737,771
<b>Accrued investment income</b>					
Investment grade	12,769	-	-	-	12,769
Non-investment grade	-	185	-	-	185
Total	12,769	185	-	-	12,954
Less: Allowance for expected credit loss	(31)	(20)	-	-	(51)
<b>Net book value</b>	<b>12,738</b>	<b>165</b>	<b>-</b>	<b>-</b>	<b>12,903</b>
<b>Debt instruments measured at FVOCI</b>					
Investment grade	1,806,066	-	-	-	1,806,066
Default grade	-	-	-	-	-
<b>Total</b>	<b>1,806,066</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,806,066</b>
<b>Allowance for expected credit loss</b>	<b>1,845</b>	<b>-</b>	<b>94</b>	<b>-</b>	<b>1,939</b>
<b>Debt instruments measured at amortised cost</b>					
Investment grade	1,044,050	-	-	-	1,044,050
Non-investment grade	-	25,000	-	-	25,000
Default grade	-	-	841	-	841
Total	1,044,050	25,000	841	-	1,069,891
Less: Allowance for expected credit loss	(482)	(2,379)	(841)	-	(3,702)
<b>Net book value</b>	<b>1,043,568</b>	<b>22,621</b>	<b>-</b>	<b>-</b>	<b>1,066,189</b>



(Unit : Thousand Baht)

	Separate financial statements				
	2021				
	Financial assets without a significant increase in credit risk (12-mth ECL)	Financial assets with a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Financial assets applied simplified approach to calculate expected credit loss (Lifetime ECL - simplified approach)	Total
<b>Loans and interest receivables</b>					
Not yet due	4,072	-	-	-	4,072
Overdue	-	-	754	-	754
Total	4,072	-	754	-	4,826
Less: Allowance for expected credit loss	-	-	(754)	-	(754)
<b>Net book value</b>	<b>4,072</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,072</b>
<b>Claim receivables from litigants</b>					
Overdue	-	-	-	672,178	672,178
Less: Allowance for expected credit loss <sup>(1)</sup>	-	-	-	(109,820)	(109,820)
<b>Net book value</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>562,358</b>	<b>562,358</b>
<b>Cash equivalents which subject to restrictions</b>					
Investment grade	9,045	-	-	-	9,045
Less: Allowance for expected credit loss	(5)	-	-	-	(5)
<b>Net book value</b>	<b>9,040</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,040</b>

<sup>(1)</sup> Presented in net amount of claims and loss adjustment expenses.

The table below shows the significant movement in the allowance for expected credit loss for the years ended 31 December 2022 and 2021.

(Unit : Thousand Baht)

	Separate financial statements				
	2022				
	Financial assets without a significant increase in credit risk (12-mth ECL)	Financial assets with a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Financial assets applied simplified approach to calculate expected credit loss (Lifetime ECL - simplified approach)	Total
<b>Claim receivables from litigants</b>					
Beginning balance	-	-	-	109,820	109,820
Newly purchased or acquired financial assets	-	-	-	98,484	98,484
Change due to remeasurement of allowance	-	-	-	(13,400)	(13,400)
Amounts written off	-	-	-	(92,230)	(92,230)
<b>Ending balance</b>	-	-	-	<b>102,674</b>	<b>102,674</b>

(Unit : Thousand Baht)

	Separate financial statements				
	2021				
	Financial assets without a significant increase in credit risk (12-mth ECL)	Financial assets with a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Financial assets applied simplified approach to calculate expected credit loss (Lifetime ECL - simplified approach)	Total
<b>Claim receivables from litigants</b>					
Beginning balance	-	-	-	93,342	93,342
Newly purchased or acquired financial assets	-	-	-	77,703	77,703
Change due to remeasurement of allowance	-	-	-	17,177	17,177
Amounts written off	-	-	-	(78,402)	(78,402)
<b>Ending balance</b>	-	-	-	<b>109,820</b>	<b>109,820</b>

Credit quality of financial assets of subsidiaries are mostly classified to be financial assets with no significant increase in credit risk (12-mth ECL) such as debt instruments measured at amortised cost.

As at 31 December 2022 and 2021, the maximum exposure to credit risk of financial assets (excluding insurance assets) is the gross carrying amounts after allowance for expected credit loss, before both the effect of mitigation through use of master netting and collateral arrangements. The details are as follows:

(Unit : Thousand Baht)

	Consolidated financial statements	
	2022	2021
Cash and cash equivalents	304,922	745,845
Accrued investment income	83,244	17,125
Debt instruments measured at FVOCI	3,560,334	1,806,066
Debt instruments measured at amortised cost	905,230	1,108,329
Loans and interest receivables	3,184	4,072
Claim receivables from litigants	541,205	562,444
Cash equivalents which subject to restrictions	9,079	9,040
	<b>5,407,198</b>	<b>4,252,921</b>

(Unit : Thousand Baht)

	Separate financial statements	
	2022	2021
Cash and cash equivalents	301,919	737,771
Accrued investment income	78,243	12,903
Debt instruments measured at FVOCI	3,560,334	1,806,066
Debt instruments measured at amortised cost	873,245	1,066,189
Loans and interest receivables	3,184	4,072
Claim receivables from litigants	541,175	562,358
Cash equivalents which subject to restrictions	9,079	9,040
	<b>5,367,179</b>	<b>4,198,399</b>

### 39.2.2 Market risk

Market risk is the risk that changes in interest rates, foreign exchange rates and securities prices may have an effect on the Group's financial position. As the Group has no foreign currency assets and liabilities, market risk therefore consists of only interest rate risk and equity position risk.

#### a. Interest rate risk

Interest rate risk is the risk that the value of financial instruments will fluctuate due to changes in market interest rate.

The Group manages interest rate risk through an emphasis on stable long term investments offering long-term returns exceeding inflation, and analysis of the type of investment to match cash flows.

As at 31 December 2022 and 2021, significant assets and liabilities classified by type of interest rate are summarised in the table below, with those assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit : Million Baht)

Separate financial statements							
2022							
Fixed interest rates			Floating interest rate	Non-interest bearing	Total	Interest rate	(% per annum)
Remaining periods to repricing dates or maturity dates							
Within 1 year	1 - 5 years	Over 5 years					
<b>Financial assets</b>							
Cash and cash equivalents	4.5	-	-	296.2	1.2	301.9	0.00 - 0.30
Accrued investment income	-	-	-	-	78.2	78.2	-
Financial assets - debt instruments	1,582.1	1,881.9	1,030.7	-	919.9	5,414.6	0.00 - 6.58
Financial assets - equity instruments	-	-	-	-	843.3	843.3	-
Derivative assets	-	-	-	-	2.4	2.4	-
Loans and interest receivables	-	1.7	1.5	-	-	3.2	5.50 - 14.50
Claim receivables from litigants	-	-	-	-	541.2	541.2	-
<b>Insurance contract assets</b>							
Premium receivables	-	-	-	-	869.6	869.6	-
Reinsurance assets							
- claim reserves	-	-	-	-	121.5	121.5	-
Receivables from reinsurance contracts	-	-	-	-	60.7	60.7	-
<b>Insurance contract liabilities</b>							
Insurance contract liabilities							
- claim reserves and outstanding claims	-	-	-	-	2,596.2	2,596.2	-
Amounts due to reinsurers	-	-	-	-	318.8	318.8	-

(Unit : Million Baht)

Separate financial statements							
2021							
Fixed interest rates			Floating interest rate	Non-interest bearing	Total	Interest rate	(% per annum)
Remaining periods to repricing dates or maturity dates							
Within 1 year	1 - 5 years	Over 5 years					
<b>Financial assets</b>							
Cash and cash equivalents	3.6	-	-	728.0	6.2	737.8	0.00 - 0.65
Accrued investment income	-	-	-	-	12.9	12.9	-
Financial assets - debt instruments	1,960.7	772.5	168.8	-	1,436.5	4,338.5	0.00 - 5.35
Financial assets - equity instruments	-	-	-	-	756.0	756.0	-
Loans and interest receivables	0.1	1.7	2.3	-	-	4.1	5.50 - 14.50
Claim receivables from litigants	-	-	-	-	562.4	562.4	-
<b>Insurance contract assets</b>							
Premium receivables	-	-	-	-	946.8	946.8	-
Reinsurance assets							
- claim reserves	-	-	-	-	154.7	154.7	-
Receivables from reinsurance contracts	-	-	-	-	48.3	48.3	-
<b>Insurance contract liabilities</b>							
Insurance contract liabilities							
- claim reserves and outstanding claims	-	-	-	-	2,121.1	2,121.1	-
Amounts due to reinsurers	-	-	-	-	355.7	355.7	-
<b>Financial liabilities</b>							
Derivative liabilities	-	-	-	-	0.8	0.8	-

Sensitivity analysis on interest rates shows the impact of reasonable possible changes in interest rates to the Company's profit or equity, on with all other variables held constant.

The following table demonstrates the sensitivity of a reasonable possible change in market interest rates which will effect to the fair value of debt instruments as at 31 December 2022 and 2021.

	Separate financial statements					
	2022			2021		
	Increase /(decrease)	Effect on profit or loss	Effect on other comprehensive income	Increase /(decrease)	Effect on profit or loss	Effect on other comprehensive income
	(%)	(Million Baht)	(Million Baht)	(%)	(Million Baht)	(Million Baht)
Debt instruments	0.25	(0.2)	(12.6)	0.25	(0.4)	(6.2)
	(0.25)	0.2	12.8	(0.25)	0.4	6.1

Financial assets and liabilities and insurance contract assets and liabilities of subsidiaries are classified to be non-interest bearing, except for debt instrument measured at amortised cost which have fixed interest rate and its periods to maturity are within 1 year amounting Baht 32.0 million (2021: maturity are within 1 year amounting Baht 5.6 million and within 1 - 5 year amounting Baht 36.6 million).

#### b. Equity position risk

Equity position risk is the risk that change in the market prices of equity securities will result in fluctuations in revenues and in the value of financial assets.

As at 31 December 2022 and 2021, the Company has risk from its investments in securities of which the price will change with reference to market conditions.

The Company manages equity risk arising from fluctuations in market prices through a diversification of asset allocations in order to disperse risk, with investments weighted in accordance with the guidelines of the OIC, with an emphasis on conservative, safe investments. The Company has a framework that divides investments based on asset class and the Company elects to invest in securities of blue chip companies with stable revenues and earnings, not high fluctuate, high liquidity and that pay high dividends, which helps to generate higher returns.

#### **39.2.3 Liquidity risk**

Liquidity risk is the risk that the Group will be unable to liquidate its financial assets and/or procure sufficient funds to discharge its obligations in a timely manner, resulting in the occurrence of a financial loss.

The Group manages its liquidity risk through monitoring of whether the level of the Fund Solvency Ratio comply with the requirements by the regulator on a monthly basis, and monitoring of the daily liquidity position by the Responsible Division. Moreover, the Company executes prudent financial decisions in the following areas:

- Financial evaluation for agent and broker selection process
- Cash Before Cover when selling motor insurance
- Establishment of a monitoring system for late premium payments by agents and brokers

Counting from the financial position date, the periods to maturity of financial assets and liabilities held as at 31 December 2022 and 2021 are as follows:

(Unit : Million Baht)

	Separate financial statements				
	2022				
	Within 1 year	1 - 5 years	Over 5 years	Unspecified	Total
<b>Financial assets</b>					
Cash and cash equivalents	4.5	-	-	297.4	301.9
Accrued investment income	78.2	-	-	-	78.2
Financial assets - debt instruments	1,582.1	1,881.9	1,030.7	919.9	5,414.6
Financial assets - equity instruments	-	-	-	843.3	843.3
Derivative assets	2.4	-	-	-	2.4
Loans and interest receivables	-	1.7	1.5	-	3.2
Claim receivables from litigants	541.2	-	-	-	541.2
<b>Insurance contract assets</b>					
Premium receivables	869.6	-	-	-	869.6
Reinsurance assets - claim reserves	105.8	15.7	-	-	121.5
Receivables from reinsurance contracts	60.7	-	-	-	60.7
<b>Insurance contract liabilities</b>					
Insurance contract liabilities - claim reserves and outstanding claims	1,705.2	891.0	-	-	2,596.2
Amounts due to reinsurers	318.8	-	-	-	318.8

(Unit : Million Baht)

	Separate financial statements				
	2021				
	Within 1 year	1 - 5 years	Over 5 years	Unspecified	Total
<b>Financial assets</b>					
Cash and cash equivalents	3.6	-	-	734.2	737.8
Accrued investment income	12.9	-	-	-	12.9
Financial assets - debt instruments	1,960.7	772.5	168.8	1,436.5	4,338.5
Financial assets - equity instruments	-	-	-	756.0	756.0
Loans and interest receivables	0.1	1.7	2.3	-	4.1
Claim receivables from litigants	562.4	-	-	-	562.4
<b>Insurance contract assets</b>					
Premium receivables	946.8	-	-	-	946.8
Reinsurance assets - claim reserves	140.0	14.7	-	-	154.7
Receivables from reinsurance contracts	48.3	-	-	-	48.3
<b>Insurance contract liabilities</b>					
Insurance contract liabilities - claim reserves and outstanding claims	1,383.1	738.0	-	-	2,121.1
Amounts due to reinsurers	355.7	-	-	-	355.7
<b>Financial liabilities</b>					
Derivative liabilities	0.8	-	-	-	0.8

As at 31 December 2022, financial assets and liabilities and insurance contract assets and liabilities of subsidiaries are matured within 1 year, including debt instrument measured at amortised cost which its periods to maturity are within 1 year amounting to Baht 32.0 million.

As at 31 December 2021, financial assets and liabilities and insurance contract assets and liabilities of subsidiaries are matured within 1 year, except for debt instrument measured at amortised cost which its periods to maturity are within 1 - 5 year amounting Baht 36.6 million and within 1 year amounting to Baht 5.6 million.



### 39.3 Fair value measurement for financial instruments

As at 31 December 2022 and 2021, the Group had the following financial assets and liabilities that were measured at fair value, and had financial assets and liabilities that were measured at cost but has to disclose fair value, using different levels of inputs as follows:

(Unit : Million Baht)

	Separate financial statements				
	2022				
	Book value	Fair value			Total
Level 1		Level 2	Level 3		
<b>Financial assets measured at fair value</b>					
Investments measured at FVTPL					
Financial assets - debt instruments	981.0	2.6	978.4	-	981.0
Financial assets - equity instruments	467.7	467.7	-	-	467.7
Investments measured at FVOCI					
Financial assets - debt instruments	3,560.3	-	3,560.3	-	3,560.3
Financial assets - equity instruments	375.5	199.3	-	176.2	375.5
Derivative assets	2.4	2.4	-	-	2.4
<b>Financial assets which fair value are disclosed</b>					
Cash and cash equivalents	301.9	302.3	-	-	302.3
Accrued investment income	78.2	-	78.2	-	78.2
Investment measured at amortised cost	873.2	14.6	865.3	-	879.9
Loans and interest receivables	3.2	-	-	3.2	3.2
Claim receivables from litigants	541.2	-	-	541.2	541.2

(Unit : Million Baht)

	Separate financial statements				
	2021				
	Book value	Fair value			Total
Level 1		Level 2	Level 3		
<b>Financial assets measured at fair value</b>					
Investments measured at FVTPL					
Financial assets - debt instruments	1,466.3	4.9	1,461.4	-	1,466.3
Financial assets - equity instruments	412.6	412.6	-	-	412.6
Investments measured at FVOCI					
Financial assets - debt instruments	1,806.1	-	1,806.1	-	1,806.1
Financial assets - equity instruments	343.4	199.9	-	143.5	343.4
<b>Financial liabilities measured at fair value</b>					
Derivative liabilities	0.8	0.8	-	-	0.8
<b>Financial assets which fair value are disclosed</b>					
Cash and cash equivalents	737.8	738.6	-	-	738.6
Accrued investment income	12.9	-	12.9	-	12.9
Investment measured at amortised cost	1,066.2	865.5	205.3	-	1,070.8
Loans and interest receivables	4.1	-	-	4.1	4.1
Claim receivables from litigants	562.4	-	-	562.4	562.4

The subsidiaries have no financial asset measured at fair value but also have financial assets measured at amortised cost which fair value approximate to its book value from maturing in short-term.

The fair value hierarchy of financial assets as at 31 December 2022 and 2021 presents according to Note 4.22 to the financial statements.

The methods used for fair value measurement depends upon the characteristics of the financial instruments. The Group establishes the fair value of its financial instruments by adopting the following methods:

(a) Financial assets maturing in the short-term, which consist of cash and cash equivalents, deposit at financial institutions, accrued investment income and claim receivables from litigants, their fair value is estimated based on the book value presented in the statement of financial position.

(b) For debts securities, their fair value is generally derived from quoted market prices or determined by using the yield curve as announced by the Thai Bond Market Association.

(c) For equity securities, their fair value is generally derived from quoted market prices. For investments in non-marketable equity securities, fair value is determined using discounted cash flows technique or approximated to their carrying values.

(d) The fair value of fixed rate loans is determined by discounting the expected future cash flows by using the current market interest rate.

(e) The fair value of derivatives is generally derived from quoted market prices.

During the current year, there were no transfers within the fair value hierarchy.

Reconciliation of recurring fair value measurements of financial assets, categorised within Level 3 of the fair value hierarchy, are as follows:

(Unit : Million Baht)

	Consolidated and separate financial statements Equity instrument
Balance as of 1 January 2021	90.6
Net gain recognised into other comprehensive income	52.9
Balance as of 31 December 2021	143.5
Net gain recognised into other comprehensive income	32.7
<b>Balance as of 31 December 2022</b>	<b>176.2</b>

Key assumption used in the valuation of investments categorised within Level 3 which is significant change in fair value measurement is summarised below.

(Unit : Million Baht)

Financial instruments	Valuation technique	Significant unobservable inputs	2022		
			Rates	Change in key assumptions	
				Increase/(decrease)	Effect on fair value
Investment in non-listed equity investments	Discounted future cash flows	Discount rate	9.5%	+1%	(3.7)
				-1%	4.1

(Unit : Million Baht)

Financial instruments	Valuation technique	Significant unobservable inputs	2021		
			Rates	Change in key assumptions	
				Increase/(decrease)	Effect on fair value
Investment in non-listed equity investments	Discounted future cash flows	Discount rate	10.5%	-1%	2.4

## 40. Capital management

The primary objectives of the Company's capital management are to maintain its ability to continue its business as a going concern, to provide a return to its shareholders and other related parties, maintain a balanced financial structure, and to maintain risk-based capital in accordance with Declaration of the OIC.

## 41. Events after the reporting period

On 28 February 2023, there were the significant events as follows:

### Company

The Board of Directors' meeting of the Company passed a resolution to propose to the Annual General Meeting of Shareholders for approval dividends in respect of the operating results for the year 2022 at Baht 0.29 per share, or a total of Baht 88 million. Payment is scheduled to be made on 25 May 2023.

The Board of Directors' meeting of the Company approved the purchase of additional shares of Motor AI recognition Solution Co., Ltd., a subsidiary of the Company, in the proportion of the existing shareholding and the remaining shares to which existing shareholders waives their subscription rights totaling 40,000 shares at a par value of Baht 100 per share. As a result, the Company's shareholding in subsidiary increased from 76.5 percent to 77.0 percent of the issued and paid-up share capital of subsidiary.

### Subsidiary

The Extraordinary General Meeting of the shareholders No.1/2023 of Motor AI Recognition Solution Co., Ltd. passed a resolution approving an increase of Baht 5 million in the subsidiary's registered share capital, from Baht 30 million to Baht 35 million issuing 50,000 new ordinary shares with a par value of Baht 100 per share offered to the existing shareholders.

## 42. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 28 February 2023.



# Caring is Giving

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