



# Bangkok Union Insurance

Bangkok Union Insurance

รายงานประจำปี

2565

Annual Report

2022



# Contents

	page
<b>Message from the Chairman</b>	<b>1</b>
<b>Part 1 Business Operations and Operating Results</b>	<b>3</b>
1. Structure and operations of the Group	4
2. Risk Management	15
3. Environmental Social and Corporate Governance (ESG)	21
4. Analysis and explanation of management	25
- Explanation and Analysis of Financial Status and Performance	32
5. Corporate information	40
<b>part 2 Management and Corporate Governance</b>	<b>42</b>
6. Corporate Governance Policy	43
7. Corporate Governance Structure and Important Information about the Board of Directors Sub-committees, Executives, Employees and Others	47
8. Internal Control and Risk Management	60
9. Related Party Transactions	64
<b>Part 3 Financial Statements</b>	<b>68</b>
10. Report of The Independent Certified Public Accountants	69
<b>Part 4 Confirmation of Information Accuracy</b>	<b>139</b>
<b>Part 5 Appendix</b>	<b>141</b>
Appendix 1 Profile about directors, executives, people with power to control the company and company secretary	142
Appendix 2 Profile of the Board of Directors, Bangkok Union Insurance Public Company Limited, associated companies and related companies as of December 31, 2022	142
Appendix 3 Profile of the Head of Internal Audit, Head of Compliance and Accounting Supervisor	159
Appendix 4 Operation assets	160
Appendix 5 Policy and Guideline for Corporate Governance And Code of Conduct of the Company	162
Appendix 6 Report of the Audit Committee	165

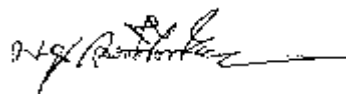


## Message from the Chairman

In 2022, the domestic economy in Thailand has begun to recover from the COVID-19 epidemic, however, there are still factors that cause the economy to slow down and affect the non-life insurance business, such as higher inflation. Rising energy prices or the impact caused by other factors, which causes the company to be very careful in underwriting, but with more than 93 years of experience in the business, the company can still deliver quality insurance products. And fairness, including fast service, can satisfy customers, especially when unexpected events occur to the customers of the company.

The company's performance in 2022, the company's insurance revenue growth increased from 2021 by 25% from the good performance last year, coupled with the strength of capital and support from investors. In 2023, the company therefore plans to develop an information technology system to improve the efficiency of services both in underwriting and claims consideration in order to provide such services in accordance with which customers expect and increase the market competitiveness of the current highly competitive non-life insurance business, as well as the company has given importance to the development of employees' knowledge and abilities and fostering a good working attitude to create awareness which leads to excellent service.

On behalf of the Chairman of the Board of Directors, we would like to thank our customers and business partners for your kind support and trust in the Company and look forward to your continuous support. I would also like to thank the Board of Directors, executives and employees for their hard work and cooperation. The success in the past year is a testament to the collaboration between executives and employees. And ready to drive this organization to achieve its goals and move in the direction that has been successfully set according to standards like this.



(Mr. Manu Leopaiprote)  
Chairman of the Board of Director



# **Part 1**

## **Business Operation and Performance**

# 1. Structure and Operation of the Company

## 1.1 Policy and Overall Business

Bangkok Union Insurance Public Company Limited is the first Thai non-life insurance company in Thailand. It was established on 5 February, 1929 serving all classes of underwriting, i.e., fire, marine and transportation, motor and miscellaneous. The company underwrites both direct insurance and reinsurance from domestic and foreign non-life insurance. In addition, the company also diversified the risk and reinsured with the top notch reinsurer both domestic and foreign reinsurer.

The company also spent its income in investment which is in compliance with the Office of Insurance Commission (OIC) regulations A.D. 1992 and the announcement of the Insurance Commission Regarding investment in other businesses of non-life insurance companies. The company will only invest in strong and reliable business to ensure sustainable return.

### 1.1.1 Vision and Company Objectives

Over more than 93 years in non-life insurance business, the company has strong determination to serve with honest, fair and maximize clients' satisfaction including fast and fair service with high quality as per the company vision "Up-to-date, Efficient, care, Trust".

Company objectives are

1. To provide good, fast and fair service for customer with maximum satisfactory.
2. To provide sustainable return to shareholders. Have transparent management with good corporate governance.
3. To provide customer with best products by continuing development in services and products.
4. To provide appropriated benefit, retain and improve knowledge and operation skills of employee.
5. To maintain reputation and create a good image Business operations are based on social responsibility by supporting and helping activities that are beneficial to society, such as donations to help in the event of various disasters, etc.

The Company's goal in doing business in the next 3-5 years is to increase the total written premium. By expanding work in both personal property insurance (Personal Line) and industrial and commercial insurance (Commercial Line), as well as bringing in various modern technologies to develop and improve to match the work system of the company for maximum efficiency.

### 1.1.2 Other significant development

Bangkok Union Insurance Public Company Limited was incorporated on February 5, 1929 in the name of "HUA KHAIU LIN HAH Company Limited" with the objective of providing fire insurance in the country. which is regarded as the first company to operate

insurance in Thailand

In 1962, the company changed its name from Chinese to Thai. to create the image of the company as a Thai company By registering the name change to "Bangkok Union Insurance Company Limited" on June 4, 1962 and set the symbol of the company in accordance with the new name, which is the image of "Democracy Monument", which is like the beginning of Bangkok at that time.

### **Development of listing on the Stock Exchange of Thailand**

In 1988 the company was listed on the Stock Exchange of Thailand and increased registered capital from 12 million baht to 20 million baht

In 2016, the company increased its registered capital from 200 million baht to 300 million baht, paid-up capital of 299,997,900 baht, par value of 10 baht per share.

### **Other important changes and developments**

The company continually focuses on developments in various fields such as

Improving operational efficiency by creating an internal control system of important work processes so that the performance of every process is in line with the goals It also develops a performance appraisal system by setting indicators at all levels of performance in accordance with the company's main goals. This will make the operations of all levels linked and consistent in the same direction throughout the organization.

Continuous improvement of the management system and performance monitoring through the War Room system in order to control the performance to meet the goals and adjust the important plans. To be in line with and to accommodate the rapidly changing economic conditions

Developing and improving the car claim payment program make it a tool to check the claims incurred. From which part of the car is damaged list which vehicle codes have a high rate of damage? To be used as statistics for calculating car insurance premiums close to the actual cost and most fair to customers as a database to compete in the market

Information technology The Company has developed the Company's website <http://www.bui.co.th/> which will allow customers to access various types of insurance information and information about the company more conveniently and quickly.

### **1.1.3 Use of fund from Public Offering of Equity or bond**

N/A

### **1.1.4 Commitments provided in the Registration Statement and/or the Approval Conditions**

N/A

## **1.2 Business Characteristics**

### **1.2.1 Revenue Structure**

The company's main business is non-life insurance, which is to provide services for accepting risks from the insured. According to various types of insurance policies such as



fire insurance policies Marine and transportation insurance policy car insurance policy and Miscellaneous Insurance Policy that the insured can choose to buy according to their needs to suit each type of property In addition, the company also has a 20-storey office building for rent to set up various offices and a 7-storey office building that is partly used as the office of the company. and another part for rent generating extra income to increase revenue for the company.

In 2022, the company earned 94.15% of the income from non-life insurance and 5.85% of the income from rental of investment buildings and others.

Unit: Baht

Source of Income	2022			2021			2020		
	Amount	Propor-tion	%Inc. (Dec.)	Amount	Propor-tion	%Inc. (Dec.)	Amount	Propor-tion	%Inc. (Dec.)
<b>Premium Written</b>									
Fire Insurance	96,359,974	5.98	9.97	87,620,938	6.77	(1.95)	89,363,285	7.31	(6.13)
Marine and Cargo Insurance	32,451,059	2.01	33.37	24,331,412	1.88	27.08	19,146,494	1.57	(11.89)
Motor Insurance	327,168,937	20.30	9.17	299,693,400	23.27	3.71	288,981,584	23.64	(6.09)
Miscellaneous Insurance	1,061,293,928	65.86	33.18	796,891,785	61.60	7.47	741,533,867	60.66	(16.52)
<b>Total Premium Written</b>	<b>1,517,273,898</b>	<b>94.15</b>	<b>25.55</b>	<b>1,208,537,535</b>	<b>93.42</b>	<b>6.10</b>	<b>1,139,025,230</b>	<b>93.17</b>	<b>(13.24)</b>
Other Income*	94,260,881	5.85	10.81	85,069,124	6.58	1.90	83,479,005	6.82	(5.68)
<b>Total Income</b>	<b>1,611,534,779</b>	<b>100.00</b>	<b>24.58</b>	<b>1,293,606,659</b>	<b>100.00</b>	<b>5.82</b>	<b>1,222,504,235</b>	<b>100.00</b>	<b>(12.77)</b>

\*Other income such as income from rental and services, and investment income from dividends or profit from selling securities

Performance in non-life insurance in 2022, the Company's income from insurance increased from 2021 by 25.55 percent, with increased income from marine and transportation insurance. car insurance and miscellaneous insurance The company has a careful underwriting process. From the risk selection process that is suitable for the company's acceptable risk Causing the insurance results of the year 2022 to increase from the previous year.

## 1.2.2 Product Information

### Product Characteristics

The company is a non-life insurance company who provides the service of accepting risks from a policyholder such as fire insurance, marine insurance, automobile insurance and miscellaneous insurance. The policyholders can select any insurance appropriated to their assets. There are four types of insurance product the company offers.

#### 1. Fire Insurance

The insurance covers damages caused to insured assets such as properties, inventories and furniture due to standard perils such as fire, lightening or gas explosion that uses for light or living (but not including damage from gas explosion caused by earthquake) or loss from any additional peril included in the policy.

Besides the standard perils in the fire insurance contract, policyholder can purchase more

protections for additional perils according to their risks; for example, damages from storm, hail, explosion, aircraft, vehicles, smog, earthquake, flood, strike, riots, malicious damages or electric damages by paying more premiums.

Accordingly, the company provides following types of fire insurance;

- 1.1. Fire Insurance Policy: The insurance protects against losses from fire or additional perils to insured assets which can be applied to buildings, hotels, or stores except for the household since there is a different policy available
- 1.2. Household Insurance Policy: The insurance separated from the fire insurance has an objective to provide the insurance for household which is different from another peril such as factories, hotels, or offices. The insurance also provides the long-term protection for 2 years or 3 years. The policyholders can have a discount from purchasing the long-term insurance
- 1.3. Stock Declaration Insurance Policy: The insurance protects policyholders' inventories. The policyholders must declare the amount of inventories on a monthly or quarterly basis. The policyholders must pay some premiums in advance and the premiums will be adjusted to the actual amount of inventories at the end of year

## 2. Marine and Cargo Insurance

The insurance covers damages or losses caused to insured cargo in marine, air, or in-land transportation or even include carrier's liability. The company provides following types of marine and cargo insurance;

- 2.1 Marine Cargo Insurance Policy: The insurance protects against damages or losses of insured cargo in marine, air, or in-land transportation according to the terms and conditions in the policy based on Institute Cargo Clause (A), (B), (C) between the policyholder and insurer
- 2.2 Inland Cargo Insurance Policy: The insurance protects against damages or losses of insured cargo from one place to another by which vehicles in transportation are trucks, trailers, trains, ox ships, pontoons, and commercial plan which the policyholders can purchase the policy for only single trip or annual trip. There are two types of protection;
  - 2.2.1 Named Peril – protection against only perils in the policy such as fire, lightening, car crashes, stranded boats, plane crashes, and derailment.
  - 2.2.2 All risks – protection for all risks that are not in the exception
- 2.3 Carrier's Liability Insurance Policy: The insurance protects against damages or losses of cargo for policyholders who are carriers transport. The policyholders are liable according to the Act of Transportation or terms and

agreements. The protection can start from loading cargo to vehicles to loading cargo off the vehicles at the destination. There are two types of protection: single trip or annual trip.

2.4 Marine Hull and Machinery Insurance Policy: The insurance protects hull and machinery at the insured marine transports that are damaged or lost such as transport collision, transports that hit rock, fire, lightening, sinking ship, salvaging shipwreck, or cost for salvaging according to terms and conditions in the policies (and exceptions) either any part of transports for any material which are;

2.4.1 Hull – the structure of transports made by wood, steel, or any material including pulley, tool, article, luggage, boat, crane, steering wheel, etc.

2.4.2 Machinery – the part that provides energies to drive transports and light, heat, chill such as boiler, machine, freezer, generator, and other related machinery.

### 3. Motor Insurance

The insurance covers damages due to road accidents. The protection includes for the property, life, bodily injury, or third party's asset. The company provides following types of insurance;

3.1 Compulsory Motor Insurance: The insurance from Protection For Motor Vehicle Victims Act B.E.2535 assigns that car owners or car users must purchase this insurance and keep the evidence of having this insurance readily to present to the authorities except that the car is already registered or paid for tax for the year.

3.2 Voluntary Motor Insurance: The insurance that the car owners are willing to transfer risks to insurers. There are five types of this insurance;

3.2.1 Policy Type 1: The policy with the most comprehensive protections which are life, bodily, sanitary injuries of third party, theft and fire liability, and the damages to partly or a whole part of insured car

3.2.2 Policy Type 2: The protection is the same as type 1 except the damages to an insured car

3.2.3 Policy Type 3: The protection is only provided to life, bodily, sanitary injuries and properties of third party

3.2.4 Policy Type 4: The protection is only provided to properties of third party up to 10000 baht per accident

3.2.5 Policy Type 5: There are two types of protection;

Form 1 (2+) – the protection is provided to life, bodily, sanitary injuries and properties of third party, the damages to partly or a whole part of insured car in case of theft and fire, and crash into other in-land vehicles

Form 2 (3+) – the protection is provided to life, bodily, sanitary injuries and properties of third party, the damages to partly or a whole part of insured car in case crash into other in-land vehicles

Besides these five types of insurance, the policyholders can extend their protections to personal accidents, hospital indemnity, and bail bond cover.

#### 4. Miscellaneous Insurance

The insurance covers damages beyond the extent of fire insurance, marine and cargo insurance and motor insurance. The insurance protects against losses to individuals, properties, liabilities, and engineering. The company provides following types of insurance;

- 4.1 Property All Risks Insurance Policy : The protection is provided to insured properties that are lost or damaged from accidents or any unexpected event which is not indicated in the exception of the policy such as fire, lightening, explosion, windstorm, earthquake, inundation, water damage, aircraft, smoke, vehicles, strikes, riots or vandalism (except for political, religious, or cult purpose), burglary with evidence of forcible for entry or exist the insured premise, and other perils not included in the exception of the policy
- 4.2 Health Insurance Policy : It is a policy that provides coverage for medical expenses due to injury from illness from disease.
- 4.3 Personal Accident Insurance Policy: The policy protects against death, loss of body, disability from accidents 24/7. These following are types of the insurance;
  - 4.3.1 Individual Plan – This protects individuals against what mentioned above and can extend to medical fee and driving or riding a motorcycle
  - 4.3.2 Group Plan – This protects employees of the corporation, stores, factories with the same protection as an individual plan
  - 4.3.3 Student Plan – This protects school, university students against accidents 24/7 or while traveling to and from a school or during a school
  - 4.3.4 Travel Accident Plan – This is a short-term protection in either domestic or foreign countries
- 4.4 Public Liability Insurance Policy : The insurance protects for public liability in case of death, bodily injuries and properties from accidents from

carelessness of the corporation or policyholders or policyholders' workers related to the operation of policyholders

- 4.5 Plat Glass Insurance Policy: The insurance protects plat glasses installed in the building, stores from accidents or third parties.
- 4.6 Golfer's Indemnity Insurance Policy : The insurance protects third parties, bodily injuries of policyholders or golf equipment and special bonus for "Hole-in-One"
- 4.7 Burglary Insurance Policy: The insurance protects against losses or damages of insured properties such as office supplies, domestic applications caused by burglary and robbery with the evidence of forcible for entry. The owner of the insured properties, partners or workers of the policyholder must not collude
- 4.8 Money Insurance Policy : The insurance protects against losses or damages or cash, coins, or bank notes from burglary or robbery or any attempt either those are kept at the office, a safe deposit vault, or in transit
- 4.9 Fidelity Guarantee Insurance Policy : The insurance protects against embezzlement or fraud from policyholders' workers or bill documents that belongs to the policyholders and liable to the policyholders
- 4.10 Engineer Liability Policy : The insurance protects as following;
  - 4.10.1 Contract Work Insurance: The insurance protects against losses and damages properties from accidents at the construction site or installation work. The protection extends to the liability of contractors, sub-contractors, and project owners to third parties due to accident at the construction site or installation work
    - A. For civil engineering work and construction with material and machinery that is damaged from fire, lightening, collapse, explosion, earthquake, theft and another accidents at the site
    - B. For machinery for installation is protected similar to A. including damages from its breakdown or from trial-run when installed. The insurance protects only for newly-installed machinery not longer than 4 weeks
    - C. For liability to third parties from the error of policyholders' own operations or of their workers that results in injuries of third parties or damages to third parties' properties
  - 4.10.2 Machinery Insurance: The insurance protects the machinery after complete installation; the company will pay benefits when the machinery is broken without expectation of repairmen, error in design, defect from factories or installation caused by unskillfulness, carelessness, spite, electrical short, physical explosion, etc.

- 4.10.3 Boiler Insurance : The insurance protects against losses or damages to boiler, pressure tank (besides from fire) and liability to third parties from explosion or collapse
- 4.10.4 Contractor's Equipment Insurance : The insurance protects against losses or damages of contractors' equipment from fire, lightning, windstorm, collision, derailment of the carrier while transporting properties
- 4.10.5 Electronic Equipment Insurance : The insurance protects against losses or damages caused by what is not in the exception of the policy such as fire, lightning, inundation, water damage, dampness, fire extinguishment

## **1.2.3 Marketing and Competition**

### **1) Overall competitive strategy**

The company focuses on improving the quality and efficiency of work and products to ensure customer satisfaction by setting strategies to support business expansion and support management policies as follows:

1. Build loyalty to the company to maintain customer base and sales of current agents.
2. Increase sales from existing agents by introducing new products that meet market needs.
3. Create new agents and brokers to expand work and create growth, develop the potential of agents and brokers to be able to negotiate and close sales.
4. Create new products to meet customer needs to generate new sales.
5. Expand sales channels and provide customer service, including online marketing communications/public relations to penetrate and increase the proportion of direct customers.
6. Reduce the cost of claims to create competitiveness in the market.

### **2 ) Target Customers**

Target Customers of the company can be categorized by two groups as following;

1. Corporate customers such as industrial factories, companies, or business.
2. Retail customers such as the insured who is a general person.

### **3) Industry Competition**

The Thai economy in 2022 has begun to recover from the COVID-19 situation. has been resolved, resulting in an increase in the tourism sector, the expansion of investment in both the public and private sectors The value of exports and imports of goods and the continued expansion of domestic consumption In addition, the shortage of parts in the production of automobiles has alleviated, resulting in the growth of all types of insurance.

Overview of the non-life insurance business in 2022 According to information from the Office of Non-Life Insurance, the overall direct premiums of the non-life

insurance business in 2022 grew by 3.6 percent compared to 2021 due to the start of economic recovery after recession from the previous year, whether In terms of the situation of COVID-19 which has been resolved, the value of exports and imports of goods tends to be higher and for the automobile insurance part, the problem of parts in the production of automobiles has been resolved, resulting in the growth of all types of insurance Motor Insurance grew 4.3% Marine and Transport Insurance grew 10.5% All Risks and Property Insurance grew 9.2% Accident Insurance grew 7.7% Health Insurance grew by 3.6 percent and fire insurance grew by 0.9 percent.

Trends in the Thai insurance industry in 2023, the Thai General Insurance Association estimates that there will be total written premiums of 282,200 - 287,900 million baht, growing approximately 4.5 -5.5 percent, which is higher than the forecast of the Thai economy that is expected to grow approximately 3.8 percent from The economy began to recover, the situation of the outbreak of COVID-19 begin to unravel and increasing car sales, thus affecting the market trend of the non-life insurance business as follows

- Most insurance types in the market in 2023 are still expected to be motor insurance. In 2022, motor insurance accounted for 56.22%, followed by miscellaneous insurance 37.49%.

- Due to the situation of the COVID-19 epidemic, many people have given importance to health insurance to manage risks from various diseases, as well as entering an aging society, which is an opportunity to grow the health insurance market.

- Thai people are increasingly using mobile applications to search for information. Social media and shopping will result in significant growth in online insurance sales. Especially car insurance and health insurance tend to grow from this channel a lot.

- Non-life insurance companies tend to be more mindful of profit margins and tend to raise premiums in proportion to higher claims-to-premium ratio. especially car insurance

- Non-life insurance companies tend to consolidate more in order to strengthen their finances and increase their market share. As well as preparing for new risks that affect the adjustment of non-life insurance companies, such as the Financial Reporting Standard No. 17 (IFRS 17), etc.

In 2022, the company sold a total of 102,932 policies, a decrease of 17.73% from 2021, with direct insurance and reinsurance premiums equal to 1,517.27 million baht, an increase of 25.55% from 2021 and the company has a share of The market share for direct premiums was 0.51 percent with the following details:

Lines of Business	2022		2021	
	Market share	Ranked	Market share	Ranked
Property - Fire	0.86%	18 / 43	0.83 %	18 / 47
- IARs	1.02%	17 / 43	1.04 %	16 / 47
Marine & Transportation	0.42%	24 / 39	0.37 %	26 / 47
Automobile - Compulsory	0.26%	34 / 41	0.37 %	29 / 45

Lines of Business	2022		2021	
	Market share	Ranked	Market share	Ranked
- Voluntary	0.17%	32 / 40	0.18 %	33 / 44
Miscellaneous - Public Liability	0.28%	25 / 38	0.24 %	25 / 41
- Engineering	1.86%	12 / 38	1.10 %	17 / 41
- Personal Accident	0.39%	22 / 47	0.26 %	25 / 54
- Travel	0.00%	37 / 38	0.00 %	37 / 54
- Health Insurance	3.03%	11 / 38	2.56 %	13 / 41
- etc.	N/A	N/A	0.17 %	40 / 54
Total	0.51%	31 / 51	0.45 %	32 / 54

### 1.2.4 Products and Services

The company has been operating for more than 93 years. The company's existing customer base comes from agents, brokers, financial institutions and direct sales. People have knowledge about insurance and see the importance of making insurance more In addition, entrepreneurs And business owners, whether small or large, need the most affordable and effective insurance. Brokers therefore play a very important role in offering different types of insurance that are consistent and suitable for the client's business.

The company sees a change in the source of business base. Therefore, the work has been expanded by accepting jobs through recruiters and more financial institutions In addition to dealing with direct contact with customers. Sub-agent it is still a stable source of work for the company as before. In conclusion, The Company's work resources can be divided into groups as follows:

1. Industrial and Commercial Insurance (Commercial Line) the source of work is from a broker financial institution.
2. Personal property insurance (Personal Line) from agents and direct sales.

The Company's products are various types of insurance policies approved by the Office of Insurance Commission. Both standard policies and policies that are designed to suit each customer, The Company has developed both in terms of personnel equipment, tools, appliances including a continuous operating system and adheres to the principle of investment without only aiming for the highest return but consider doing it within your risk tolerance. Including expecting the company to be able to maintain appropriate liquidity as well

### 1.3 Shareholding Structure of the Group

The Company holds shares in Bangkok Union Life Assurance Public Company Limited, which is related as an associated company. It has a registered capital of 500 million baht and a paid-up capital of 500 million baht with a shareholding proportion of 9.61%.



### 1.3.1 Amount of registered capital and paid-up capital

(1) As of December 31, 2022, the company has a registered capital of 300,000,000 baht, paid-up for 299,997,900 baht, divided into 29,999,790 ordinary shares with a par value of 10 baht per share.

(2) The company does not issue shares other than ordinary shares.

### 1.3.2 Major shareholders

Details of the top 10 shareholders of the total number of shares with voting rights whose names appear in the share register as of April 21, 2022 according to a report from Thailand Securities Depository Co., Ltd.

No.	Name of Shareholders	Amount	Percentage
1	Liewpairat Enterprises Co., Ltd.	8,771,355	29.24
2	BUI Life Insurance Co., Ltd.	2,756,250	9.19
3	Ms. Maneerat Iamsopana	1,641,352	5.47
4	Hong Yiah Seng Real Estates and Investment Co., Ltd.	1,598,220	5.33
5	Mr. Sukit Kamolsirawat	1,800,000	6.00
6	Mr. Prachai Leophairatana	1,215,000	4.05
7	Ms. Tanyaratt Iamsopana	1,566,340	5.22
8	Ms. Malinee Leopairat	763,052	2.54
9	Patjaku Paisan Underwriting Co., Ltd.	393,469	1.31
10	D R Pattana Co., Ltd.	347,148	1.16

### 1.4 Dividend policy

The company dividend policy is 60% of the net profit but also depends on the business competition, economic and strategic plan. Dividends are paid once a year in May.

year	2018	2019	2020	2021
Net Profit per Share (baht)	0.13	0.41	0.58	2.96
Dividend per Share (baht)	Omission	0.25	0.25	1.00
Dividend Payout Ratio (%)	-	60.84	42.75	33.77

### 1.5 Relationship with the business group of the major shareholder

The Company has already disclosed in Part 2, Management and Corporate Governance. The Company does not need to rely on or support financially between them, and the nature of business operations of the major shareholders does not have any significant competition.

### 1.6 Issuance of other securities

The Company does not issue convertible securities and has no bond securities.

## 2. Risk Management

The non-life insurance business operates differently from other types of financial institutions because it has a duty to protect various types of risks for policyholders. Therefore, in order to operate the company efficiently and achieve the objectives as specified. The company therefore places importance on developing and improving the risk management process to be effective continuously and encouraging employees at all levels to realize and place importance on risk control to be at an acceptable level.

The company has set up a risk management committee to oversee and manage the overall risk management system of the company in accordance with the risk management policy that is appropriately defined. There are sub-committees, namely the underwriting and product review committee. Claims Management Committee, Investment Committee, Executive Committee, responsible for monitoring and managing risks related to the tasks assigned to each committee in order to manage risk effectively. There are also improvements, corrections, policies and risk management for each type of risk in accordance with the rules, regulations and relevant laws.

As for the risk management process, the company has set up a risk management process so that the procedures and methods of risk management are systematic and run in the same direction throughout the company. The key steps of the risk management process are risk identification, risk assessment, risk response, and risk monitoring and Review) by identifying risks, the company has considered to cover risks in various areas as follows:

### **Strategic Risk Management**

1. **Strategic Risk** is the risk arising from the formulation of policies, strategies, operational plans and improper implementation or inconsistent with internal factors and external environment, including social changes, technology.

### **Strategic Risk Management/Management**

The Company takes strategic risk factors into account when formulating strategic plans, such as failure to execute the planned plans or formulating strategic plans and inappropriately implementing them with the provision of services. Adding a variety of sales channels, such as opening branches/sub-branches, relying on channels through Broker/Agent Company Website Competitive Violence of Insurance Industry Changes in laws/regulations and regulations of business regulators, economic growth, natural disasters, etc. These factors directly and indirectly affect business operations.

The company has risk management by considering the goals according to the strategic plan and direction of operations, as well as having a process for monitoring and reporting the performance according to the plan on a monthly basis. To ensure that the company operates in accordance with the objectives and goals set to increase competitiveness. The company has given more importance to the development of human resources, service and technology systems, as well as risk management so that risk management covers the activities of the company and determines acceptable risk levels. In addition, the strategic plan is reviewed annually to be in line with the changing economic and competitive situations. Including being in line with the current direction of the insurance industry. The

strategic planning process has been integrated with the risk management plan to ensure that the implementation of the strategic plan achieves the objectives and goals set.

**2. Insurance risk** is the risk from the product being sold that does not meet expectations at the time of designing that product, whether in terms of coverage and premium rates. until causing the product to become unpopular in the market or unable to sell that product or there is a risk that exceeds expectations causing the company to be unable to continue selling that product.

### **Insurance Risk Factors**

Inappropriate premium rate determination, expenses which are higher than the predetermined assumptions Allocation of insurance premium reserves and loss reserves Policyholder behavior changed insured and development of new insurance products This may affect the amount of claims and the expected cash flow in the future.

### **Insurance risk management/management**

The Company has considered risk management guidelines as follows:

2.1 An underwriting committee is established. To develop and improve products and set premium tariffs to meet customer needs and competitiveness. Including creating a culture of fair treatment to customers.

2.2 Establish insurance policies and standards, including preparing insurance manuals and underwriting approval authority. To be used as a guideline for underwriting considerations and to control risks to an acceptable level.

2.3 A reinsurance management strategy must be established and reviewed at least annually in order to have an operational plan that can be adjusted and flexible according to changing conditions. as well as to analyze the level of risk taken by oneself to be appropriate with the risk that can be taken.

2.4 Assessment or allocation of reserves for insurance premiums and claims are sufficient.

**3. Liquidity Risk** is the risk arising from the inability of the Company to pay its liabilities and obligations when they are due. due to inability to convert assets into cash or inability to obtain sufficient capital Or able to provide money to pay, but at a cost that is too high to accept, which will affect the company's capital funds that may cause insufficiency to cover both short-term and long-term obligations.

### **Liquidity risk management/management**

The company chooses to invest in highly liquid assets coupled with efficient management that can maintain the level of cash on hand at an appropriate level at all times. to keep the liquidity risk at a controllable level The company has sufficient capital. to support risks that may occur in business operations.

**4. Operational Risk** is the risk of damage due to lack of good corporate governance. Lack of good governance in the organization or lack of good control related to internal operational processes, personnel, work systems, information technology systems data security or external events.

## **Operational risk factors**

### **4.1. Risk factors from product design and development and insurance premium determination such as**

- (1) The risk from the information used in determining the premium rate calculation is insufficient or inappropriate for the risk.
- (2) Risk from new product design or development that does not meet the goals or plans.

### **4.2. Risk factors from offering and collecting premiums such as**

- (1) Risk arising from the sale of insurance policies through electronic channels via telephone, agents/brokers, banks.
- (2) The premium payer on behalf of the company fails to pay premiums or send premiums to the company within the specified time;
- (3) Requiring a person to offer for sale of a policy without being appointed as a non-life insurance agent or authorizing in writing to an employee or non-life insurance broker to complete
- (4) Preparing a register to control premium collection that is incomplete or not on time

### **4.3. Risk factors from underwriting considerations such as**

- (1) Underwriting beyond the company's capability
- (2) Protection conditions are not suitable for the risk.
- (3) Concentration of insured risks

### **4.4. Risk factors from the assessment of insurance reserves, such as underestimation of insurance reserves which may not be sufficient for actual losses**

### **4.5. Risk factors from compensation management such as**

- (1) Inaccuracy in claim estimation
- (2) Loss Ratio is higher than estimated.
- (3) Using false reports to assess insurance reserves

### **4.6. Risk factors from reinsurance such as**

- (1) Selection of reinsurers
- (2) Concentration of reinsurers
- (3) Inability to recover damages from reinsurers
- (4) Lack of good reinsurance accounting system

### **4.7. Risk factors from investing in other businesses such as**

- (1) Income from investing in securities or interest income from debt instruments and dividends are not fully received.
- (2) The Securities Supervisory Register provides insufficient information causing income and expenses, including the cost of investment, to be incorrectly recorded. Including investing in securities more than specified.
- (3) Securities trading volatility

**4.8. Risk factors from the valuation of assets and liabilities such as risk from valuation the price of assets and liabilities is incorrect according to the OIC announcement.**

**4.9. The use of services from third parties, such as the use of surveying companies. Operational Risk Management/Management.**

The Company sets policies, plans and operational risk management structures in line with the Company's policies and communicates the policies to personnel and internal units for their acknowledgment and strict implementation. The Company reviews policies, plans and structures to suit the situation. Present and determine the responsibilities of personnel involved in operational risk management.

The Company has in place an appropriate internal control system that can be used to support operational risk management decisions to prevent damage to the Company's capital, reputation and image.

The Company places importance on operational risk management by requiring the preparation of a report and risk assessment to be presented to senior management and the Risk Management Committee. By assessing the risk, the risk owner will join the risk working group and the risk management unit to determine risk response measures. And the risk owner must report the progress and results of operations to the risk working group and the risk management unit on a monthly basis. In addition, operations and internal controls are under the supervision of the Audit Committee to reduce the risk of fraud and misconduct. and evaluating the results of operations to keep the risks at a controllable level.

**5. Market Risk** is the risk arising from changes in interest rates, foreign exchange rates, the price of invested assets. Instrument prices in money markets, capital markets and commodity prices

#### **Marketing risk management/management**

The Company assigns the Investment Committee to determine the investment policy framework. To supervise investments in accordance with the risk management policy by emphasizing investments in low-risk, stable securities that yield appropriate and consistent returns. Including setting guidelines for investment management by setting a framework and investment direction for each year, as well as specifying limits for all types of investments and at all levels. which is determined based on the target rate of return and liquidity in connection with and consistent with the impact on capital funds that must be maintained according to the regulations and the risk appetite level The investment proportion of the company must be approved by the Board of Directors.

**6. Credit risk** is the risk arising from the counterparty's inability to comply with the obligations agreed with the company, including the possibility that the counterparty will be downgraded the credit rating. or the counterparty's capital adequacy ratio (CAR) is lower than the threshold set by regulators, which will negatively affect credit risk ratings, bankruptcy, and debt defaults.

#### **Credit risk management/management**

The company has set up a system to follow up and report on the status of outstanding premium debtors on a monthly basis. Including controlling the collection of insurance premiums in accordance with the announcement of the OIC. Establishing measures to control and prevent risks. Determine criteria for considering the selection of reinsurance

companies. and agents/brokers carefully consider their business history, ability to pay premiums as well as having to have securities or personal guarantors within the credit line specified by the company.

The Company has established a reinsurance risk management policy in considering reinsurance with reinsurance companies that have a credit risk rating of not lower than B+ and must go through the underwriting committee to supervise.

The Company has assigned the Investment Committee to consider and review various factors. regularly to be used in the Company's investment decisions and to control investments in accordance with regulatory requirements The company has invested in government and private debt instruments. As for corporate bonds, the company has assigned a credit rating of not lower than B+.

**7. Concentration risk (Concentration Risk)** is the risk from investing too much in debt or equity instruments issued by a particular issuer or from lending too much to a particular debtor or from holding real estate. Finding too much real estate and operating assets or from taking too much reinsurance with any one company or level. or concentration of underwritten risks in various fields or concentration in reinsurance companies with low credit ratings

#### **Concentration risk management/management**

In insurance risk limits are set and insurance coverage is appropriately distributed for each risk. Including control and monitoring using the Block Management system.

For the management of reinsurance to reduce the risk of concentration. The company gives priority to the process of selecting quality reinsurers. By considering the credit rating of the reinsurance company. It also emphasizes the process of monitoring and evaluating financial stability, including the distribution of reinsurance counterparties.

**8. Compliance Risk** is the risk arising from Failure to comply with laws related to business operations

#### **Legal Compliance Risk Management/Management**

To manage such risks, the Company has established a Compliance Unit to be responsible for following up on changes in laws, announcements, and regulations of government agencies. that affect the operation of the Company and communicated to relevant departments for acknowledgment to adjust processes and work practices to be in line with changes in a timely manner

In addition, the company has set key risk indicators (Key Risk Indicator: KRI) and acceptable risk levels (Risk Appetite) in accordance with regulatory standards.

**9. Information Technology Risk** is the risk arising from the use of innovation and information technology to support business operations, which may affect the work system or operation of the Company, including financial threats. cyber

#### **Information Technology Risk Management/Management**

The company has established guidelines for the operation of information technology. along with providing training to educate employees and setting strict safety measures Including preparing a plan to deal with threats and respond to abnormal cyber incidents in order to be prepared to deal with various types of threat incidents. that may occur for

security and to reduce the impact when an event occurs

**10. Catastrophe Risk** means the risk arising from rapidly changing situations, both natural disasters and social situations. economy and politics Which is part of the catastrophe that happened suddenly. Nowadays, there are large natural disasters happening. This is one of the important factors that may affect the business of the company. However, each type of insurance provides different coverage.

#### **Disaster risk management/management**

The Company determines the maximum sum insured value that can be taken for risk for various types of risks and regularly monitors the sum insured value report (Exposure) every month. In addition, the company has a process to monitor and follow up on news and analysis of the likelihood of natural disasters from reinsurers. and reinsurance brokerage companies, as well as analyzing and estimating the severity of accumulated risks (Accumulation Control) based on actuarial principles. In addition, the company has a process for considering the adjustment of coverage and premium rates to suit the factors and risks of potential disasters.

**11. Emerging Risk** is a risk that has never been seen or experienced before, which may be caused by changes in politics, laws, society, technology or emerging epidemics, etc.

#### **Emerging Risk Management/Management**

The Company collects relevant information about these emerging risks and analyzes them on an ongoing basis to understand and find ways to appropriately limit their impact on the Company. Statement of coverage in the policy (Policy Wording) as well as the process of underwriting Determination of insurance premium rates as well as developing new products to ensure that emerging risks are taken into account.

In addition, the company has reviewed the risk factors. and continually assessing risks according to the specified timeframe, including reviewing them according to situations and significant changes that may affect the Company's operations. To determine appropriate risk management measures and improve the risk management system to be sufficient to achieve the Company's goals.

## 3. Environmental Social and Corporate Governance (ESG)

### Policy and Target of Sustainability management

The Company places importance on corporate sustainability management in all dimensions, including economic, social and environmental aspects. Taking into account all stakeholders, including the insured, shareholders, and employees, communities, trading partners, competitors and creditors through the management of activities as follows:

### Environmental management activities

The Company attaches great importance to energy conservation and encourages efficient use of resources. Therefore, a policy on energy conservation has been clearly defined by announcing it in the internal database of the organization to communicate to employees throughout the organization to be informed.

As well as encouraging employees to be knowledgeable and aware of the importance of energy conservation The company has cooperated with the Department of Alternative Energy Development and Efficiency (DEDE) in implementing energy management every year and has set up a working group on energy management to strictly operate according to the energy conservation plan including a review Regularly analyze and debug power management. As a result, the Company received the (MEA ENERGY SAVING BUILDING) award from the Metropolitan Electricity Authority.

For waste disposal The Company has separated waste that can be recycled (Recycle) and waste that may be harmful. for government agencies to collect and destroy properly in the treatment of wastewater The company has strictly complied with the regulations of the Ministry of Natural Resources and Environment by collaborating with the Environment and Sanitation Department Bangrak District Office Closely monitor and correct the operation of the wastewater treatment system on a regular basis to be available at all times and a monthly report summarizing the performance of the wastewater treatment system is delivered.

### Customer responsibility activities

The company is committed to satisfying the insured by developing products that meet the needs. Improving quality and speedy service set up a Customer Relationship Management (CRM) department to conduct satisfaction surveys and receive customer dissatisfaction. In order to improve the quality of service and impress customers

### Employee Responsibility Activities

The company pays attention to the care of employees to be properly complied with labor standards both in terms of compensation, welfare and working environment a welfare committee was established with representatives of employers and employees. Attending meetings and continually considering agendas related to employees.

As for the employment of workers, the Company has treated workers fairly. No



discrimination in hiring workers No gender, race, religion is discriminated against. Everyone has an equal chance of getting a job through the company's standardized test. In addition, the company provides ongoing training in insurance knowledge and other skills necessary to operate by providing courses to develop skills and potential for all employees to increase knowledge, abilities, skills and create a positive attitude towards work.

### **Business Responsibility Activities**

The company is aware of fairness in business operations in order to operate efficiently and for the utmost benefit of both customers and the company. Therefore, a claim committee has been appointed to set standards for garages, spare parts shops, survey companies, car lift companies, glass shops and car wrecks, spare parts, control operations to be standardized. and fairness to relevant stakeholders.

Requires equal and fair treatment of customers and business partners Based on company ethics Earning fair returns in business without sacrificing any other benefits derived from the wrong operation taking into account equality and fairness have business ethics Committed to customer satisfaction on the basis of good governance Cooperate with government agencies and the private sector, which is the governing body Whether it is the Office of Insurance Commission (OIC), the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand and the Thai General Insurance Association in all matters beneficial to the insurance business to stabilize Effectively improve the quality and operational standards of the company.

In addition, the company also takes into account the treatment of competitors by adhering to the rules not blocking and destroying the reputation of competitors in participating in business competition or doing any act that is unfair to each other.

### **Through the following activities**

1. The company requires a company secretary to coordinate with the Board of Directors and sub-committees in the Company's affairs, including organizing the Board of Directors' meeting to consider various matters. to be in accordance with the law Store documents related to board meetings and shareholders' meetings in a safe place as well as providing information and advice to the Board of Directors.

2. The company has established a risk management policy and arrange for every part of the company to comply with the risk policy approved by the Board of Directors as well as to report to the Board of Directors on a regular basis To review or assess the effectiveness of risk management at least once a year.

3. The Company has established a policy on related party transactions that has been approved by the Board of Directors For compliance and in accordance with the laws governing the company The Company has important business transactions with related companies by having shareholders and/or have some common directors The said transaction does not have any significant influence on related parties and in accordance with the normal general trading conditions of business operations By taking into account the best interests of the company as important in accordance with the requirements and normal business operations of the company.

4. The company has a policy against corruption that has been approved by the Board of Directors to comply with the declaration of intent. It is the Collective Action Coalition (CAC) of the Thai private sector against corruption.

5. The company has established policies and guidelines for the prevention and suppression of money laundering that has been approved by the Board of Directors. In order to be able to act properly and in accordance with the requirements of the law relating to customer acquisition Customer Risk Management and checking to know the facts about customers.

6. The company sets policies and guidelines for personal data protection. In order for the owner of personal data to be protected by the law on personal data protection and according to the guidelines on personal data protection standards.

### **Human Rights Respect Activities**

The Company attaches great importance to compliance with human rights laws. Respect the fundamental rights of all stakeholders without discrimination against any person on the grounds of race, religion, sex, age and any other status that constitutes human rights.

The Company gives employees the opportunity to express their opinions openly and equally. In addition, the company recognizes the equal importance of people with disabilities. Promote and support income generation for people with disabilities by cooperating with the National Office for the Promotion and Development of the Quality of Life of Persons with Disabilities Organize a place within the company for the Center for Occupational Development for Persons with Disabilities Nonthaburi Province has come to sell products with disabilities, which increases the distribution channels for more products every year.

### **Social assistance activities**

The Company recognizes the importance and value of personnel who will contribute to the development of communities and society. Therefore, the company has participated in the project to give scholarships to underprivileged students under the name of the project "Siam Smile Sharing Kindness to Students" every year and in 2022, the company has awarded scholarships. 50,000 baht for the school through the Siam Smile Foundation.

In addition, the company also co-hosted the Royal Kathin Robe Offering Ceremony. In 2022, the company co-hosted the Royal Kathin Ceremony at Wat Sena Sanaram Ratchaworawihan, Hua Ror Sub-district, Phra Nakhon Si Ayutthaya District. Phra Nakhon Si Ayutthaya Province Including being a member of the Kathina Ceremony at Wat Ban Hin Lap, Muak Lek Subdistrict, Muak Lek District Saraburi Province, Wat Sri Don Moon, Chomphu Subdistrict, Saraphi District, Chiang Mai Province and Wat Tham Sarika, Sarika Subdistrict, Mueang Nakhon Nayok District Nakhon Nayok Province.

### **Honest Social Development Activities**

The Company has a clear intention to conduct business with transparency, fairness, against bribery of all forms, whether government officials or between individuals in the

private sector. This includes conflicts of interest, fraud, and money laundering, supporting terrorism. There are guidelines for controlling, preventing and monitoring the risks of corruption. Good values are instilled and created a good conscience to work with honesty for employees at all levels to respond to the intention of the company and avoid actions that are contrary to good management principles.

## 4. Explanation and Analysis of Financial Status and Performance

### Financial Information

#### Summary of the report of the Independent Certified Public Accountant for the past three years

Mr. Nantawat Sumraunhant, CPA No.7731, the Independent Auditor from Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. for the year 2020 and 2021 showed an Unqualified Opinion for the Financial Statements of the year 2020 and 2021.

Ms. Lasita Magut, CPA No.9039, the Independent Auditor from Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. for the year 2022 showed an Unqualified Opinion for the Financial Statements of the year 2022.

#### 1. Summary of Financial Statements in which the Equity Method is Applied Comparison of the Year 2022, 2021 and 2020

#### STATEMENTS OF FINANCIAL POSITION

	As at	As at	(Unit: Baht) As at
	December 31,	December 31,	December 31,
	2022	2021	2020
<b>ASSETS</b>			
Cash and cash equivalents	282,717,992	204,733,586	89,314,181
Premium receivable	133,622,513	135,501,623	177,986,685
Accrued investment income	2,176,514	1,308,904	1,454,150
Reinsurance assets	536,765,304	321,929,928	299,790,195
Amounts due from reinsurers	2,510,251	2,908,610	9,569,454
Investments			
Investments in securities	766,696,977	734,671,853	630,738,598
Investment property	52,148,462	70,233,068	88,854,479
Investment in an associate	44,759,239	44,357,498	37,187,576
Property, plant and equipment	302,951,139	301,804,628	311,909,328
Intangible assets	3,458,193	844,388	10,248,210
Deferred tax assets	-	-	22,755,190
Other assets	29,870,458	16,384,188	52,367,513
<b>TOTAL ASSETS</b>	<b>2,157,677,042</b>	<b>1,834,678,274</b>	<b>1,732,175,559</b>

	As at December 31, 2022	As at December 31, 2021	As at December 31, 2020
<b>LIABILITIES AND EQUITY</b>			
Insurance liabilities	1,045,008,628	785,112,782	775,988,195
Amounts due to reinsurers	119,567,451	67,306,006	85,301,046
Employee benefit obligations	17,194,945	16,685,284	15,136,682
Commission and brokerages payable	25,203,885	20,413,775	25,166,582
Lease liabilities	52,997,966	54,328,070	55,544,003
Accrued expenses	58,604,033	65,704,360	38,897,776
Deferred tax liabilities	4,487,057	9,616,643	-
Income tax payable	-	1,510,482	-
Other liabilities	33,329,541	32,513,637	36,157,466
<b>TOTAL LIABILITIES</b>	<b>1,356,393,506</b>	<b>1,053,191,039</b>	<b>1,032,191,750</b>
<b>EQUITY</b>			
Share capital			
Authorized share capital			
30,000,000 ordinary shares of Baht 10.00 each	300,000,000	300,000,000	300,000,000
Issued and paid-up share capital			
29,999,790 ordinary shares of Baht 10.00 each	299,997,900	299,997,900	299,997,900
Premium on share capital	86,593,183	86,593,183	86,593,183
Retained earnings			
Appropriated			
Legal reserve	28,413,956	25,541,202	21,099,964
Unappropriated	142,936,868	115,718,335	35,253,742
Other components of equity	243,341,629	253,636,615	257,039,020
<b>TOTAL EQUITY</b>	<b>801,283,536</b>	<b>781,487,235</b>	<b>699,983,809</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>2,157,677,042</b>	<b>1,834,678,274</b>	<b>1,732,175,559</b>

## STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(Unit: Baht)

	<u>2022</u>	<u>2021</u>	<u>2020</u>
<b>REVENUES</b>			
Gross written premiums	1,517,273,898	1,208,537,535	1,139,025,230
<u>Less</u> Premiums ceded to reinsures	434,068,354	335,940,433	351,048,657
Net premiums written	1,083,205,544	872,597,102	787,976,573
<u>Less</u> Unearned premium reserve increased from previous years	22,332,342	7,741,773	(11,294,423)
Net premium earned	1,060,873,202	864,855,329	799,270,996
Fee and commission income	55,377,209	44,822,996	50,259,195
Net investment income	22,864,337	17,379,850	14,487,993
Gain (loss) on investment	1,700,445	(2,273,904)	(895,663)
Share of profit from investment in an associate	2,636,208	3,581,081	(4,522,907)
Other income	814,850	1,568,344	164,459
Income from rental	68,881,249	68,394,834	69,722,216
Total revenues	<u>1,213,147,500</u>	<u>998,328,530</u>	<u>928,486,289</u>
<b>EXPENSES</b>			
Gross claim	650,818,502	324,576,787	324,933,829
<u>Less</u> add Claim recovered from reinsurers	(183,290,240)	(39,551,416)	71,108,676
Commissions and brokerages	196,815,504	153,034,406	141,662,189
Other underwriting expenses	337,395,375	265,828,497	236,209,713
Operating expenses	87,858,349	101,939,671	82,899,403
Other expenses - expenses for rental	51,128,599	47,595,520	45,117,903
Expected credit loss (reversal)	(205,007)	476,246	10,686,384
Total expenses	<u>1,140,521,082</u>	<u>853,899,711</u>	<u>912,618,097</u>
Profit before income tax expense	72,626,418	144,428,819	15,868,192
Income tax expense	12,535,131	52,022,988	2,847,873
<b>Net profit</b>	<b><u>60,091,287</u></b>	<b><u>92,405,831</u></b>	<b><u>13,020,319</u></b>

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (CONTINUED)

(Unit: Baht)

	2022	2021	2020
<b>Other comprehensive income</b>			
Items that will be reclassified subsequently to profit or loss			
Loss on remeasuring investment at fair value through other comprehensive income	(10,754,125)	(595,930)	(15,600,192)
Share of other comprehensive profit (loss) of an associate	(2,793,084)	4,486,051	(1,116,748)
Income tax relating to components of other comprehensive income that will be reclassified subsequently	2,709,442	(778,024)	3,343,388
	<u>(10,837,767)</u>	<u>3,112,097</u>	<u>(13,373,552)</u>
Items that will not be reclassified subsequently to profit or loss			
Surplus on revaluation of land	-	(8,240,000)	-
Actuarial gain in defined employee benefit plans	678,476	96,873	(3,898,465)
Income tax relating to components of other comprehensive income that will not be reclassified subsequently	(135,695)	1,628,625	779,693
	<u>542,781</u>	<u>(6,514,502)</u>	<u>(3,118,772)</u>
Other comprehensive loss for the years - net of income tax	<u>(10,294,986)</u>	<u>(3,402,405)</u>	<u>(16,492,324)</u>
<b>Total comprehensive income for the years</b>	<b><u>49,796,301</u></b>	<b><u>89,003,426</u></b>	<b><u>(3,472,005)</u></b>
<b>Basic earnings per share (Baht)</b>	<b>2.00</b>	<b>3.08</b>	<b>0.43</b>

## STATEMENTS OF CHANGES IN EQUITY

(Unit: Baht)

### FINANCIAL STATEMENTS IN WHICH THE EQUITY METHOD IS APPLIED

	Other components of equity								Total
	Issued and paid-up share capital	Premium on share capital	Retained earnings		Other comprehensive income			Share of other comprehensive income (loss) of an associate	
			Appropriated Legal reserve	Unappropriated	Surplus on revaluation of asset	Investment at fair value through other comprehensive income	Actuarial gain (loss) on define employee benefits plan		
<b>Beginning balances as at January 1, 2020</b>	299,997,900	86,593,183	20,222,803	30,610,584	230,912,000	42,712,447	-	(93,103)	710,955,814
Legal reserve	-	-	877,161	(877,161)	-	-	-	-	-
Dividend paid	-	-	-	(7,500,000)	-	-	-	-	(7,500,000)
Comprehensive income (loss)-equity method for the year	-	-	-	13,020,319	-	(12,480,154)	(3,118,772)	(893,398)	(3,472,005)
<b>Ending balances as at December 31, 2020</b>	<u>299,997,900</u>	<u>86,593,183</u>	<u>21,099,964</u>	<u>35,253,742</u>	<u>230,912,000</u>	<u>30,232,293</u>	<u>(3,118,772)</u>	<u>(986,501)</u>	<u>699,983,809</u>
<b>Beginning balances as at January 1, 2021</b>	299,997,900	86,593,183	21,099,964	35,253,742	230,912,000	30,232,293	(3,118,772)	(986,501)	699,983,809
Legal reserve	-	-	4,441,238	(4,441,238)	-	-	-	-	-
Dividend paid	-	-	-	(7,500,000)	-	-	-	-	(7,500,000)
Comprehensive income (loss)-equity method for the year	-	-	-	92,405,831	(6,592,000)	(476,744)	77,498	3,588,841	89,003,426
<b>Ending balances as at December 31, 2021</b>	<u>299,997,900</u>	<u>86,593,183</u>	<u>25,541,202</u>	<u>115,718,335</u>	<u>224,320,000</u>	<u>29,755,549</u>	<u>(3,041,274)</u>	<u>2,602,340</u>	<u>781,487,235</u>
<b>Beginning balances as at January 1, 2022</b>	299,997,900	86,593,183	25,541,202	115,718,335	224,320,000	29,755,549	(3,041,274)	2,602,340	781,487,235
Legal reserve	-	-	2,872,754	(2,872,754)	-	-	-	-	-
Dividend paid	-	-	-	(30,000,000)	-	-	-	-	(30,000,000)
Comprehensive income (loss)-equity method for the year	-	-	-	60,091,287	-	(8,603,300)	542,781	(2,234,467)	49,796,301
<b>Ending balances as at December 31, 2022</b>	<u>299,997,900</u>	<u>86,593,183</u>	<u>28,413,956</u>	<u>142,936,868</u>	<u>224,320,000</u>	<u>21,152,249</u>	<u>(2,498,493)</u>	<u>367,873</u>	<u>801,283,536</u>



## STATEMENTS OF CASH FLOWS

(Unit: Baht)

	<b>2022</b>	<b>2021</b>	<b>2020</b>
<b>CASH FLOWS PROVIDED BY (USED IN) OPERATING ACTIVITIES</b>			
Direct premium received	1,513,980,949	1,311,829,982	1,107,227,000
Cash paid from reinsurance	(303,555,362)	(279,698,022)	(99,885,640)
Interest income	12,380,911	10,320,470	8,398,617
Dividend income	10,169,448	7,672,244	6,743,409
Other income	814,744	1,255,004	164,459
Claims incurred from direct insurance	(461,223,860)	(322,118,074)	(610,943,138)
Commissions and brokerages from direct insurance	(188,776,268)	(153,606,209)	(146,790,242)
Other underwriting expenses	(338,343,612)	(261,795,580)	(239,773,322)
Operating expenses	(102,612,722)	(138,371,757)	(76,036,463)
Income tax expense	(20,648,715)	(15,927,747)	(6,330,110)
Refundable corporate income tax	-	33,566,386	-
Cash received from financial assets	58,862,140	42,196,845	-
Cash paid for financial assets	(111,289,570)	(154,943,800)	-
Investments in securities	-	-	(61,199,339)
Deposits at bank with maturity over 3 months	11,000,000	5,000,000	50,000,000
Investment property	38,362,665	41,544,841	44,581,472
Net cash provided by operating activities	<u>119,120,748</u>	<u>126,924,583</u>	<u>(23,843,297)</u>
<b>CASH FLOWS PROVIDED BY (USED IN) INVESTING ACTIVITIES</b>			
<b>CASH FLOWS PROVIDED BY</b>			
Property, plant and equipment	107	10,280	1,402
Cash provided by investing activities	<u>107</u>	<u>10,280</u>	<u>1,402</u>
<b>CASH FLOWS USED IN</b>			
Property, plant and equipment	(3,795,649)	(312,308)	(1,213,917)
Intangible assets	(3,637,000)	-	(225,900)
Cash used in investing activities	<u>(7,432,649)</u>	<u>(312,308)</u>	<u>(1,439,817)</u>
Net cash used in investing activities	<u>(7,432,542)</u>	<u>(302,028)</u>	<u>(1,438,415)</u>
<b>CASH FLOWS USED IN FINANCING ACTIVITIES</b>			
Lease payment	(3,703,800)	(3,703,150)	(3,696,000)
Dividend paid	(30,000,000)	(7,500,000)	(7,500,000)
Net cash used in financing activities	<u>(33,703,800)</u>	<u>(11,203,150)</u>	<u>(11,196,000)</u>
<b>Net increased in cash and cash equivalents</b>	77,984,406	115,419,405	(36,477,712)
Cash and cash equivalents as at January 1,	<u>204,733,586</u>	<u>89,314,181</u>	<u>125,791,893</u>
<b>Cash and cash equivalents as at December 31,</b>	<u><u>282,717,992</u></u>	<u><u>204,733,586</u></u>	<u><u>89,314,181</u></u>

## 2. FINANCIAL RATIO

	2022	2021	2020
<u>Operation Results (Separate) Unit: million Baht</u>			
Premium Written	1,517.27	1,208.54	1,139.03
Net Premium Written	1,083.21	872.60	787.98
Total Underwriting Income	1,116.25	909.68	849.53
Insurance Claims and Loss adjustment expenses – net	467.53	285.03	396.04
Profit from Underwriting	114.51	205.79	75.62
Net Investments Income	24.56	15.11	13.59
Gains on Rental	17.75	20.80	24.60
Net Profit (Loss)	57.46	88.82	17.54
<u>Financial Status</u>			
Total Assets	2,159.73	1,837.14	1,741.80
Total Liabilities	1,356.39	1,053.19	1,032.19
Shareholder's Equity	803.34	783.95	709.61
<u>Liquidity Ratio</u>			
Liquidity Ratio (Times)	1.03	1.05	0.97
Premium Receivable Turnover (Days)	31.70	40.36	56.25
<u>Profitability Ratio</u>			
Retention Rate (%)	71.39	72.20	69.18
Loss Ratio (%)	44.07	32.96	49.55
Gross Profit Margin (%)	10.57	23.58	9.60
Underwriting Expenses Ratio (%)	50.36	48.43	47.28
Return on Investment (%)	2.36	1.56	0.40
Net Premium Written to Equity Ratio (%)	136.49	116.85	112.38
Net Profit Margin (%)	4.75	8.93	1.88
Return on Equity (%)	7.24	11.89	2.50
<u>Efficiency Ratio</u>			
Return on Assets (%)	2.88	4.96	0.94
Asset Turnover (Times)	0.61	0.56	0.50
<u>Leverage Ratio</u>			
Debt to Equity Ratio (Times)	1.69	1.34	1.45
Policy Liability to Capital Fund (Times)	1.30	1.00	1.09
Unearned Premium Reserve to Equity (Times)	0.59	0.52	0.56
Unearned Premium Reserve to Assets (%)	22.07	22.04	22.64
Dividends Payout Ratio (%)		33.77	42.75

## **Explanation and Analysis of Financial Status and Performance for the year 2022**

### **Operating performance for 2022**

In 2022, the income from the total written premium was 1,517.27 million baht, increased by 308.74 million baht or 25.55 percent due to from the increase of all types of insurance. The company has continuously monitored the situation of the market and industry competition. The strategy has been revised and adapted as a response to the changes including the better underwriting process and cost control. The company had a profit from underwriting of 114.51 million baht a decrease of 91.28 million bath or 44.36 percent compared to the previous year. In addition, the revenue from other income was 43.34 million baht increased 17.14 percent from the previous year, less operating expense the amount were 87.86 million baht, a decrease of 14.08 million baht or 13.81 percent from the previous year, resulting in the company having a profit before tax of 69.99 million baht, a decrease of 70.86 million baht or 50.31 percent from the previous year. The company had income tax expenses of 12.54 million baht, resulting in the company's operating result, which was a net profit of 57.46 million baht, a decrease from the previous year of 31.37 million baht or 35.32 percent, representing earnings per share of 1.92 baht.

However, the company had an investment in associates in 2022 which yielded the profit and shared those profits to the parent company of 2.64 million baht, the profit decreased 0.95 million baht from the previous year. In total, the company has the net profit on the basis of the equity method equal to 60.09 million baht decreasing 32.32 million baht or 34.97 percent from the previous year, equivalent to 2.00 baht per share

### **Overall underwriting**

In 2022, the company had underwriting profit at the amount of 114.51 million baht, a decrease of 91.28 million baht from 2021 or 44.36 percent, from the gross written premium of 1,517.27 million baht, equivalent to the underwriting profit margin per gross written premium of 7.55 percent, when deducting the premiums ceded to reinsurers of 434.07 million baht, representing a net premium written of 1,083.21 million baht, equivalent to the underwriting profit margin per net written premium 10.57 percent which decrease from the previous year. For the year 2021, the company had a profit from underwriting of 205.79 million baht from gross written premium of 1,208.54 million baht, equivalent to the underwriting profit margin per gross written premium 17.03 percent, the net premium written was 872.60 million baht, representing the underwriting profit margin from net premium written was 23.58 percent, proportion are as followed;

Lines of Business	Unit: Baht				
	2022		2021		% Increased (decreased)
	Gross Written Premium (baht)	Proportion (%)	Gross Written Premium (baht)	Proportion (%)	
Fire	96,359,974	6.35	87,620,938	7.25	9.97
Marine & Transportation	32,451,059	2.14	24,331,412	2.01	33.37
Motor	327,168,937	21.56	299,693,400	24.80	9.17
Miscellaneous	1,061,293,928	69.95	796,891,785	65.94	33.18
<b>Total</b>	<b>1,517,273,898</b>	<b>100.00</b>	<b>1,208,537,535</b>	<b>100.00</b>	<b>25.55</b>
Underwriting expenses	1,001,739,141	66.02	703,888,274	58.24	42.32
Profit from underwriting	114,511,270	7.55	205,790,051	17.03	(44.36)

The company had accepted the risk without reinsurance at the rate of 71.39 percent of 1,517.27 million baht which is a slight decrease from the previous year which was 72.20 percent. Therefore, the company had the net written premium of 1,083.21 million baht increasing by 24.14 percent. The cost of insurance has increased by 42.32 percent from the previous year, including Insurance claims and loss adjustment, Commission and brokerages and other underwriting expenses totaled 1,001.74 million baht, an increase of 297.85 million baht. The rate of underwriting expenses to Revenues from underwriting in 2022 increased 7.78 percent in comparison with the previous year, consist of a net loss ratio of 44.07%, higher than the previous year's rate of 32.96% to 11.11%. This is a result of the losses in marine and transport insurance and miscellaneous insurance were higher than 2021. In addition, Commission and brokerages was 12.97 percent, slightly higher than the previous year, which was 12.66 percent in the previous year. The ratio of other underwriting expenses in 2022 was 22.24 percent slightly higher than last year as well, while the previous year was 22 percent. The company has profits from Fire insurance, Marine & Transportation insurance and Automobile insurance, as for Miscellaneous insurance, there is a loss, total underwriting profit margin to net premium received decreased from 23.58 percent the previous year to 10.57 percent.

### **Fire underwriting**

As for the operating performance of fire insurance in 2022, the company received the gross premium of 96.36 million baht increasing by 9.97 percent compared to the previous year. The number of direct sales insurance has increased and the existing insurance has been renewed. For fire insurance in 2022, the company accepted the risk without reinsurance 51.10 percent, decreasing from 54.81 percent in 2021. Unearned premium reserves increased from the previous year in the amount of 0.57 million baht, resulting in a decrease in net earned premiums from the previous year. In 2022, the amount was 48.67 million baht from 49.35 million baht in 2021. In addition, the company also had income from reinsurance in the amount of 21.20 million baht, an increase of 2.25 million baht or 11.85 percent, making

the company's income from fire insurance 69.87 million baht, an increase of 1.57 million baht or 20.30 percent. The underwriting cost had amount of 49.02 million baht decreasing by 2.58 million baht or 5.00 percent consisting of insurance claims and loss adjustment expenses, commissions and brokerages and underwriting expenses, net loss ratio decreased from 35.34% in 2021 to 11.97% in 2022. Fire insurance operation has a profit of 20.85 million baht, with a profit margin of 42.34 percent of the net premium written, while the year 2021 is at the rate of 34.77 percent.

### **Marine and transportation underwriting**

As for the operating performance of marine and transportation insurance in year 2022, the company received the gross premium of 32.45 million baht increasing by 33.37 percent. The company accepted the risk without reinsurance up to 88.51 percent which is a slightly lower rate compared to 2021 at 88.97 percent. Unearned premium reserves increased by 0.73 million baht, resulting in net earned premiums at 27.99 million baht, an increase of 45.95 percent from the previous year's amount of 19.18 million baht. For insurance cost 26.39 million bath that increase 147.82 percent from last year include insurance claims and loss adjustment expenses, commissions and brokerages and underwriting expenses, loss ratio was 57.07 percent increased from 14.84 percent in 2021. Marine insurance and transportation operations recorded profit of 1.72 million baht, a decrease from the previous year's profit of 8.86 million baht, or 79.98 percent. The ratio of profit margin to the net written premium was 5.99 percent which was 39.91 percent in 2020.

### **Motor insurance**

The operating performance of motor insurance in year 2022 showed that the company received the gross premium of 327.17 million baht increasing by 9.17 percent, by the increase of sales of motor voluntary insurance but motor compulsory insurance under the Third-Party Insurance Act B.E. 2535 decreased. Motor insurance policies of the company can be divided into 2 types: the compulsory insurance and the voluntary insurance both could be sold by brokers or direct sales. The gross premium of voluntary insurance was 270.23 million baht increasing from the previous year by 17.71 percent. The premium from compulsory insurance was 56.94 million baht decreasing from the previous year by 18.80 percent. The company accepted all risk in the motor insurance without reinsurance, Net earned premium of 323.94 million baht increase from the previous year 12.53 percent. Total insurance cost was 199.50 million baht, increasing by 8.92 percent, include insurance claims and loss adjustment expenses, commissions and brokerages and underwriting expenses. Loss ratio of the year 2021 was 36.51 percent decrease from 38.51 percent in the previous year. As a result, the motor insurance operation had a profit of 124.96 million baht, while the previous year had a profit of 107.32 million baht, an increase of 16.44 percent, with a profit margin of 38.07 which was 35.72 percent in 2020.

## **Miscellaneous insurance**

Miscellaneous insurance covers all other kinds of risks such as accidents, travelling, health, liability and others. In addition, the company has received the project of erection of the natural gas platform which is the national mega project funded by Thai and Malaysian governments under the supervision of Thai and Malaysian governmental organizations. The site was situated in the area of Thai Gulf between the territory of Thailand and Malaysia with approximate area of 7,000 square kilometers. Previously, the Malaysian insurance company has provided the insurance to cover the whole projects which is worth more than three hundred and fifty billion baht in 2022. Currently, half insured in Thailand and Malaysia, there are 3 insurance companies in Thailand providing insurance for this projects which the company has gained the total insured share of 20 percent. Most of the risks from this project have been reinsured, only 0.20 percent of the sum insured was accepted by the company. The company gets involved in this project since 2008.

The operating performance of 2022 showed that the company received the premium of 1,061.29 million baht increasing by 33.18 percent. The company accepted the risk without reinsurance 63.80 percent, which slightly increases from 2021 that the company accepts its own risk 63.05 percent. In addition, the company also had income from reinsurance in the amount of 33.54 million baht, an increase of 10.35 million baht or 44.62 percent, resulting in the company's income from miscellaneous insurance 693.81 million baht, an increase of 162.16 million baht or 30.50 percent. The total cost was 726.82 million baht increasing by 58.53 percent consisting of insurance claims and loss adjustment expenses, commissions and brokerages and underwriting expenses, loss ratio increased to 49.59 percent comparing to 30.26 percent of the previous year. As a result, Miscellaneous insurance operations showed a loss in 2022 with an underwriting loss of 33.02 million baht, while the previous year had a profit of 73.18 million baht.

## **Investment, building rental, etc.**

In 2022, the company has income from investments, profit from building rental and others in the amount of 43.34 million baht, profit increased by 6.34 million baht or 17.14 percent. This was due to an increase in net investment income of 9.46 million baht or 62.62 percent, while profit from building rental decreased by 3.05 million baht or 14.65 percent due to the company's measures to help customers rent buildings by reducing rental fees from the situation of corona virus infection (COVID-19) that continues from 2021

## **Investment Asset**

As of December 31, 2022, the company has the investment asset at the amount of 818.85 million baht increasing from 2021 by 13.94 million baht or 1.73 percent consists of investments in securities of 766.70 million baht and investment properties of 52.15 million baht. The company invested some assets deposited with financial institute which shall be used as asset-pledged in accordance with the regulation of the Insurance Committee.

In 2022, the income from investment in securities was 24.57 million baht increasing from 2021 by 62.62 percent, consisting of bank deposit interest, dividend payment and net profit (loss) from trading of stocks. The return yield was 2.36 percent.

**Investment Property:** investment properties worth 52.15 million baht. The company has received some income from rent and services of the office workspace situated at BUI Building 1 (7 story building) and BUI Building 2 (20 story building). The net income from rent and services was 17.75 million baht decreased from the previous year of 14.65 percent due to the company's measures to provide assistance to building rental customers by reducing rental fees from the Coronavirus (Covid-19) situation. The return yield was 34.04 percent

**Assets** (Financial statement in which the equity method is applied)

**(1) Contents of assets** as of December 31, 2022 comprised of cash and cash equivalents 13.10 percent, premium receivable 6.19 percent, accrued investment income 0.10 percent, reinsurance assets 24.88 percent, amount due from reinsurers 0.12 percent, investment assets 37.95 percent, investment in an associate 2.04 percent, property, plant and equipment 14.04 percent, intangible assets 0.16 percent, and other assets 1.38 percent.

As of December 31, 2022, the company's total assets amount Baht 2,157.68 million, increased from 2021 of 323.00 million or 17.61 percent.

**(2) Quality of assets**

**Cash and cash equivalents** as of December 31, 2022, the company had 282.72 million baht in cash and cash equivalents, increased of 77.98 million baht or 38.09 percent include cash on hand, cheque on hand and deposits at bank (at call).

**Investment assets** as of December 31, 2022, the company has invested in securities, such as bonds, common stocks, unit trusts, bill of exchange and cash at financial institutions due over 3 months amounting to 818.85 million baht, which was the fair value. The company pledged bonds with a face value of Baht 100.63 million as collateral with the Registrar in accordance with Non-life Insurance Act of 1992.

**Investment Property** as of December 31, 2022, the company had a net value on Investment Property of 52.15 million baht which is Buildings (BUI2) for rental and services business. The company measures the value by historical cost deducted with the accumulated depreciation and accumulated loss on impairment (if any) and calculates the depreciation cost via straight line method with useful life of 27 years.

**Property, Plant and Equipment** as of December 31, 2022, the company had a net value on premises and equipment of 302.95 million baht, as the Office of the company and subsidiaries and part rent under operating leases. In year 2021, the Company revalued land by using value appraised by the independent appraiser licensed by the Securities and Exchange Commission which is determined by using the Sale Price Approach according to the appraisal. The Company has a policy to reappraise the value of land every period approximate of 3 years.

**Reinsurance assets** as of December 31, 2022, the company had reinsurance assets 536.77 million baht increased by 214.84 million baht or 66.73 percent, consisting of loss reserves of 337.22 million baht, an increase of 165.55 million baht or 96.44 percent, and unearned reinsurance premium reserves of 199.54 million baht, an increase of 49.28 million baht or 32.80 percent.

**Premiums receivable** as of December 31, 2022, the company had a total of 133.62 million baht in net uncollected premiums, decreased of 1.88 million baht or 1.39 percent. Premium receivables are classified by aging as follows:

	(unit: Baht)		
	2022	2021	2020
<b>From direct insurance</b>			
Within credit terms	99,440,145	93,968,337	80,898,597
Less than 30 days	25,018,794	28,742,063	36,930,392
31 - 60 days	5,484,800	6,900,987	20,495,861
61 - 90 days	1,588,348	2,601,663	7,290,887
Over 90 days	2,776,152	6,277,721	43,409,417
Total premium receivable	<u>134,308,239</u>	<u>138,490,771</u>	<u>189,025,154</u>
<u>Less</u> Allowance for doubtful accounts	(685,726)	(2,989,148)	(11,038,469)
Premium receivable - net	<u><u>133,622,513</u></u>	<u><u>135,501,623</u></u>	<u><u>177,986,685</u></u>
<b>Receivable under lawsuit</b>			
Over 1 years	3,293,982	2,979,269	63,357,185
<u>Less</u> Allowance for doubtful accounts	(3,293,982)	(2,979,269)	(63,357,185)
Receivable under lawsuit - net	<u>-</u>	<u>-</u>	<u>-</u>
Premium receivable - net	<u><u>133,622,513</u></u>	<u><u>135,501,623</u></u>	<u><u>153,027,104</u></u>

The uncollected premium was 133.62 million baht. The premium which is not due and uncollected less than 60 days was 129.94 million baht or 97.25 percent of all uncollected premiums, the ratio increased from the previous year's rate of 95.65 percent, and had a turnover rate of premium receivables 31.70 days, which was lower than the previous year's rate of 40.36 days, that shows the efficiency in collecting premiums better. The policies of the allowance for doubtful accounts are based on the expectation of uncollected premiums from premium receivables which exist, include with the experience of the past and the collection according to the current state. The company has improved and developed the debt collection system periodically to be more efficient.



## Liquidity

**Cash flow** as of December 31, 2022 the company had 282.72 million baht in cash and cash equivalents, increased from 2021 of 77.98 million baht or 38.09 percent.

	Unit: Million Baht		
	<u>2022</u>	<u>2021</u>	<u>2020</u>
Cash flows (used) operating activities	119.12	126.92	(23.84)
Cash flows (used) investing activities	(7.43)	(0.30)	(1.44)
Cash flows (used) financing activities	<u>(33.70)</u>	<u>(11.20)</u>	<u>(11.20)</u>
Net (decrease) in cash and cash equivalents	<u>77.98</u>	<u>115.42</u>	<u>36.48</u>

Cash flow from the operating activities at the amount of 119.12 million baht has been received/used from the underwriting activities such as collecting premium, claim paid and has been paid for underwriting cost, total received of 222.08 million baht, received from income on investment and other income 23.37 million baht, used in investment asset 3.07 million baht, paid for operating expenses 102.61 million baht, and paid for corporate taxes 20.65 million baht.

The cash flow used in investment was 7.43 million baht consisting of sale and purchase of the operating assets.

The cash flow used in financing activities was 33.70 million baht consisting a lease payment and dividend payment.

**Liquidity ratio** Liquidity Ratio - As of December 31, 2022, the financial status of the company has the liquidity ratio of 1.03 times, an decrease from the previous year's rate of 1.05 times, which was considered the company's liquidity sufficient. The premium receivable turnover at 31.70 days, which is rotating faster than the previous year's 40.36 days rate, shows that the company has the ability to collect money from sales faster.

## Sources of funds

The company's sources of funds were underwriting revenue, rent and services of buildings and fund. No loan is made from any financial institute. All of these funds will be invested for increasing return.

About the reserve fund, the company has enough reserve in accordance with the regulation of Office of Insurance Committee with sufficient liquidity and capacity to pay debt in the good level. For the efficiency of financial management, the capital adequacy ratio of the company according to the Office of Insurance Commission's criteria is 494.90 percent, which is higher than the standard set by the Office of Insurance Commission (OIC), which is 140 percent.

### **Maintaining various ratios according to the regulations of the relevant agencies and other important ratios specific to the industry**

The company has allocated 28.41 million baht as reserve fund or 9.47 percent of the company's registered capital in accordance with the Public Company Limited Act of 1992, which the company was required to appropriate at least 5 percent of net income after deduction of the deficit brought forward (if any) until this reserve reaches at least 10% of the registered capital.

The company has allocated reserve fund according the Ministry of Commerce's Notice regarding Reserve funds for Unearned Premiums Income and for Insurance Claims for Non-life Insurance Companies. As at December 31, 2022, the Company had Unearned premium reserve amount 476.60 million baht and Loss reserve and outstanding claims amount 568.40 million baht, total liabilities from insurance contracts 1,045.01 million baht. The Company had Insurance reserve refundable from reinsurer amount 536.77 million baht, insurance liability net amount 508.24 million baht. The company put securities amount baht 694.20 million including government bonds, bank statement and stock which was free from encumbrances to the OIC and some placed with a financial institution to the requirements of the asset-backed security.

## 5. Corporate information

### 5.1 General information

Bangkok Union Insurance Public Company Limited, head office located at 175 - 177 Bangkok Union Insurance Building, Surawong Road, Suriyawong Sub-District, Bangrak District, Bangkok 10500, company registration no. 0107537002044 Telephone (662) 233-6920, 238-4111 Fax (662) 237-1856 Website : <http://www.bui.co.th/> E-mail: [bui@bui.co.th](mailto:bui@bui.co.th)

The company has 4 branch offices comprising Nakhon Sawan branch. Klong Luang District Branch, Chon Buri Branch and Surat Thani Branch have 2 sub-branch comprising Lampang Sub-Branch and five sub-branch on Ko Yo

#### Branch Offices:

1. Nakornsawan 36/13-14 Kositai Road, Tumbol Paknampo Amphur Muang, Nakorsawan 60000  
Tel: 0-5633-1885-7 Fax: 0-5622-7098
2. Amphur Klongluang 25-27 Moo 12, Phaholyothin Road, Tumbol Kolngneung, Amphur Klongluang, Phatumthani 12120  
Tel: 0-2529-0963, 0-2529-1615 Fax: 0-2529-3082
3. Chonburi 192/3 Moo 1 Sukhumvit Road, Tumbol Klongtumru Amphur muang, Chonburi 20000  
Tel: 0-3827-8440, 0-3827-8441 Fax: 0-3827-8441
4. Suratthani 123/77, 123/78 Moo 1 Watpo-Bangyai Road, Tumbol Makhamtia Amphur Muang, Suratthani 84000  
Tel: 0-7722-0149, 0-7722-0159 Fax: 0-7722-0149

#### Sub branch:

1. Lampang 199/2 Moo 13 Lampang-Ngao Road, Tumbol Pichai, Amphur Muang, Lampang 52000  
Tel. 0-5438-2847
2. Ko Yo 618/2 Moo2 Tumbol pavong, Amphur Muang, Songkhla 90100  
Tel 0-7433-4128-9

**5.2 Ordinary Shares Registrar** Thailand Securities Depository Co., Ltd.  
93 Ratchadaphisek Road, Din Daeng, Bangkok 10400,  
Thailand  
Website: <http://www.set.or.th/tsd>  
Tel: (66) 2-009 9999

### **5.3 Auditor**

**2019 - 2021**

Mr. Nantawat Sumraunhant  
Certified Public Account (Thailand) No. 7731  
Deloitte Touche Tohmatsu Jaiyos Audit co., ltd.  
AIA Sathorn Tower 23<sup>rd</sup> -27<sup>th</sup> Floor,  
11/1 South Sathorn Road, Yannawa, Sathorn,  
Bangkok, 10120, Thailand  
Tel: (66) 0-2034-0000  
Fax: (66) 0-2034-0100

**2022**

Miss Lasita Magut  
Certified Public Account (Thailand) No. 9039  
Deloitte Touche Tohmatsu Jaiyos Audit co., ltd.  
AIA Sathorn Tower 23<sup>rd</sup> -27<sup>th</sup> Floor,  
11/1 South Sathorn Road, Yannawa, Sathorn,  
Bangkok, 10120, Thailand  
Tel: (66) 0-2034-0000  
Fax: (66) 0-2034-0100

### **5.4 Legal Disputes**

In addition to the lawsuits arising from the actions of the company from the normal business of non-life insurance. The Company has no lawsuits that may have a negative impact on the Company's assets in cases where the amount is higher than 5% of the shareholders' equity as of the fiscal year-end.

# **Part 2**

## **Management and Corporate Governance**

## 6. Corporate Governance Policy

To achieve the constant and sustainable growth in the insurance industry, the company determines to provide services with integrity and honesty to for the maximum satisfaction to customers. The company provides services with convenience, agility, quality and fairness as the motto says “Up-to-date, Efficient, Care and Trust”. The company considers the internal control system and good internal control and has a systematic enterprise risk management because the good internal control can be used as a tool to mitigate business risk and to review that the company operates according to the rule and regulations. Also, the company develops an efficient, effective, and up-to-date risk management and encourages directors and employees to act with integrity.

### 6.1 The Policy of Corporate Governance

The Board of Director has knowledgeable and strongest determination to perform according to the company’s principle and policies. The company realizes the significance of good corporate governance and as important factors in enhancing company’s performance and business growth. This will lead to generate the greatest benefit to shareholders. The committee has performed according to the principle of good corporate governance as in the following:

#### 6.1.1 Equality of Shareholders/Equal Treatment towards Shareholders

The company considers the importance of the right of shareholders. The company determines to operate with excellence continuously with utmost transparency and fairness in order to create values to Shareholders and protects the company’s properties and reputation.

- 1.1 Shareholders have equal rights to participate. The company will notify them about rules in the meeting and of voting
- 1.2 The company must hold the annual Shareholder’s Meeting within four months from the last day of fiscal year period
- 1.3 The company must send the invitation with the detail of each agenda along with handout for the meeting no less than seven days prior to the meeting. The company must publish the notification of the Shareholder’s Meeting no less than three consecutive days and no less than three days prior to the meeting and disclose via Security Exchange of Thailand System
- 1.4 The consideration of agenda in the meeting must be processed from the end of January of every year and propose to the Chairman of Executive Directors before proposing to the Board of Directors for approval including the invitation. The document must be complete and sufficient for shareholder’s decision in voting
- 1.5 The company has a policy that the directors must attend at the Shareholder’s Meeting and the Shareholders can ask any question to the Chairman of each Sub-Committee freely
- 1.6 The company provide convenience to the Shareholders so that the Shareholders can attend the meeting for equality such as

- 1.6.1 The meeting takes place at the head office of the company in Bangkok with proper space, and available equipment such as microphone, speaker or utensils
- 1.6.2 The meeting is scheduled at the proper time such as not on official days or long holiday
- 1.6.3 The company let voting agenda by agenda, and item by item in case agenda has multiple items such as selection of directors
- 1.7 The Shareholder has following rights at the meeting as following
  - 1.7.1 The right to propose agenda and names of qualified persons for the director position. The company gives opportunity to propose via directly to the secretary or website before the Board of Directors' meeting in advance
  - 1.7.2 The right to participate and vote in every meeting
  - 1.7.3 The right to authorize to any person as legal representative to attend the meeting. The company will provide the proxy attached with the invitation. The Shareholders can give the proxy to participate and vote. The company appoints independent directors to take care of Shareholders and give the right for Shareholder to select those directors as legal representatives
  - 1.7.4 The right to appoint the individual directors
  - 1.7.5 The right to appoint the auditor and audit fee
  - 1.7.6 The right to approve the dividend payout from the company's performance and equally receiving the dividend profit
  - 1.7.7 The Chairman of the meeting gives opportunity to Shareholders to express their opinions, advices, and questions according to the agenda
  - 1.7.8 The Shareholders can check the information of their shares at the record date and book closing at the Thailand Securities Depository Co., Ltd.
- 1.8 Besides the regular annual meeting, if necessary to propose special agenda that impact the benefits of the Stakeholders or forced by the Government or regulators that must need approval from the Stakeholders. The company will call for the extraordinary meeting
- 1.9 The company must reveals the resolution and results of voting in each agenda of the meeting at the following day via SET System
- 1.10 The company publishes the report of the meeting within 14 days
  - 1.10.1 Record of the participation of the Shareholders both by themselves or proxies including amount of shares and proportion of shares for individuals
  - 1.10.2 Record of the participation of directors both available or not available at the meeting, record of the explanation of voting process before start of meeting, the record of issues or questions by Shareholders, the reply of the directors, resolutions or opinions of shareholders and voting results for each agenda

1.10.3 The company publishes the report on the website of the company and via SET System

1.11 Apart from what mentions above, the Shareholders have other rights according to laws

### **6.1.2 Code of Conduct**

The company believes in good doing in order to operate the business. The directors, the management, and employees have mutual missions to act with integrity and honesty under law and responsibility and with prudence to prevent risks that could damage the company and society. The code of conduct is available on the policy, rules and regulations for underwriting claim process. The company appoints the internal control department to review the operation of employee and monitor if such code of conduct is followed and punishment will be in place if any violation.

### **6.1.3 Vision and Leadership**

The Board of Directors, consisting of directors who have expertise and strong experience in business operation, has participated in establishing policy, strategies, operating goals as a framework for the business operation. This is to ensure that management team can implement the company's policy effectively and efficiently to create the economic values for the company and its shareholders.

As the Board of Directors has realized the importance of the Good Corporate Governance, then the internal control system are established for the internal audit supervised by the Audit Committee to ensure the appropriation and the effectiveness of the system. There is a continuous monitor on this issue in the Board of Directors' Meeting.

## **6.2 Other Principles regarding Corporate Governance**

### **6.2.1 Review of key policies and practices in 2022**

The Company attaches great importance to the implementation of key policies and guidelines. In 2022, the Company has reviewed key policies and guidelines. To be in line with business operations and in accordance with the laws of regulatory agencies such as the Office of Insurance Commission The review is as follows, for example, Code of Conduct and good corporate governance principles. Holistic Risk Management Policy Insurance fraud risk management policy, etc.

### **6.2.2 Compliance with good corporate governance principles in other matters**

#### **(1) Support the work of the Board of Directors**

The company has a company secretary. and Deputy Company Secretary to coordinate with the Board of Directors and sub-committees in the company's business as well as arrange a meeting of the Board of Directors to consider various activities in accordance with the law. Store documents related to board meetings and shareholders' meetings in a safe place. as well as providing various information to the Board of Directors.

#### **(2) Promote a culture of risk management**

The company has a risk management policy. and arrange for every part of the company



to comply with the risk policy approved by the Board of Directors. through the supervision of the Risk Management Committee as well as communicate the importance of risk management to employees and implement them in their lives and work. as well as having a risk monitoring report to the Board of Directors on a regular basis. in order to be able to fully and accurately reflect the risks of the organization Either review or assess the effectiveness of risk management at least once a year.

**(3) Promote good corporate governance through shareholder meetings.**

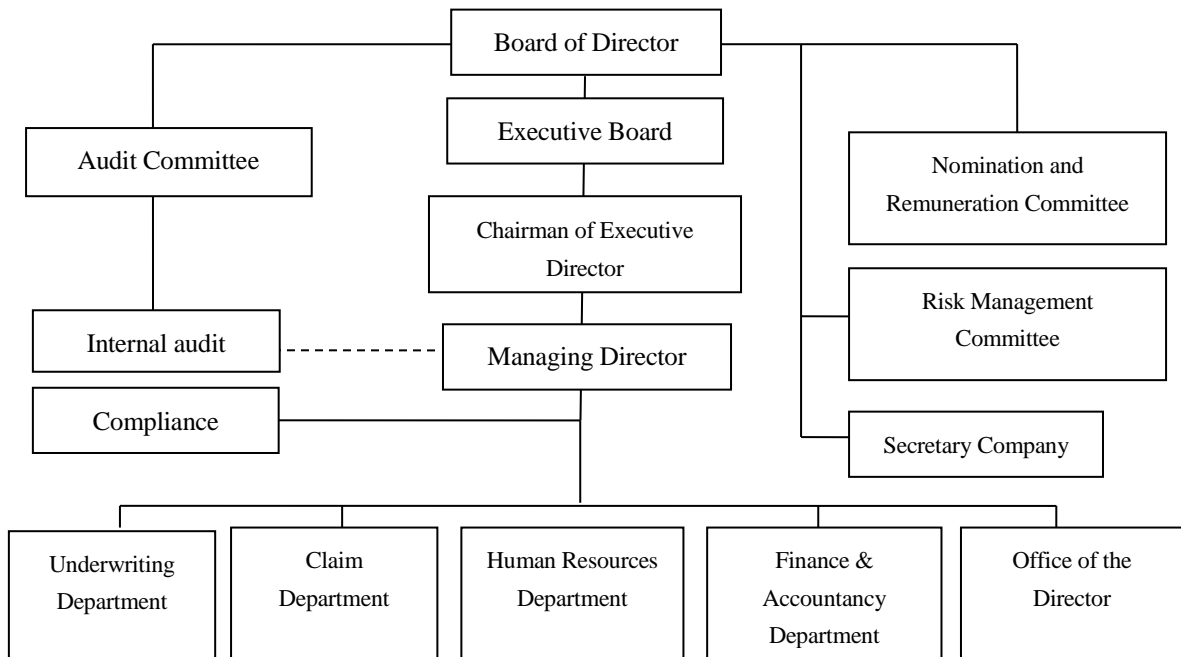
In 2022, the Board of Directors' meeting held on February 21, 2022 resolved to convene the Annual General Meeting of Shareholders No. 93/2022 on April 21, 2022 by means of electronic conferencing (E- AGM) in which the company will broadcast live from the meeting room of the Bangkok Union Insurance Public Company Limited, BUI1 Building, Surawong Road, Bangkok, where the shareholders' meeting will be held under measures for organizing meetings via electronic media in accordance with the rules set by government agencies and in accordance with the guidelines. in public health to prevent the spread of Coronavirus 2019 (COVID-19). Executive Chairman Managing Director Chairman of the Audit Committee and the Chairman of the Nomination and Remuneration Committee attended the meeting to report on the Company's operating results for the year 2021. In addition, all directors attended the meeting.

In addition to the annual general meeting of shareholders, if there is a need to propose a special agenda in an urgent case that affects or relates to the interests of shareholders or related to conditions or regulations of the government or agencies. that supervises companies that must be proposed for approval from shareholders The company will call an extraordinary general meeting of shareholders on a case by case basis.

The Company recognizes and places importance on the rights of shareholders by striving for consistently excellent operating results in current and future risk situations with transparent and fair operations. as well as to increase shareholder value by doing our best to protect the company's assets and uphold the reputation of the company.

## 7. Corporate Governance Structure and Important Information about the Board of Directors Sub-committees, Executives, Employees and Others

### 7.1 Corporate Governance Structure as of 31 December 2022



### 7.2. Information about the Board of Directors

The Company's management structure as of December 31, 2022 consists of 4 committees, namely the Board of Directors, Audit Committee, Nomination and Remuneration Committee and Risk Management Committee.

**7.2.1 There are 11 members of the Board of Directors**, comprising 5 independent directors, of which the number of independent directors is more than one-third of all directors. Later in October 2022, Assoc. Prof. Pranom Kowinwipat has resigned from the position of director. As a result, there are 4 independent directors, which is still the legal proportion of independent directors, details as follows:

#### (1) Information of the Board of Directors

The Board of Directors meets at least once every three months, approximately on the second Tuesday of the month, with additional special meetings as necessary. The Company sent the meeting invitation together with the meeting agenda and documents 7 days in advance to the Board of Directors prior to attending the meeting. Each meeting takes approximately 2 hours. The Company records the minutes of the meeting in writing and keeps the minutes approved by the Board of Directors.

For the year 2022, the Board of Directors held a total of 5 meetings with the attendance of each director as follows:

Name	Title	The Amount of Attendance
1. Mr. Manu Leopaivate	Chairman of Board of Directors /Independent Director	5 / 5
2. Mr. Pichit Sinpatanasakul	Chairman of Audit Committee / Nomination and Remuneration Committee / Risk Management Committee / Independent Director	5 / 5
3. Assoc. Prof. Pranom Kowinwipat*	Chairman of Nomination and Remuneration Committee / Audit Committee / Independent Director	3 / 5
4. Mr. Soonthorn Konuntakiet	Chairman of Risk Management Committee / Audit Committee / Nomination and Remuneration Committee / Independent Director	5 / 5
5. Mr. Thavich Taychanavakul	Audit Committee / Independent Director	5 / 5
6. Ms. Malinee Leopairat	Chairman of Executive Director / Risk Management Committee	5 / 5
7. Ms. Tanyaratt Iamsopana	Managing Director / Executive Director	5 / 5
8. Mr. Prachai Leophairatana	Executive Director	5 / 5
9. Ms. Maneerat Iamsopana	Executive Director	5 / 5
10. Ms. Sujintana Champeesri	Executive Director	5 / 5
11. Mr. Pakorn Leopairut	Executive Director	5 / 5

\*Assoc. Prof. Pranom Kowinwipat has resigned from the directorship of the company on October 26th, 2022

### The Managing Directors

The company appoints six directors for juristic act are Ms.Malinee Leopairat, Mr.Prachai Leophairatana, Ms.Tanyaratt Iamsopana, Ms.Maneerat Iamsopana, Mr.Pakorn Leopairut, and Ms.Sujintana Champeesri. Two of these six directors must co-sign and seal of the company.

The obligation in insurance policies must be signed and sealed by one of the directors.

### Director's Qualifications

- Leadership with vision, integrity, ethics, knowledge and experience that is beneficial to the operations of the company.
- Have an interest in the Affairs of the company can devote and dedicate time to the company.
- According to section 68 of the public limited company in which the Director in public companies must be a natural person and
  - Age of majority

- Do not become insolvent, incompetent or incompetent
- Never be imprisoned for the crime of corruption acts
- Never be punished or dismissed or laid off from government organization or dishonest Government duties

## **Roles and Duties of the Board of Directors**

The Board of Directors has the authority as following;

1. To control and manage the company to be conformed to the laws, the objectives, regulation and consensus of shareholder's meeting.
2. To have the power to appoint one committee to be the chairman and appoint another committee or many committees to be vice chairman upon the situation.
3. To appoint the administrative committee to conduct the business according to the committee's determination.
4. To determine and make amendment for the persons who can have the authorized signature on behalf of company.
5. To fix the dividend for shareholders during the period of time.
6. To appoint or demote the company's employee; this power can be assigned to any directors or many directors of company.
7. To fix the date to pay bonus, reward to company's employees, workers or job-holders to the company and they can be permanent or temporary.
8. To have the duty as company's regulation which includes to control and operate the business in conformity with the law, the objectives and the company's regulation and also the consensus of shareholder's meeting.
9. To view as proper for the policy, vision, mission, expected value and ethic in conducting the business.
10. To consider and approve the strategies, business plan and annual budget and to follow up the operation and the execution of top management to run business in line with business plan and set budget in effectiveness.
11. To determine the internal control system to continue effectively and arrange the risk management appropriately.
12. To control the check-up from both internal auditors and external auditors to carry out their duty in effective manner.
13. The committee has to hold 3 times of meeting per month.
14. The committee has to arrange the meeting for shareholders. It is the ordinary meeting and it should be held within 4 months counting from the last day of company's fiscal year. The other shareholder's meeting is considered extraordinary or uncommon and it can be held at any time or upon the situation.
15. The committee has to arrange the balanced sheet and Profit & Loss statement on the last day of company's fiscal year in order to propose such information in the annual ordinary meeting of shareholders for their approval. The committee has to provide CPA auditors to conduct the audit before proposing to the meeting of shareholder.
16. To pay the dividend at intervals to shareholders when the company can make the profit in a level. The paid dividend should be reported in the next meeting of shareholder.

## 7.2.2 Audit Committee

The company appoints the Audit Committee consisting of all independent directors in year 2022. The meetings are held 4 times.

Name	Title	The Amount of Attendance
1. Mr. Pichit Sinpatanasakul	Chairman of Audit Committee	4 / 4
2. Assoc. Prof. Pranom Kowinwipat*	Audit Committee Member	2 / 4
3. Mr. Soonthorn Konuntakiet	Audit Committee Member	4 / 4
4. Mr. Thavich Taychanavakul	Audit Committee Member	4 / 4

**Remark:** - Audit Committee Member who has knowledge and experience in auditing the financial statement is Assoc. Prof. Pranom Kowinwipat.

- \*Assoc. Prof. Pranom Kowinwipat has resigned from the directorship of the company on October 26th, 2022

### Roles and Responsibilities of Audit Committee

1. To control and review that the financial report is reliable and accurate by coordinating with auditors and related directors in preparing process.
2. To review the related transactions that may have conflicts of interest or the transactions that may be suspicious and make a disclosure in the financial report.
3. To ensure that there is the appropriate internal control system and test if it is efficient for operation.
4. To ensure that the company operates under the regulation of SEC or related business regulations.
5. To publish and review the Committee charter respect to roles and responsibilities of the Audit Committee by whose contents in the charter must be precise about their different roles of the Committee.
6. To ensure that the internal audit department is independent and there is internal control system to monitor the activities and the structure effectively and to approve the charter of internal audit.
7. To nominate a person who is independent in order to audit the financial statement of the company and compensate fairly based on their trustworthiness and their performance in past years, to remove an auditor by the agreement of Board of Directors and also to participate in the auditor's meeting without organizer at least once a year.
8. To publish the report of the performance of Audit Committee to the meeting of Board of Directors for acknowledgement and disclose in the annual report with the signature of the Chairman of Audit Committee.
9. To ensure that the company has a good governance, make recommendations and encourage the Board of Directors to apply as well.
10. To ensure that the company has an efficient risk management in compliance with the risk policy by coordinating with Risk Management Committee about the opinion in Risk Management.

11. To direct and encourage employee to make an incident report about fraudulent activities or violations against rules and regulations of the company or related parties.
12. To evaluate their own performance at least once a year and summarize the result to Board of Directors for acknowledgement.
13. To perform ad-hoc assignments from the Board of Directors with the approval of Audit Committee.

### 7.2.3 The Risk Management Committee

The Risk Management Committee consists of three directors and employees of the company from different departments who are experienced in order to manage risks more efficiently.

The company has established a risk management committee, to supervise and manage the overall risk management system of the company, to be in accordance with the appropriate risk management policy. Regularly scheduled meetings in 2022, there will be 2 meetings in total.

Name	Title	The Amount of Attendance
1. Mr. Soonthorn Konuntakiet	Chairman of Risk Management Committee	2 / 2
2. Mr. Pichit Sinpatanasakul	Risk Management Committee Member	2 / 2
3. Ms. Tanyaratt Iamsopana	Risk Management Committee Member	2 / 2
4. Mr. Suthee Chauypitak	Risk Management Committee Member	2 / 2
5. Miss Wanphen Kongchartree	Risk Management Committee Member	2 / 2
6. Ms. Walaipatch Wongsoontorn	Risk Management Committee Member	2 / 2

### Roles and Responsibilities of Risk Management Committee

1. To set the risk management policy.
2. To evaluate sufficiency of strategies and efficiency of the risk management of the company.
3. To hold meetings at least once a quarter to monitor risks, progress of risk management, improve and report to the Board of Committee once a quarter.

## 7.2.4 The Remuneration and Nomination Committee

The company appoints the committee that consists of all independent members. There is one meeting in year 2022

Name	Title	The Amount of Attendance
1. Assoc. Prof. Pranom Kowinwipat*	Chairman of Remuneration and Nomination Committee	1 / 1
2. Mr. Pichit Sinpatanasakul	Remuneration and Nomination Committee Member	1 / 1
3. Mr. Soonthorn Konuntakiet	Remuneration and Nomination Committee Member	1 / 1

\*Assoc. Prof. Pranom Kowinwipat has resigned from the directorship of the company on October 26th, 2022

## Roles and Responsibilities of Remuneration and Nomination Committee

1. To set criteria and policy to nominate directors and executives.
2. To set methods of nomination to comply with rules and regulations of the company.
3. To select and nominate qualified people to act as directors and executives.
4. To supervise the Board of Director to have a proper amount of people and also adjust according to the changed environment. The Board of Directors must be composed of people who are skilled, expertise, and experienced.
5. To Remunerate director appropriately compared to another company with the same industry, similar size and also consider the company's performance before proposing to the Shareholders.

## 7.3 Executives

As of December 31, 2022, the Company has 7 executives as follows:

Executives, as of December 31, 2021	
1. Ms. Malinee Leopairat	Chairman of Executive Director
2. Ms. Tanyaratt Iamsopana	Executive Director / Managing Director
3. Ms. Sujintana Champeesri	Executive Director / Manager, Finance & Accountancy Department
4. Miss Yaovadee Chaitanapinyo	Deputy Manager, Underwriting Department
5. Mr. Tanes Jirachaianan	Manager, Claim Department*
6. Ms. Sunee Khunavorathum	Manager, Human Resources Department
7. Miss Walaipatch Wongsoontorn	Acting Assistant Manager, Managing Director's Office / Secretary Company**

\*Mr. Tanes Jirachaianan was appointed as a Manager, Claim Department in June 2022.

\*\*Miss Walaipatch Wongsoontorn was appointed as an Secretary Company in August 2022.

## **7.4 Company secretary and person who is directly responsible for accounting supervision**

### **7.4.1 Company Secretary**

The Board of Directors has resolved to appoint Mr.Bunlung Kaewpankan to be the company secretary. From November 11, 2021, by the qualifications of the person holding the position as the company secretary appears in attachment 1.

Later, Mr.Bunlung Kaewpankan has resigned from the Company Secretary in August 2022. The Board of Directors' Meeting 3/2022 held on August 9, 2022 resolved to appoint Ms. Walaipatch Wongsoontorn to be the Company Secretary appears in attachment 1.

### **7.4.2 Persons assigned to be directly responsible for accounting supervision**

The person who is most responsible for accounting and finance is Ms.Sujintana Champeesri since August 1, 2002 appears in attachment 1. And the accounting supervisor is Ms.Warunee Lewiwatthaworn. Since June 22, 2009, appears in attachment 3.

## **7.5 Remuneration for directors and executives**

The Company has established a Remuneration Committee. It is the same committee as the Nomination Committee to consider the remuneration of the Company's directors There are appropriate criteria based on comparison with the rates of compensation of companies in the same industry. Of similar size including the Company's operating results for consideration before being presented to the shareholders' meeting for approval.

Management remuneration This is the benefit paid to the Company's management and directors. Monetary compensation includes salary, related benefits and directors' remuneration, including post-employment benefits. The Company's executives mean Persons designated under the Securities and Exchange Act

For the years ended December 31, 2022, the Company has significant remuneration for directors and key management personnel as follows:

Short-term benefits	18,989,650	baht
Post-employment benefits	290,274	baht
Directors' remuneration	<u>1,757,000</u>	baht
Total	<u>21,036,924</u>	baht



## 7.6 Employees

The company has a total of 191 employees. In 2022, the company has paid remuneration to employees totaling 109.64 million baht, the benefits include salaries, overtime pay, living allowance, bonuses, social security payments. Expenses for post-employment benefits and contributions to provident funds, etc.

Unit	The number of employees
Business and marketing	
• Underwriting Department	34
• Marketing Department	39
• Claim Department	42
Operating	56
Account and Finance	20
<b>Total</b>	<b>191</b>

The company has a policy to develop employees at all levels of quality and standards in higher work. There is a continuous development. There are plans for training inside and outside all year round. On the job training is done consistently and with measurement and follow up regularly to achieve knowledge and understanding of both the company's system. In addition, there is a rotation works.

The company has not changed significantly, the number of employees in around 3 years

## 7.7 Roles and Duties of Sub-Committees

### Sub-Committee Structure

Board of Directors has set up sub-committees as appropriate to consider and screen and suggest solutions to various problems to alleviate the workload of the Board of Directors. and help the operation of the Board of Directors to be more efficient, consisting of 3 committees, consisting of

#### 7.7.1 Roles and Responsibilities of Underwriting Committee

1. To set policies regarding underwriting and reinsurance flexible to the changed environment considered risks and related regulations.
2. To consider regulations and practices regarding underwriting and reinsurance of the company.
3. To consider and set the power of authorization in underwriting and present to the Board of Directors.
4. To ensure that the company operates the underwriting process that is complied with the policy approved by the Board of Directors.
5. To control the underwriting process under rules and regulations.
6. To consider and approve the premium rating.
7. To consider and approve authorized list of reinsurers and loss adjusters.
8. To consider new policies.

9. To plan and set the sufficient human resources to be support the product development.
10. To consider and give an opinion regarding high-risk underwriting.
11. To propose the way to solve underwriting problems.
12. To review and revise policies of underwriting and reinsurance appropriate to the changed environment.

### **7.7.2 Roles and Responsibilities of Claim Committee**

#### Claim Management

1. To set policies regarding claim management and to manage the claim process when large amount of claims occurs.
2. To set policies regarding estimated claim and claim reserve.
3. To consider an approval of strategies, practices, and regulations regarding claim management and reopened claims.
4. To consider and set levels of authorization to approve claims.
5. To monitor claim status and to ensure that the company makes a sufficient claim reserve.
6. To settle the claim complaint and rectify when fraud claims occur.
7. To review complaints and propose solutions.

#### AVL

1. To set the area of service, criteria in selection, rules and regulations in operation and contracts for sellers / contractors.
2. To evaluate performance of sellers / contractors regularly also set the contingency plan to support when sellers / contractors cannot perform services.
3. To consider and authorize spare part store, survey, forklift, plat glass and sellers / contractors.
4. To consider and authorize the purchase and hire properties, or services when those costs are more than 1 million baht.
5. To publish CM Code for new cars, car part code also provide prices of spare parts, repairmen cost.

#### Salvage and Properties

1. To set directions and goals in selling salvage and properties.
2. To direct and manage the selling of salvage and properties and make a registered book and report to the Board of Directors.
3. To provide and maintain the location for storage of salvage.
4. To provide a price list of new brand cars that will be launched three months in advance.

### **7.7.3 Roles and Responsibilities of Investment Committee**

#### Investment Management

1. To set policies, criteria, and investment plans complied with the rule and regulations from the government and/or the related regulators and also appropriate to risks of the company.
2. To consider the rules and regulations of the investment of the company.
3. To consider and approve the limitation of investment in each type of asset and allocate appropriately.
4. To consider and approve the investment by the levels of authorized persons. (in case that the investment exceeds the authorization of the management)
5. To direct, control and monitor the investment management complied with the policy approved by the Board of Directors.
6. To direct, control and monitor the status of the investment of the company and report to the Board of Directors.
7. To review the performance and revise the investment policy every year appropriate to the changed environment.

#### Debt Collection Management

1. To participate the consideration of drafting contract with agents / brokers.
2. To set practices in accepting new agents, underwriting, debt collecting and agent code opening.
3. To set criteria to consider agent's debt / evaluate agents, review the regulations from the government and report the process of debt collection on basis of Cash Before Cover.
4. To monitor and report the outstanding debt and payable from underwriting, reinsurance and claim and present to the Board of Directors.
5. To consider and analyze the outstanding debt and sue accordingly.
6. To monitor and report the security management that company uses for pledge and securities that agents / customers uses for pledge.
7. To set the policy of doubtful accounts and reviewed the life of premiums receivable every month.
8. To set the policy of estimation and records of premiums receivable.
9. To set the policy of accrual expenses without delay.
10. To set the policy and regulations regarding the consideration of loans by indicating the minimum of collateral.

### **7.8 Balance of Power from Non-Management Directors**

Board of Directors consists of 11 directors

Directors with management position	6	directors
Directors with non-management positions	5	directors

As of October 2022, The five non-executive directors are Independent Directors. Representing 45.45 percent of all Directors.

Later, Assoc. Prof. Pranom Kowinwipat has resigned from the directorship of the company on October 26th, 2022. As a result, the Company has four Non-Executive Directors as Independent Directors. Representing forty percent of all Directors from October to December 2022, there are four Non-Executive Directors, consisting of a Chairman and three Independent Directors serving as members of the Audit Committee. And serves as a member of the Nomination and Remuneration Committee with three other members

## **7.9 Nomination of Board of Directors and Executive Officers**

### **7.9.1 Independent Directors**

Independent Director means the Director with all qualification and has the independence to express their idea pertaining to the business direction, business operation in order to improve and develop the administration of organization in good corporate governance. There should have following qualifications;

1. To hold the shares not over 1 percent out of all shares that can vote for the whole of company, affiliates, joint ventures, or other juristic persons that are relative or have the conflicts and it also includes the shares held by the related persons

2. No involvement in the management of company, affiliates, joint ventures, or other related juristic persons, including not being employees, staffs, auditors, lawyers or advisors who obtain the salary from the company or being the authorized person or being a person to have any conflicts

3. Not being the person who has the same blood lineage or do legal registration with the executives, major shareholders, persons in authority or persons who are expected to be executives or authorized persons

4. No gain and loss from the company's benefit for both direct or indirect ways in part of Finance and the management of affiliates, joint ventures, or other juristic persons that might have the conflict

5. No business relation with the company or being the person who might have the conflict in the manner of opposing the discretion

6. To express their idea independently concerning the work operation of company and their expression should not be under the control of executives or company's major shareholders including other related persons or relatives. Besides, there should not have any influencing situation on their opinion.

Bangkok Union Insurance Public Company Limited has definition of Independent Directors which is equal to those defined by Securities and Exchange Commission and the Stock Exchange of Thailand.

The Chairman of the Board of Directors is the independent director.

The Chairman of the Board of Directors and Chief Executive Officer must not be the same person in order to separate the duties of directing and managing.

### **7.9.2 Selection of Directors**

1. The voting approach in shareholders' meeting
  - (1) Each shareholder shall have one vote for each share held
  - (2) The shareholder will determine the number of director to be appointed, which could be one director or more than one of the directors. However, the shareholders must cast all their votes under (1) and may not divide their votes among other more than one of the candidates.
  - (3) Persons receiving the highest number of votes in descending order will be elected as directors equal to the number of directors to be elected. or will be elected on that occasion In the event that the persons elected in descending order have equal votes. Exceeding the number of directors to have or to be elected at that time. The chairman shall have a casting vote.

In case of vacancy due to the reason other than retirement, the Board of Directors selects a person who is qualified or not prohibited by law to be an acting director in the Board of Directors' meeting except that the vacancy is less than two months; the acting director will be in the position by the remaining time. The Board's resolution according to the first paragraph must not be less than three quarter votes of the existing directors.

### **7.9.3 Resignation of Directors**

1. At every annual general meeting of shareholders, one-third of all directors shall retire by rotation. If the number of directors is not a multiple of three, the number nearest to one-third shall retire. The directors retired by rotation shall be re-elected.
2. In additional of retirement by rotation, the directors shall retire when
  - a. Deceased
  - b. Resign
  - c. Disqualified
  - d. The shareholders' resolution of not less than three quarter of quorum,
  - e. Court dispel

### **7.10 Supervision of operations of subsidiaries and associated companies**

- none -

### **7.11 Internal Data Management**

The information yet to be disclosed to the public such as the financial statements, the change of shareholders' structure, or dividend payment must be confidential that can be known to responsible persons who use for operation for the company only to prevent that none can be used for personal gain. The company orders the executive to report the change of investment structure to Securities and Exchange Commission (SEC). Rules and regulations item 5 Awards by Discipline and Disciplinary Punishment indicate that the following actions is the violation of rules and regulations

1. Keep the confidentiality of the employer and do not reveal to external parties or unrelated person
2. Do not be an agent of other individuals or entities that has conflicts of interest against the employer which may harm the employer

#### Disciplinary Punishment

The punishment is based on the severity of the violation with the following criteria;

1. Notice by letters
2. Cut salary
3. Termination

#### **7.12 Auditor's Compensation**

1. Audit fee

The auditor for the company is Deloitte Touche Tohmatsu Jaiyos Audit co., ltd who is in the list of auditors approved by the Office of the Securities and Exchange Commission (sec). Audit fee for review/audit financial statement in fiscal year 2022 is 2,490,000 baht.

2. Non-audit fee

Service fee for review/audit RBC reports for the Office of Insurance Committee (OIC.) 570,000. Baht

## 8. Internal Control and Risk Management

The Board of Director appoints the Audit Committee to supervise the process of preparing the financial statement to comply with the accounting standard, including the related regulations. The responsibility of the Audit Committee also includes the review of the operation to comply with the corporate governance by considering the appropriateness, efficiency and effectiveness of the internal control, the audit control, the selection of the auditor and also the opinion of the Auditor's and ad-hoc assignment from the Board of Director.

The company establishes the internal audit department with the responsibility of review of the sufficiency of the internal control and report incidents to the Audit Committee directly. The Audit Committee will review the report on a regular basis to ensure that the company has a good internal control that is efficient, appropriate and sufficient and to assure that the company can achieve their goals. The review of the sufficiency of the internal control of the company that is complied with the evaluation of the sufficiency of the internal control by the Securities and Exchange Commission is as following

### 8.1 The Internal Control

The company sets visions and missions by communicating to employees to be the guideline to them to achieve goals and objectives together as a whole.

The company sets the goals and objectives to every department on a yearly basis and has the process to monitor their achievement including reviewing regularly. The company encourages the team work and believes in the efficiency of the team work.

The company also sets the good organization structure that indicates roles and responsibilities to individuals. The internal audit department reported directly to the Audit Committee. The organization chart indicates the structure, the report that directly to the Audit Committee, the adequate training which maneuvers as tools to improve the knowledge, skills and capabilities to the employees. The company has policies to recruit the Management to take over the important roles. The company also has the Code of Conduct for the Committee, the Management and every employee. The Code of Conduct is declared and signed by every employee for the acknowledgement. The Code of Conduct is included in the first orientation of new employees.

### Risk Management

The Company has the Risk Management Committee to monitor and manage the enterprise risk management for the company to align with the policy of the risk management appropriately. The sub-committees are included the Underwriting Committee, the Claim Management Committee, the Investment Committee, and the Management Committee to monitor and manage the risks related to their responsibilities regularly. The risk management process contains four steps, i.e. 1. Risk Identification 2. Risk Assessment 3. Risk Response 4. Risk Monitoring and Review according to the Enterprise Risk Management Framework

The company considers various risks such as strategic risks, insurance risks, market risks, concentration risks, credit risks, liquidity risks, operational risks and compliance risks. The company encourages the employees in every level to consider the importance of the risk control to be in the acceptable limit. The company has the preventive protocol and control to mitigate all potential risks. The policies and framework of the risk management are approved by the Audit Committee and the Board of Directors. The company provides the report of the risk management, impacts and guidelines to mitigate the risks which is reviewed by the Audit Committee in every quarter.

### The Control Activities

The company has policies and guidelines that indicate the roles and responsibilities, the approval of credit lines of each level of management clearly and has the internal control to comply with rules and regulations very strictly. Such policies and guidelines are reviewed by the law department and internal control department to ensure that the operation can achieve goals efficiently and effectively by what are written by the management.

The company has policies that clearly mentions about the related transactions with the related persons or entities also including the policies and the protocols about the related transactions to comply with SET / SEC. The related transactions are presented to the Audit Committee and the Board of Directors. The related transactions help drive the business and the person who can authorize the transaction has no conflicts of interest in those transactions. The company accompanied with the Board of Directors has recognized the rules and regulations by Set / SEC and the internal control guidelines to handle such cases. Every related transaction besides those indicated in the policies must be authorized by the Board of Directors. The first thing to be considered for the authorization is the reason of making such transactions, the benefits to the company and mechanism to drive price. The company is confident that the company is complied with rules and regulations by SET / SEC regarding the related transactions with fairness.

The policies about the related transactions are reviewed regularly by the Board of Directors and the Audit Committee to ensure that the company is complied with rules and overall objectives of the company.

## **8.2 The Information Technology System and the Communication**

The company has the information technology system to support the operation sufficiently to the need of employees. The accounting records and information are complete and accurate for making the decision on both financial and operational information which are monitored by the internal control regularly. The company improves the IT system to be more efficient by using new technology to support new business that grows continuously to cover all needs of customers and to provide services based on those needs.

The company and the Management are confident about the efficiency and sufficiency of the information prepared to the Board of Directors. The minutes of Board of Directors' meeting are prepared by the team of the Secretary. The minutes cover all exchanges of ideas of the Directors in the meeting and reviewed by the Committee and signed-off by the Chairman,



the Secretary of the company and the Secretary of the Audit Committee who follows / provides data / help by the request of the Board of Directors. The company has a policy regarding reporting incidents to those who want to complain from various sources.

### **8.3 Monitor Process**

The company monitors and evaluates the internal control and the quality of the operation continuously and the process is one of the operating processes to monitor and evaluates the performance of the Management, the Supervisor, and the responsible ones according to the plan for every department. The Management will report the performance of the operation in every quarter.

The Audit Committee reviews the internal control system in every activities based on the organization structure, the review of auditors, the selection of auditors and compensation, the review for the operation, the fraud detection, the compliance with rules, regulations, policies of the company or the government and then reports to the Board of Directors to consider and acknowledge.

The quarterly consolidated financial statements is reviewed and approved by the Audit Committee in every quarterly meeting. The Audit Committee also reviews the last-year's annual financial report audited by the external auditors in order to give the opinion and present to the Board of Directors to approve. The internal audit department also reviews the internal control system of the company to align with annual review approved by the Audit Committee. The internal audit department reviews the operation system of the company and emphasis on the sufficiency and efficiency of the internal control. Moreover, in the quarterly meeting, the Audit Committee considers the point of improvement about the internal control from every department proposed by the external auditors based on the organization chart. The internal audit department reports directly to the Audit Committee. The Audit Committee approves the annual review. The internal auditors reports the issues found in the audited department including the Management in those departments and presents the complete report to the audited department and the Management as well. The Audit Committee reviews the results of the report that are significant regularly. Besides the regular quarterly meeting, the Audit Committee may arrange the extra meeting in case of significant and urgent agenda.

The internal control system and the efficiency of the enterprise-wide process indicate the limit, the responsibility, the objective and all the plans for the executive line and the operation line. There is the control regarding property use of the company for the maximum benefits. There is a segregation of duties so as to make a balance and a reciprocal review appropriately. Besides, the internal control assures that the main operation and financial activities of the company remains in line with the company's policy. Moreover, the company considers the adjustment/enhancement on the operation for each function to support sufficient and adequate internal control. The Audit Committee has an opinion on the internal control that the internal control of the company is adequate and sufficient.

Internal control committee consists of the members who are experienced and independent, prepared and understand their responsibilities completely so as to monitor the operation of every department and to advise the best solutions for any incident. They can work

as planned, make consistency in working and help the operation run as planned. There are three members in the committee at the present: Internal audit manager, senior internal audit officer and internal audit officer who can support the operation efficiently and meet the target.

#### **8.4 Head of Internal Audit and Head of Compliance**

In 2022, the Head of Internal Audit is Mr. Sutee Chuaypitak, Manager of Internal Audit Department. Serves to carry out internal audits of the company. and report directly to the Audit Committee. Until December 2022 in the same month, Mr. Pisit Prasitsomboon was appointed to carry out internal audits of the company in Attachment 3.

Head of Compliance Officer is Mr. Bunlung Kaewpankan, Manager of Managing Director's Office. Oversees compliance with the rules of government agencies that govern the company's business operations. Until August 2022 in the same month, Miss Walaipatch Wongsoontorn was appointed as Acting Assistant Manager, Managing Director's Office.

Information of the person holding such position with details of qualifications as shown in Attachment 1.

Consideration of appointment, removal and transfer of the head of the internal audit unit must be approved by the Audit Committee.

## 9. Related Party Transactions

### 9.1 Characteristics of Related Transactions

In year 2022, the company has significant related transactions with the related parties by sharing shareholders or directors; however, there is no significant influence between the related parties and does business under the normal condition that considers the maximum benefits to the company and complies with the related rules and regulations.

The company sets policies regarding related transactions approved by the Audit Committee and the Board of Directors.

#### 9.1.1 Necessity and Reasonability of the Transactions

The company has related transactions to support the operation and to maintain and extend the customer base. The related transactions have no significant influence to the related parties and under the normal business condition with the consideration of the maximum benefits to the company.

#### 9.1.2 Standard of Related Transactions between the Company and the Related Parties

For the transactions with the related parties, other associated companies (if any) or individuals who have conflicts of interest with the company in the future such as major shareholders, directors, management, controller, or related individuals, it must be for the purpose of normal operation that align with the core business and must comply with the agreement in the contract and be beneficial to both parties without any intention to transfer interest to each other or any special transactions. The transaction must be strictly aligned with the regulations. The individuals who have conflicts of interest must not participate in authorization to the transactions.

For selling insurance to major shareholders, the company must sell to them directly, not via agent/broker with agreements and trade terms and conditions according to the related party transaction policy of the company;

Anyhow, in making a transaction that is a commercial agreement under general trade terms and items that are commercial agreements that are not general trade terms shall be in accordance with the following principles:

1. The transaction under the general trade terms and conditions: Those transactions must be approved by principles from the Board of Directors to authorize those transactions. If those transactions is the same with which any reasonable man would do with trading partners under the same circumstance with bargaining power that has no significant influence as a director, a management, or a related person (in any case) under the reliability, verifiable, and not for transfer of interest with the necessity to do the business and for maximum benefit for the company.

2. The transaction not under the general trade terms and conditions : Those must be reviewed and opined by the Audit Committee about the necessity and reasonability of price by considering whether those conditions are under the normal trade in the market which can

be comparable to external parties and with fair price, reasonability before presenting to the Board of Directors subsequently.

In such case that the Audit Committee has no sufficient knowledge, the company will appoint an independent expert or auditor to give an opinion about those transactions for the Audit Committee and the Board of Directors to consider and make a decision if those transactions are necessary and reasonable, regards the benefit to the company. The individuals that may have conflicts of interest are unable to vote for authorization for the transactions.

The company makes a report about the related transactions to present to the Audit Committee and the Board of Directors every quarter. The internal audit department has responsibility to review information and makes a report to the Audit Committee to consider and to give opinions about the necessity and reasonability regarding those transactions.

The company discloses the transactions in the financial statements and the disclosure that is audited by the external auditor.

## **9.2 Policy of Related Transactions in the Future**

The company has a policy of related transaction in the future if necessary and reasonable in order to protect the benefit of the company. The related transactions must be comply with the standard between the company and the related parties as mentioned and also comply with the Security and Exchange Commission including rules, notifications, and order of the Thai Capital Market Supervisory Board and the Stock Exchange of Thailand as well as the accounting standard from Federations of Accounting Profession of Thailand.

## **Significant Related Transactions**

The company discloses the transactions in the disclosure of the financial statements under item 28 for the year 2022 (Related Transactions)

The related transactions for the year 2022 and 2021 are as following;

Legal entities or individuals that may have conflicts of interest	Value (Million Baht)		Transaction / Necessities and Reasonableness
	ended Dec. 31, 2022	ended Dec. 31, 2021	
<p>1. Bangkok Union Broker Co., Ltd</p> <p>Related Transactions : Expense: Commission Fee</p>	25.49	22.69	<p>Bangkok Union Broker Co., Ltd. is a life, non-life and reinsurance broker who is an intermediary who sells the insurance. The commission fee is paid as predetermined by the Office of Insurance Commission (OIC)</p> <p><u>Necessities and Reasonableness:</u></p> <p>Related transaction for commission fee is appropriate according to the standard from OIC regarding the commission fee which is not as high as to another broker and not much different from other parties.</p>
<p>Related Transactions : Expense: Rental Fee for Land (3.00 MB each year)</p>	3.00	3.00	<p>The company rents the land owned by Bangkok Union Broker Co., Ltd. for 1 rai 29.9 square meters. The rental term starts from 7 July 2021 to 6 July 2025. The rental fee is 3 million baht per year. The purpose is to be the site of home office building at 175 – 177 Bangkok Union Insurance Building, Surawong, Bangrak, Bangkok.</p> <p><u>Necessities and Reasonableness:</u></p> <p>Related transaction for rental fee paid is appropriate and the company does not provide any benefits to Bangkok Union Broker Co., Ltd</p>
<p>2. Parjakij Paisan Underwriting Co., Ltd</p> <p>Related Transactions : Expense: Commission Fee</p>	13.04	11.94	<p>Patjakij Paisan Underwriting Co., Ltd is a non-life insurance broker who acts as an intermediary to sells the insurance to the customer. The commission fee is paid as predetermined by the Office of Insurance Commission (OIC)</p> <p><u>Necessities and Reasonableness:</u></p>

Legal entities or individuals that may have conflicts of interest	Value (Million Baht)		Transaction / Necessities and Reasonableness
	12 months period ended Dec. 31, 2022	12 months period ended Dec. 31, 2021	
			Related transaction for commission fee is appropriate according to the standard from OIC regarding the commission fee which is not as high as to another broker and not much different from other parties.
3. BUI Life Insurance Public Company Limited  Related Transactions : Rental Income and Service	4.97	4.97	The company sublets BUI Life Insurance Public Company Limited for its office for 1,184.28 square meters. The rental term starts from 1 March 2022 to 28 February 2025. The rental fee is 414,498 baht per year.  <u>Necessities and Reasonableness:</u>  Related transaction for rental income and service is appropriate because it is the same rate as to another customer and does not intend to favor BUI Life Insurance Public Company Limited)

The Audit Committee considers the related transactions between the company and related parties as well as related entities that may have conflicts of interest in the future as announced by Securities and Exchange Commission (SEC), their opinion states that related transaction is made in order to support the operation of business with consideration of company's benefits. It is to maintain and extend a customer base and has no significant influence in the related parties. It is also reasonable and in accordance with term and agreement for ordinary operation in general. Premium and other conditions are suitable to risks. There are risk surveys before underwriting policies. The process is authorized according the underwriting policy of the company and the regulation from OIC. The related parties are treated as the same as another customer or unrelated customer and there is no interest transfer between the companies.

For selling insurance to major shareholders, The Audit Committee agree with the change in underwriting method that the company get the customer directly, not via related agent or broker. The company has started operations in this way since April 2019.

The meeting of Board of Directors has considered the transaction between the company and related companies according to the opinion proposed by the Audit Committee and approved the related party transaction policy and approved the change in insurance selling to major shareholders.

# **Part 3**

## **Financial Statements**

## 10. Report of The Independent Certified Public Accountants

**TO THE SHAREHOLDERS AND BOARD OF DIRECTORS  
BANGKOK UNION INSURANCE PUBLIC COMPANY LIMITED**

### **Opinion**

We have audited the financial statements in which the equity method is applied and the separate financial statements of Bangkok Union Insurance Public Company Limited (the “Company”), which comprise the statement of financial position in which the equity method is applied and the separate statement of financial position as at December 31, 2022, and the statement of profit or loss and other comprehensive income in which the equity method is applied and the separate statement of profit or loss and other comprehensive income, the statement of changes in equity in which the equity method is applied and the separate statement of changes in equity and the statement of cash flows in which the equity method is applied and the separate statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements in which the equity method is applied and the separate financial statements present fairly, in all material respects, the financial position of Bangkok Union Insurance Public Company Limited as at December 31, 2022, and financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (“TFRSs”).

### **Basis for Opinion**

We conducted our audit in accordance with Thai Standards on Auditing (“TSAs”). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements in which the equity method is applied and Separate Financial Statements section of our report. We are independent of the Company 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 our audit of the financial statements in which the equity method is applied and separate financial statements, and we have fulfilled our other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



## Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements in which the equity method is applied and the separate financial statements of the current year. These matters were addressed in the context of our audit of the financial statements in which the equity method is applied and the separate financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matters	Audit Responses
<p><b>Claim reserves for claim incurred but not reported</b></p> <p>As at December 31, 2022, the Company had claim reserve for claim incurred but not reported (“claim reserve for IBNR”). The claim reserve for IBNR is estimated based on the management’s and actuary’s judgement which are calculated based on an actuarial method using loss development factor to determine ultimate loss as a key assumption.</p> <p>Changes in the above key assumption could significantly affect the amount of claim reserve for IBNR. Key audit matter is whether measurement of claim reserve for IBNR, which is affected by change in the significant assumption, is in accordance with the Thai Financial Reporting Standards.</p> <p>The accounting policy for claim reserve for IBNR was disclosed in Note 3.12.2 to the financial statements and key assumption used in the measurement and details of claim reserve for IBNR were disclosed in Note 15 to the financial statements.</p>	<p>Key audit procedures included;</p> <ul style="list-style-type: none"> <li>• Understanding the operating procedures and internal control related to recognition of claim reserve for IBNR.</li> <li>• Performing the design and implementation of internal controls procedures related to recognition of claim reserve for IBNR.</li> <li>• Performing substantive audit procedures consisted of: <ul style="list-style-type: none"> <li>- The use of work of the auditor’s actuary expert who assessed key data and assumption use in determination of ultimate loss, which was applied by the management to evaluate loss development factor, used in calculating claim reserve for IBNR. These include the key procedures below: <ul style="list-style-type: none"> <li>• Testing the accuracy and completeness of the data used in the calculation of ultimate loss.</li> <li>• Evaluating appropriateness of the assumption, testing the calculation and benchmarking of the Company management’s calculation result for each type of insurance contract.</li> <li>• Performing analytical procedure on the loss development factor in current year with the historical data whether the assumption used in the claim reserve for IBNR calculation were in accordance with the actuarial method and the notification and guidance of the Office of Insurance Commission.</li> </ul> </li> </ul> </li> </ul>

## **Other Information**

Management is responsible for the other information. The other information comprises information in the annual report, but does not include the financial statements in which the equity method is applied and the separate financial statements and our auditor's report thereon, which is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements in which the equity method is applied and the separate financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements in which the equity method is applied and the separate financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to management and those charged with governance for correction of the misstatement.

## **Responsibilities of Management and Those Charged with Governance for the Financial Statements in which the equity method is applied and the Separate Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in which the equity method is applied and the separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of the financial statements in which the equity method is applied and the separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements in which the equity method is applied and the separate financial statements, management is responsible for assessing the Company'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 Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

## **Auditor's Responsibilities for the Audit of the Financial Statements in which the equity method is applied and the Separate Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements in which the equity method is applied and the separate 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 our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs 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 the financial statements in which the equity method is applied and the separate financial statements.

As part of an audit in accordance with TSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements in which the equity method is applied and the separate 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 our 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 Company'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 Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company's to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the statement of financial position in which the equity method is applied and the separate financial statements, including the disclosures, and whether the financial statements in which the equity method is applied and the separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We 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 we identify during our audit.

We also provide those charged with governance with a statement that we 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 our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements in which the equity method is applied and the separate financial statements of the current year and are

therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Lasita Magut  
Certified Public Accountant (Thailand)  
Registration No. 9039

**BANGKOK**  
February 21, 2023

**DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT CO., LTD.**

**BANGKOK UNION INSURANCE PUBLIC COMPANY LIMITED**

**STATEMENTS OF FINANCIAL POSITION**

**AS AT DECEMBER 31, 2022**

**Unit : Baht**

	Notes	FINANCIAL STATEMENTS IN WHICH		SEPARATE	
		THE EQUITY METHOD IS APPLIED		FINANCIAL STATEMENTS	
		As at	As at	As at	As at
		December 31,	December 31,	December 31,	December 31,
		2022	2021	2022	2021
<b>ASSETS</b>					
Cash and cash equivalents	4	282,717,992	204,733,586	282,717,992	204,733,586
Premium receivable	5	133,622,513	135,501,623	133,622,513	135,501,623
Accrued investment income		2,176,514	1,308,904	2,176,514	1,308,904
Reinsurance assets	6 and 15	536,765,304	321,929,928	536,765,304	321,929,928
Amounts due from reinsurers	7	2,510,251	2,908,610	2,510,251	2,908,610
Investments					
Investments in securities	8	766,696,977	734,671,853	766,696,977	734,671,853
Investment property	9	52,148,462	70,233,068	52,148,462	70,233,068
Investment in an associate	10	44,759,239	44,357,498	46,815,756	46,815,756
Property, plant and equipment	11	302,951,139	301,804,628	302,951,139	301,804,628
Intangible assets	12	3,458,193	844,388	3,458,193	844,388
Other assets	14	29,870,458	16,384,188	29,870,458	16,384,188
<b>TOTAL ASSETS</b>		<b>2,157,677,042</b>	<b>1,834,678,274</b>	<b>2,159,733,559</b>	<b>1,837,136,532</b>

Notes to financial statements form an integral part of these statements.

**BANGKOK UNION INSURANCE PUBLIC COMPANY LIMITED**

**STATEMENTS OF FINANCIAL POSITION (CONTINUED)**

**AS AT DECEMBER 31, 2022**

**Unit : Baht**

	Notes	FINANCIAL STATEMENTS IN WHICH		SEPARATE	
		THE EQUITY METHOD IS APPLIED		FINANCIAL STATEMENTS	
		As at	As at	As at	As at
		December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
<b>LIABILITIES AND EQUITY</b>					
Insurance liabilities	15	1,045,008,628	785,112,782	1,045,008,628	785,112,782
Amounts due to reinsurers	16	119,567,451	67,306,006	119,567,451	67,306,006
Employee benefit obligations	17	17,194,945	16,685,284	17,194,945	16,685,284
Commission and brokerages payable		25,203,885	20,413,775	25,203,885	20,413,775
Lease liabilities	18	52,997,966	54,328,070	52,997,966	54,328,070
Accrued expenses		58,604,033	65,704,360	58,604,033	65,704,360
Deferred tax liabilities	13	4,487,057	9,616,643	4,487,057	9,616,643
Income tax payable		-	1,510,482	-	1,510,482
Other liabilities	19	33,329,541	32,513,637	33,329,541	32,513,637
<b>TOTAL LIABILITIES</b>		<b>1,356,393,506</b>	<b>1,053,191,039</b>	<b>1,356,393,506</b>	<b>1,053,191,039</b>
<b>EQUITY</b>					
Share capital					
Authorized share capital					
30,000,000 ordinary shares of Baht 10.00 each		300,000,000	300,000,000	300,000,000	300,000,000
Issued and paid-up share capital					
29,999,790 ordinary shares of Baht 10.00 each		299,997,900	299,997,900	299,997,900	299,997,900
Premium on share capital		86,593,183	86,593,183	86,593,183	86,593,183
Retained earnings					
Appropriated					
Legal reserve	20	28,413,956	25,541,202	28,413,956	25,541,202
Unappropriated		142,936,868	115,718,335	145,361,258	120,778,933
Other components of equity		243,341,629	253,636,615	242,973,756	251,034,275
<b>TOTAL EQUITY</b>		<b>801,283,536</b>	<b>781,487,235</b>	<b>803,340,053</b>	<b>783,945,493</b>
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>2,157,677,042</b>	<b>1,834,678,274</b>	<b>2,159,733,559</b>	<b>1,837,136,532</b>

Notes to financial statements form an integral part of these statements.

**BANGKOK UNION INSURANCE PUBLIC COMPANY LIMITED**  
**STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED DECEMBER 31, 2022**

Unit : Baht

	Notes	FINANCIAL STATEMENTS IN WHICH		SEPARATE	
		THE EQUITY METHOD IS APPLIED		FINANCIAL STATEMENTS	
		2022	2021	2022	2021
<b>REVENUES</b>					
Gross written premiums	21	1,517,273,898	1,208,537,535	1,517,273,898	1,208,537,535
<u>Less</u> Premiums ceded to reinsures	21	(434,068,354)	(335,940,433)	(434,068,354)	(335,940,433)
Net premiums written		1,083,205,544	872,597,102	1,083,205,544	872,597,102
<u>Less</u> Unearned premium reserve					
increased from previous years	21	(22,332,342)	(7,741,773)	(22,332,342)	(7,741,773)
Net premium earned		1,060,873,202	864,855,329	1,060,873,202	864,855,329
Fee and commission income	21	55,377,209	44,822,996	55,377,209	44,822,996
Net investment income	21	22,864,337	17,379,850	22,864,337	17,379,850
Gain (loss) on investment	21 and 26	1,700,445	(2,273,904)	1,700,445	(2,273,904)
Share of profit from investment					
in an associate	10 and 21	2,636,208	3,581,081	-	-
Other income	21	814,850	1,568,344	814,850	1,568,344
Income from rental	21	68,881,249	68,394,834	68,881,249	68,394,834
Total revenues		1,213,147,500	998,328,530	1,210,511,292	994,747,449
<b>EXPENSES</b>					
Gross claim	21	650,818,502	324,576,787	650,818,502	324,576,787
<u>Less</u> Claim recovered from reinsure	21	(183,290,240)	(39,551,416)	(183,290,240)	(39,551,416)
Commissions and brokerages	21	196,815,504	153,034,406	196,815,504	153,034,406
Other underwriting expenses	21	337,395,375	265,828,497	337,395,375	265,828,497
Operating expenses	21 and 22	87,858,349	101,939,671	87,858,349	101,939,671
Other expenses - expenses for rent	21	51,128,599	47,595,520	51,128,599	47,595,520
Expected credit loss (reversal)	21 and 24	(205,007)	476,246	(205,007)	476,246
Total expenses		1,140,521,082	853,899,711	1,140,521,082	853,899,711
Profit before income tax expense		72,626,418	144,428,819	69,990,210	140,847,738
Income tax expense	13	12,535,131	52,022,988	12,535,131	52,022,988
<b>Net profit</b>		60,091,287	92,405,831	57,455,079	88,824,750

**BANGKOK UNION INSURANCE PUBLIC COMPANY LIMITED**  
**STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (CONTINUED)**  
**FOR THE YEAR ENDED DECEMBER 31, 2022**

Unit : Baht

	Notes	FINANCIAL STATEMENTS IN WHICH		SEPARATE		
		THE EQUITY METHOD IS APPLIED		FINANCIAL STATEMENTS		
		2022	2021	2022	2021	
Other comprehensive income						
Items that will be reclassified subsequently to profit or loss						
Loss on remeasuring investment at fair value through other comprehensive income		(10,754,125)	(595,930)	(10,754,125)	(595,930)	
Share of other comprehensive profit (loss) of an associate	10	(2,793,084)	4,486,051	-	-	
Income tax relating to components of other comprehensive income that will be reclassified subsequently		2,709,442	(778,024)	2,150,825	119,186	
		<u>(10,837,767)</u>	<u>3,112,097</u>	<u>(8,603,300)</u>	<u>(476,744)</u>	
Items that will not be reclassified subsequently to profit or loss						
Surplus on revaluation of land		-	(8,240,000)	-	(8,240,000)	
Actuarial gain in defined employee benefit plans	17	678,476	96,873	678,476	96,873	
Income tax relating to components of other comprehensive income that will not be reclassified subsequently		(135,695)	1,628,625	(135,695)	1,628,625	
		<u>542,781</u>	<u>(6,514,502)</u>	<u>542,781</u>	<u>(6,514,502)</u>	
Other comprehensive loss for the years - net of income tax		<u>(10,294,986)</u>	<u>(3,402,405)</u>	<u>(8,060,519)</u>	<u>(6,991,246)</u>	
<b>Total comprehensive income for the years</b>		<u><u>49,796,301</u></u>	<u><u>89,003,426</u></u>	<u><u>49,394,560</u></u>	<u><u>81,833,504</u></u>	
<b>Basic earnings per share</b>	<b>BAHT</b>	<b>27</b>	<b>2.00</b>	<b>3.08</b>	<b>1.92</b>	<b>2.96</b>

Notes to financial statements form an integral part of these statements.



**BANGKOK UNION INSURANCE PUBLIC COMPANY LIMITED**

**STATEMENTS OF CHANGES IN EQUITY**

**FOR THE YEAR ENDED DECEMBER 31, 2022**

Unit : Baht

FINANCIAL STATEMENTS IN WHICH THE EQUITY METHOD IS APPLIED										
Notes	Issued and paid-up share capital	Premium on share capital	Retained earnings		Other components of equity				Total other comprehensive income	Total
			Appropriated Legal reserve	Unappropriated	Other comprehensive income					
					Surplus on revaluation of asset	Investment at fair value through other comprehensive income	Actuarial gain (loss) on define employee benefits plan	Share of other comprehensive income (loss) of an associate		
<b>Beginning balances as at January 1, 2021</b>	299,997,900	86,593,183	21,099,964	35,253,742	230,912,000	30,232,293	(3,118,772)	(986,501)	257,039,020	699,983,809
Legal reserve	20	-	4,441,238	(4,441,238)	-	-	-	-	-	-
Dividend paid	30	-	-	(7,500,000)	-	-	-	-	-	(7,500,000)
Comprehensive income (loss) - equity method for the year	-	-	-	92,405,831	(6,592,000)	(476,744)	77,498	3,588,841	(3,402,405)	89,003,426
<b>Ending balances as at December 31, 2021</b>	299,997,900	86,593,183	25,541,202	115,718,335	224,320,000	29,755,549	(3,041,274)	2,602,340	253,636,615	781,487,235
<b>Beginning balances as at January 1, 2022</b>	299,997,900	86,593,183	25,541,202	115,718,335	224,320,000	29,755,549	(3,041,274)	2,602,340	253,636,615	781,487,235
Legal reserve	20	-	2,872,754	(2,872,754)	-	-	-	-	-	-
Dividend paid	30	-	-	(30,000,000)	-	-	-	-	-	(30,000,000)
Comprehensive income (loss) - equity method for the year	-	-	-	60,091,287	-	(8,603,300)	542,781	(2,234,467)	(10,294,986)	49,796,301
<b>Ending balances as at December 31, 2022</b>	299,997,900	86,593,183	28,413,956	142,936,868	224,320,000	21,152,249	(2,498,493)	367,873	243,341,629	801,283,536

Notes to financial statements form an integral part of these statements.

**BANGKOK UNION INSURANCE PUBLIC COMPANY LIMITED**  
**STATEMENTS OF CHANGES IN EQUITY (CONTINUED)**  
**FOR THE YEAR ENDED DECEMBER 31, 2022**

Unit : Baht

SEPARATE FINANCIAL STATEMENTS									
Notes	Issued and paid-up share capital	Premium on share capital	Retained earnings		Other components of equity			Total other comprehensive income	Total
			Appropriated Legal reserve	Unappropriated	Surplus on revaluation of asset	Investment at fair value through other comprehensive income	Actuarial gain (loss) on define employee benefits plan		
<b>Beginning balances as at January 1, 2021</b>	299,997,900	86,593,183	21,099,964	43,895,421	230,912,000	30,232,293	(3,118,772)	258,025,521	709,611,989
Legal reserve	20	-	4,441,238	(4,441,238)	-	-	-	-	-
Dividend paid	30	-	-	(7,500,000)	-	-	-	-	(7,500,000)
Comprehensive income (loss) for the year		-	-	88,824,750	(6,592,000)	(476,744)	77,498	(6,991,246)	81,833,504
<b>Ending balances as at December 31, 2021</b>	<u>299,997,900</u>	<u>86,593,183</u>	<u>25,541,202</u>	<u>120,778,933</u>	<u>224,320,000</u>	<u>29,755,549</u>	<u>(3,041,274)</u>	<u>251,034,275</u>	<u>783,945,493</u>
<b>Beginning balances as at January 1, 2022</b>	299,997,900	86,593,183	25,541,202	120,778,933	224,320,000	29,755,549	(3,041,274)	251,034,275	783,945,493
Legal reserve	20	-	2,872,754	(2,872,754)	-	-	-	-	-
Dividend paid	30	-	-	(30,000,000)	-	-	-	-	(30,000,000)
Comprehensive income (loss) for the year		-	-	57,455,079	-	(8,603,300)	542,781	(8,060,519)	49,394,560
<b>Ending balances as at December 31, 2022</b>	<u>299,997,900</u>	<u>86,593,183</u>	<u>28,413,956</u>	<u>145,361,258</u>	<u>224,320,000</u>	<u>21,152,249</u>	<u>(2,498,493)</u>	<u>242,973,756</u>	<u>803,340,053</u>

Notes to financial statements form an integral part of these statements.

**BANGKOK UNION INSURANCE PUBLIC COMPANY LIMITED**

**STATEMENTS OF CASH FLOWS**

**FOR THE YEAR ENDED DECEMBER 31, 2022**

**Unit : Baht**

Note	FINANCIAL STATEMENTS IN WHICH		SEPARATE	
	THE EQUITY METHOD IS APPLIED		FINANCIAL STATEMENTS	
	2022	2021	2022	2021
<b>CASH FLOWS PROVIDED BY (USED IN)</b>				
<b>OPERATING ACTIVITIES</b>				
Direct premium received	1,513,980,949	1,311,829,982	1,513,980,949	1,311,829,982
Cash paid from reinsurance	(303,555,362)	(279,698,022)	(303,555,362)	(279,698,022)
Interest income	12,380,911	10,320,470	12,380,911	10,320,470
Dividend income	10,169,448	7,672,244	10,169,448	7,672,244
Other income	814,744	1,255,004	814,744	1,255,004
Claims incurred from direct insurance	(461,223,860)	(322,118,074)	(461,223,860)	(322,118,074)
Commissions and brokerages from				
direct insurance	(188,776,268)	(153,606,209)	(188,776,268)	(153,606,209)
Other underwriting expenses	(338,343,612)	(261,795,580)	(338,343,612)	(261,795,580)
Operating expenses	(102,612,722)	(138,371,757)	(102,612,722)	(138,371,757)
Income tax expense	(20,648,715)	(15,927,747)	(20,648,715)	(15,927,747)
Refundable corporate income tax	-	33,566,386	-	33,566,386
Cash received from financial assets	58,862,140	42,196,845	58,862,140	42,196,845
Cash paid for financial assets	(111,289,570)	(154,943,800)	(111,289,570)	(154,943,800)
Deposits at bank with maturity over 3 months	11,000,000	5,000,000	11,000,000	5,000,000
Investment property	38,362,665	41,544,841	38,362,665	41,544,841
Net cash provided by operating activities	119,120,748	126,924,583	119,120,748	126,924,583
<b>CASH FLOWS PROVIDED BY (USED IN)</b>				
<b>INVESTING ACTIVITIES</b>				
<b>CASH FLOWS PROVIDED BY</b>				
Property, plant and equipment	107	10,280	107	10,280
Cash provided by investing activities	107	10,280	107	10,280

**BANGKOK UNION INSURANCE PUBLIC COMPANY LIMITED**

**STATEMENTS OF CASH FLOWS (CONTINUED)**

**FOR THE YEAR ENDED DECEMBER 31, 2022**

**Unit : Baht**

	Note	FINANCIAL STATEMENTS IN WHICH		SEPARATE	
		THE EQUITY METHOD IS APPLIED		FINANCIAL STATEMENTS	
		2022	2021	2022	2021
<b>CASH FLOWS PROVIDED BY (USED IN)</b>					
<b>INVESTING ACTIVITIES (CONTINUED)</b>					
CASH FLOWS USED IN					
Property, plant and equipment		(3,795,649)	(312,308)	(3,795,649)	(312,308)
Intangible assets		(3,637,000)	-	(3,637,000)	-
Cash used in investing activities		(7,432,649)	(312,308)	(7,432,649)	(312,308)
Net cash used in investing activities		(7,432,542)	(302,028)	(7,432,542)	(302,028)
<b>CASH FLOWS USED IN FINANCING ACTIVITIES</b>					
Lease payment		(3,703,800)	(3,703,150)	(3,703,800)	(3,703,150)
Dividend paid		(30,000,000)	(7,500,000)	(30,000,000)	(7,500,000)
Net cash used in financing activities		(33,703,800)	(11,203,150)	(33,703,800)	(11,203,150)
<b>Net increased in cash and cash equivalents</b>		77,984,406	115,419,405	77,984,406	115,419,405
Cash and cash equivalents as at January 1,		204,733,586	89,314,181	204,733,586	89,314,181
<b>Cash and cash equivalents as at December 31,</b>	4	282,717,992	204,733,586	282,717,992	204,733,586

Notes to financial statements form an integral part of these statements.

**BANGKOK UNION INSURANCE PUBLIC COMPANY LIMITED  
NOTES TO THE FINANCIAL STATEMENTS IN WHICH THE EQUITY METHOD IS APPLIED  
AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2022**

**1. GENERAL INFORMATION AND OPERATION OF THE COMPANY**

Bangkok Union Insurance Public Company Limited (the “Company”) was registered in The Stock Exchange of Thailand (“SET”). The main business is non-life insurance and rental of office space. The head office is located at 175-177 Surawong Road, Suriyawong, Bangrak, Bangkok, Thailand.

The major shareholder company is Leophairatana Enterprises Company Limited which was incorporated in Thailand, holding 29.24% of the Company’s share capital.

**2. BASIS FOR PREPARATION AND PRESENTATION OF THE FINANCIAL STATEMENTS IN WHICH THE EQUITY METHOD IS APPLIED AND THE SEPARATE FINANCIAL STATEMENTS**

2.1 The Company maintains its accounting records in Thai Baht and prepares its statutory financial statements in the Thai language in conformity with Thai Financial Reporting Standards and practices generally accepted in Thailand.

2.2 The Company’s financial statements have been prepared in accordance with the Thai Accounting Standard (TAS) No. 1 “Presentation of Financial Statements”, which was effective for financial periods beginning on or after January 1, 2022 onward, and the Regulation of The Stock Exchange of Thailand (SET) dated October 2, 2017, regarding the preparation and submission of financial statements and reports for the financial position and results of operations of the listed companies B.E. 2560 and the Notification of the Office of Insurance Commission regarding the Rules, Procedures, Conditions and Periods for Preparing and Submitting Financial Statements and Reports on the Operations of the Non-Life Insurance Business (No.2) B.E. 2562 dated April 4, 2019.

2.3 The financial statements have been prepared under the historical cost convention except as disclosed in the significant accounting policies (see Note 3).

2.4 The English version of the financial statements in which the equity method is applied and separate financial statements have been prepared from the Thai version of the financial statements in which the equity method is applied and separate financial statements prepared by law. In the event of any conflict or different interpretation of the two different languages, the Thai version the financial statements in which the equity method is applied and separate financial statements in accordance with the Thai law is superseded.

2.5 Thai Financial Reporting Standards affecting the presentation and disclosure in the current period financial statements

During the year, the Company has adopted the revised financial reporting standards issued by the Federation of Accounting Professions which are effective for fiscal years beginning on or after January 1, 2022. These financial reporting standards were aimed at alignment with the corresponding Thai Financial Reporting Standards, with most of the changes directed towards revision of wording and terminology and accounting requirements for interest rate reform - Phrase 2. The adoption of these financial reporting standards does not have any significant impact on the Company's financial statements.

2.6 Thai Financial Reporting Standards announced in the Royal Gazette but not yet effective

On August 19, 2022, Thai Financial Reporting Standard No.17 "Insurance Contracts" has been announced in the Royal Gazette and will be effective for the financial statements for the period beginning on or after January 1, 2025 onwards.

On September 26, 2022, the revised TFRSs have been announced in the Royal Gazette which will be effective for the financial statements for the period beginning on or after January 1, 2023 onwards. TFRSs which have been amended and relevant to the Company are as follows:

The accounting guidelines for financial instruments and disclosures on insurance business

The Federation of Accounting Professions issued the accounting guidelines for financial instruments and disclosures on insurance business, which has been announced in the Royal Gazette on November 30, 2022 and will be effective for the financial statements for the period beginning on or after January 1, 2023 onwards with earlier application permitted.

The Company's management will adopt such TFRSs in the preparation of the Company's financial statements when it becomes effective. The Company's management is in the process to assess the impact of these TFRSs on the financial statements of the Company in the period of initial application.

### 3. SIGNIFICANT ACCOUNTING POLICIES

#### 3.1 Insurance contract classification

At the initial date, the Company classified contract as insurance contract by determine that the significant risk has been transferred, in the event (scenario) that an insured would require company to pay significant additional benefits in term of commercial content. Once a contract has been classified as insurance contract, it remains an insurance contract until all right and obligations expired. Other contract into which the Company has entered with the insured may not be classified as an insurance contract at inception date but can be subsequently reclassified as an insurance contract when the significant insurance risk has been transferred to the Company. Other contract are reclassified as investment contract (if any).

#### 3.2 Recognition of revenues and expenses

##### Premium written

For insurance policies with coverage period for one year, premium income is recognized on the effective date of the insurance policy after deducting premium ceded and premium cancelled and refunded. For long-term insurance policies which coverage periods are longer than one year, related revenues and expenses are recorded as unearned and prepaid items which recognized as income and expenses over the coverage periods on annual basis.

##### Reinsurance premium

Reinsurance premium income is recognized when the Company receives the reinsurance application or statement of accounts from the ceding company. Reinsurance profit commissions are recognized when the Company receives the statement of accounts from the reinsurers.

##### Commissions and brokerages income

Commissions and brokerages income are recognized as income on an accrual basis.

##### Investment income

Investment income consists of interest income and dividends income. Interest income is recognized as income on an accrual basis based on the effective interest rate and dividends income are recognized as income on the declaration date.

##### Rental and service income

Rental income and its related services from an investment property are recognized on a straight-line basis over the term of the lease. Contingent rentals are recognized as income in the accounting period in which they are occurred. The related service income is recognized over the term of the lease.

##### Other income

Other income is recognized as income on an accrual basis.

### Premiums ceded

Premiums ceded is recognised as expense when the insurance risk is transferred to another insurer as amounts specified in policies.

For long-term reinsurance policies with coverage periods longer than 1 year, ceded premium is recorded as prepaid expense and recognised as expense over the coverage period each year.

### Claims and losses adjustment expenses

Claims and losses adjustment expenses consist of claims and losses adjustment expenses of direct insurance and reinsurance of both reported claims and not reported claims, and are stated at the amounts of the claims, related expenses, and claims adjustments of the current and prior period incurred during the year, less residual value and other recoveries (if any), and claim recovery from reinsurers. Claims and losses adjustment expenses of direct insurance are recognised upon the receipt of the claims advice from the insured, based on the claims notified by the insured and estimates made by the Company's management. The maximum value of claims estimated is not however, to exceed the sum-insured under the relevant policy and claims and losses adjustment expenses of reinsurance are recognised when the reinsurer places the loss advice with the Company.

### Claim recovery from reinsurers

Claims recovery from reinsurers is recognised when claims and loss adjustment expenses are recorded. They are estimated as proportion and condition relevant to reinsurance contracts. The Company presents the claims recoverable amount as a deduction from gross claims.

### Commissions and brokerages and other expenses

Commissions and brokerages and other expenses are recognized as expenses on an accrual basis.

## 3.3 Cash and cash equivalents

Cash and cash equivalents include cash on hand, cheque on hand and all types of deposits with banks with maturity within 3 months, excluding deposit at banks used as collateral.

Deposits at banks having terms to maturity over 3 months are included in investments in securities.

## 3.4 Premium receivable and allowance for doubtful debt

Premium receivable is stated at net realizable value. The Company records allowance for doubtful accounts for the estimated collection losses on premium receivable. Such estimated losses are based on the Company's collection experience and the analysis of aging of each premium receivable.



### 3.5 Reinsurance assets

Reinsurance assets are stated at insurance reserve refundable from reinsurers which are estimated based on the related premium reserve in accordance with law regarding insurance reserve calculations and unearned reinsurance premium reserve.

### 3.6 Amounts due to and due from reinsurers

Amounts due from reinsurers are stated at amounts due from reinsurers which consists of premium uncollected from reinsurers, commission and brokerages receivables, outstanding claim recovered from reinsurers. The Company records allowance for doubtful for estimated loss from uncollected receivables based on the Company's collection experience and the analysis of aging of amount due from reinsurers.

Amounts due to reinsurers are stated at amount withheld on reinsurance and amounts due to reinsurers which consist of premium ceded payables and other reinsurance payables to reinsurers except claim payables. The net amount is represented in the statement of financial position when the Company has a legal right to offset the amounts and intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

### 3.7 Investment in securities

#### 1) Classification and measurement

The Company has classified financial assets based on the accounting guidelines for financial instruments and disclosures on insurance business depending on the classification as following:

- Financial assets that are debt instruments are measured at fair value through other comprehensive income, or amortized cost. The classification is derived by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.
- Financial assets that are equity instruments have been classified as investment at fair value through other comprehensive income (FVTOCI). Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognized in other comprehensive income and accumulated in the investments revaluation reserve. The cumulative gains or losses will be classified to profit or loss on disposal of the equity investments. Dividends on these investments in equity instruments are recognized in profit or loss.

#### 2) Impairment of financial assets

##### Debt instruments

The Company recognizes losses on impairment in profit or loss and recognizes the loss allowance for expected credit losses on investments in debt instruments in other comprehensive income by the expected credit loss model. The amount of expected credit losses is updated at each reporting period date to reflect changes in credit risk since initial recognition of the respective financial instruments.

## Equity instruments and unit trusts

The Company recognizes losses on impairment in profit or loss and recognizes the loss allowance of equity instruments and unit trusts in other comprehensive income when there is an evidence of impairment. Implicit evidence of impairment in equity instruments and unit trusts include information relating to significant negative change stating that the cost of investment in equity instruments and unit trusts are not recoverable. A significant decrease or prolonged on the fair value of equity instruments and unit trusts which less than cost are subject to implicit evidence of impairment.

### 3.8 Investment in an associate

Investment in an associate as presented in the separate financial statements is accounted for under the cost method net of allowance for impairment (if any). Investment in an associate as presented in the financial statements in which the equity method is applied is accounted for under the equity method.

An investment in an associate is initially recognized in the consolidated statement of financial position at cost and adjusted thereafter to recognize the Company's share of the profit or loss and other comprehensive income of the associate.

An investment in an associate is accounted for using the equity method from the date on which the investee becomes an associate. On acquisition of the investment in an associate, any excess of the cost of the investment over the Company's share of the net fair value of the identifiable assets and liabilities of the investee is recognized as goodwill, which is included within the carrying amount of the investment. Any excess of the Company's share of the net fair value of the identifiable assets and liabilities over the cost of the investment is recognized immediately as profit or loss in the statement of comprehensive income in the period in which the investment is acquired.

### 3.9 Investment property

Investment property is property which is held to earn rental income, for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes.

Cost of investment property includes expenditure that is directly attributable to the acquisition of the investment property.

Investment property is stated at cost less accumulated depreciation and allowance for impairment (if any).

Depreciation is calculated by the straight-line method based on the estimated useful lives of the assets as follows:

Building	27 years
Building improvement	10 years
Right-of-use assets	4 - 33 years

### 3.10 Property, plants and equipment

Land is stated at the new appraised value. Plants and equipment are stated at cost, net of accumulated depreciation and allowance for impairment (if any).

Land reappraisal is done by independent appraisers approved by The Securities and Exchange Commission based on the sale price approach. The increment resulting from the appraisal is recognized as part of equity as surplus on revaluation of assets. Land reappraisal decrease is charged directly against any prior appraisal increase for the particular asset. The residual appraisal decrease is recognized as other operating expense. Upon disposal, any remaining related revaluation surplus of the land is transferred directly to retained earnings and is not taken into account in calculating the gain or loss on disposal.

Depreciation is calculated by the straight-line method, based on the estimated useful lives of the assets as follows:

Building and building improvement	20 years
Furniture and office equipment	5 and 10 years
Vehicles	5 years

### 3.11 Intangible assets

Intangible assets with definite useful life are stated at cost less accumulated amortization and allowance for impairment (if any).

Amortization is charged to the statement of profit or loss and other comprehensive income calculated on the straight-line method based on the estimated useful life of each intangible asset. The estimated useful life is as follow:

Computer software	5 years
-------------------	---------

### 3.12 Insurance liabilities

#### 3.12.1 Unearned premium reserve

Unearned premium reserve is set aside in compliance with the Notification of the Office of Insurance Commission governing the principle, methodology and condition of unearned premium reserves, loss reserves and other reserves of non-life insurance companies as follows:

Fire, Marine (Hull), Motor and Miscellaneous	- Monthly average basis (the one-twenty fourth basis)
Transportation (Cargo), travelling accident with coverage periods of not over six-months	- 100% of premiums as from the effective date of the inforce policies over the insurance coverage period

#### 3.12.2 Loss reserve and outstanding claims

Loss reserve and outstanding claims have been provided upon receipt of claim advices from the insured and recorded at the amount appraised by an independent appraiser or by the Company's appraiser. In addition, the Company records a provision for losses incurred but not yet reported (IBNR) which assessed by an actuary.

#### 3.12.3 Unexpired risks reserve

Unexpired risks reserves are the best estimate of the claims that are expected be incurred during the remaining period of coverage of in-force

policies, based on analysis of historical claims data by an actuary. Unexpired risk reserves are only recognized in the financial statements to the extent that they exceed unearned premium reserves.

### 3.13 Employee benefit obligations

#### 3.13.1 Provident fund

The Company sets provident fund which is contributory by the employee and the Company matching the individuals' contributions. The provident funds have been registered in accordance with the Provident Fund Act B.E. 2530 (1987). The Company's contributions are recorded as expense for the year by an accrual basis.

#### 3.13.2 Post-employment benefits obligation

The Company provides post-employment benefits obligation, payable to employees under the Thai Labor Protection Act. The liability in respect of employee benefits is calculated by an actuary using the projected unit credit cost method. The present value of the defined benefits obligation is determined by discounting estimated future cash outflows using yields on the government bonds which have terms to maturity approximating the terms of related liability. The estimated future cash outflows shall reflect employee salaries, turnover rate, length of service and other factor. Actuarial gains (losses) are recognized in other comprehensive income.

The costs associated with providing these benefits are charged to the statement of profit or loss and other comprehensive income so as to spread the cost over the employment period.

Past service cost related to the plan amendment is recognized as an expense in the statement of profit or loss and other comprehensive income when the plan amendment is effective.

### 3.14 Leases

#### The Company as lessee

The Company assesses whether a contract is or contains a lease, at inception of the contract. The Company recognizes a right-of-use asset and corresponding lease liability with respect to all lease arrangements in which it is the lease, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets i.e. office equipment. For these leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leases assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Company uses its incremental borrowing rate.

The incremental borrowing rate depends on the term, currency and start date of the lease and is determined based on a series of inputs including: the risk-free rate based on government bond rates; a country-specific risk adjustment; a credit risk adjustment based on bond yields; and an entity-specific adjustment when the risk profile of the entity that enters into the lease is different to that of the Company and the lease does not benefit from a guarantee from the Company.

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lease under residual value guarantees;
- The exercise price of purchase options, if the lease is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Company did not make any such adjustments during the periods presented.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Company expects to exercise a purchase option, the related right-of-use is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

As a practical expedient, TFRS 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Company has not used this practical expedient. For a contracts that contain a lease component and one or more additional lease or non-lease components, the Company allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

The Company as lessor

Leases for which the Company is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognized on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized on a straight-line basis over the lease term.

Amounts due from lessees under finance leases are recognized as receivables at the amount of the Company's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Company's net investment outstanding in respect of the leases.

Finance lease income is calculated with reference to the gross carrying amount of the lease receivables, except for credit-impaired financial assets for which interest income is calculated with reference to their amortized cost (i.e. after a deduction of the loss allowance).

### 3.15 Income tax

#### Income tax expense

Income tax expense represents the sum of the tax currently payable and deferred tax.

#### Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the statement of profit or loss and other comprehensive income because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The current income tax payable is calculated using tax rates that have been enacted at the end of reporting period.

#### Deferred tax

Deferred tax is recognized on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit (tax base). Deferred tax liabilities are generally recognized for all taxable temporary differences, and deferred tax assets are generally recognized for temporary differences to the extent that it is probable that taxable profits will be available against which those temporary differences can be utilized. The carrying amount of a deferred tax assets is reviewed at the end of each reporting period. Deferred tax assets shall be reduced to the extent that utilized taxable profits decreased. Any such reduction shall be reversed to the extent that it becomes probable that sufficient taxable profit will be available to allow total or part of the deferred tax assets to be recovered. Deferred tax is measured at the tax rates that are enacted at the reporting date.

### 3.16 Basic earnings per share

Basic earnings per share are calculated by dividing net profit by the number of weighted average ordinary shares outstanding at the date of statement of financial position. In the case of a capital increase, the number of weighted average ordinary shares is calculated according to the period of the subscription received from increase and paid-up share capital.

In case of stock dividend payment, the number of ordinary shares outstanding before the event is adjusted for the proportionate change in the number of ordinary shares outstanding as if the event had occurred at the beginning of the earliest period presented.

### 3.17 Fair value measurements

In estimating the fair value of an asset or a liability, The Company takes into account the characteristics of the asset or liability if a producer or supplier of a marketable good would take those characteristics into the consideration the price that would be received to sell an asset or paid to transfer a liability at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. Fair value for disclosure in the financial statements are categorized into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.
- Level 2 inputs are inputs, other than quoted prices included within Level 1, which are observable for the asset or liability, either directly or indirectly.
- Level 3 inputs are unobservable inputs for the asset or liability.

### 3.18 Critical accounting judgments and Key source of estimation uncertainty

#### 3.18.1 Use of management's judgments

The preparation of financial statements in conformity with Thai Financial Reporting Standards (TFRSs) requires the Company's management to exercise various judgments in order to determine the accounting policies, estimates and assumptions that affect the reported amounts of assets, liabilities, the disclosure of contingent assets and liabilities at the date of the end of the reporting period and the reported amounts of revenue and expense during the fiscal year. Although these estimates are based on management's reasonable consideration of current events, actual results may differ from these estimates.

Critical judgments in applying the Company's accounting policies are as follows:

##### 3.18.1.1 Classification of leases

In determining whether a lease should be classified as an operating lease or finance lease, the Group's management has to use judgement to determine whether significant risks and rewards of ownership of the leased asset have been transferred, taking into consideration terms and conditions of the arrangement.

##### 3.18.1.2 Employee benefit under defined benefit plans and other long-term employee benefits.

The present value of the employee benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions, including the discount rate. Any changes in these assumptions will have an impact on the carrying amount of such obligations.

The Company determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be

required to settle the employee benefit obligations. In determining the appropriate discount rate, the Group considers the market yield of government bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the related obligations. Additional information is disclosed in Note 17.

#### 3.18.1.3 Significant increase in credit risk

As explained in Note 3.7, expected credit losses are measured as an allowance equal to 12-month ECL for stage 1 assets, or lifetime ECL for stage 2 or stage 3 assets. An asset moves to stage 2 when its credit risk has increased significantly since initial recognition. TFRS 9 does not define what constitutes a significant increase in credit risk. In assessing whether the credit risk of an asset has significantly increased the Company takes into account qualitative and quantitative reasonable and supportable forward-looking information.

#### 3.18.1.4 Unexpired risk reserves

Unexpired risk reserves are calculated using an actuarial method, based on the best estimate of the claims expected to be paid over the remaining term of the insurance. Estimating the reserve requires the management to exercise judgment, with reference to historical data and the best estimates available at the time.

### 3.18.2 Key sources of estimation uncertainty

The Company have estimates with the assumptions concerning the future. Although these estimates are based on management's reasonable consideration of current events, actual results may differ from these estimates. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

#### 3.18.2.1 Loss reserves

The Company is required to estimate loss reserves and outstanding claims that arise from the Company's insurance products. These reserves represent the expected cost to settle claims occurring prior to, but still outstanding as of, the reporting period. The Company establishes its reserves by product line and extent of coverage. The reserves consist of reserves for reported losses and reserves for incurred but not reported (IBNR) losses.

The Company's reserves for reported losses are based on estimates of future payments to settle reported insurance claims with an undiscounted basis. IBNR reserves are established to be recognized by using historical information and statistical models, based on standard actuarial claims projection techniques.



### 3.18.2.2 Fair value of investments

Some assets measured at Level 2 of the fair value in the statements of financial position as of the end of reporting period such as Government bonds and State Enterprise debt securities and Private Enterprises debt securities will be valued on the basis of quoted values and other data provided by Thai-BMA and first utilize valuation inputs from actively traded securities, such as bid prices. When quoted market prices are unavailable, the pricing will be estimated by discounting expected future cash flows using market interest rate and/or prices for a similar instrument from Thai-BMA at the measurement date. Information about valuation techniques and inputs used in determining the fair value of various assets and liabilities are disclosed in Note 37.2.6.

### 3.18.2.3 Fair value measurement and valuation processes

Some of the Company's assets and liabilities are measured at fair value for financial reporting purposes. Chief Financial Officer is responsible for determining the appropriate valuation techniques and inputs for fair value measurements.

In estimating the fair value of an asset or liability, the Company uses market-observable data to the extent it is available. Where Level 1 inputs are not available, the Group uses other observable information either directly or indirectly.

Information about valuation techniques and inputs used in determining the fair value of various assets and liabilities are disclosed in Note 37.2.6.

### 3.18.2.4 Fair value of investment properties

The fair value of the investment properties of the Company is appraised by an independent appraiser using value analysis of the Market Approach or Income Approach. The key assumptions used in the income approach valuation included yield rate, inflation rate, projected rental increases and vacancy rates, as well as other forecast parameters such as the duration of the leases. The appraisal relies on the theoretical hypothesis where the investment properties will be separated as if they were fully independent.

#### 4. CASH AND CASH EQUIVALENTS

Cash and cash equivalents as at December 31, 2022 and 2021 consisted of the following:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
Cash on hand	226,783	370,060
Cheque on hand	1,259,298	1,374,485
Deposits at bank - at call	281,231,911	172,989,041
Deposits at bank - time deposits	-	30,000,000
Cash and cash equivalents	<u>282,717,992</u>	<u>204,733,586</u>

#### 5. PREMIUM RECEIVABLE

Premium receivable as at December 31, 2022 and 2021 consisted of the following::

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
<b>From direct insurance</b>		
Within credit terms	99,440,145	93,968,337
Less than 30 days	25,018,794	28,742,063
31 - 60 days	5,484,800	6,900,987
61 - 90 days	1,588,348	2,601,663
Over 90 days	<u>2,776,152</u>	<u>6,277,721</u>
Total premium receivable	134,308,239	138,490,771
<u>Less</u> Allowance for doubtful accounts	<u>(685,726)</u>	<u>(2,989,148)</u>
Premium receivable	<u>133,622,513</u>	<u>135,501,623</u>
<b>Receivable under lawsuit</b>		
Over 1 years	3,293,982	2,979,269
<u>Less</u> Allowance for doubtful accounts	<u>(3,293,982)</u>	<u>(2,979,269)</u>
Receivable under lawsuit	-	-
Premium receivable	<u>133,622,513</u>	<u>135,501,623</u>

As at December 31, 2022 and 2021, receivables under lawsuit of Baht 3.29 million and Baht 2.98 million, respectively, were fully reserved allowance for doubtful.

On October 19, 2017, the Supreme Court had passed a verdict to order a receivable to pay all debt and interest 15% per annum to the Company since prosecution date. During the year 2021, the Company wrote off receivables in the amounts of Baht 59.73 million for receivables under lawsuit without chance for of recovery.

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 has process with such agents and brokers in accordance with the Company's policy and procedures.

## 6. REINSURANCE ASSETS

Reinsurance assets as at December 31, 2022 and 2021 consisted of the following:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
<b>Insurance reserve refundable from reinsurers</b>		
Claim reserves	337,221,283	171,666,322
Unearned premium reserve		
- Unearned reinsurance premium reserve	<u>199,544,021</u>	<u>150,263,606</u>
Total reinsurance assets (see Note 15)	<u><u>536,765,304</u></u>	<u><u>321,929,928</u></u>

## 7. AMOUNTS DUE FROM REINSURERS

Amounts due from reinsurers as at December 31, 2022 and 2021 consisted of the following:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
Amounts due from reinsurers	9,666,937	10,455,470
<u>Less</u> Allowance for doubtful accounts	<u>(7,156,686)</u>	<u>(7,546,860)</u>
Total amount due from reinsurers	<u><u>2,510,251</u></u>	<u><u>2,908,610</u></u>

Aging analyzes for amounts due from reinsurers as at December 31, 2022 and 2021 were as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
Within credit terms	1,347,655	1,888,554
Not over 12 months	1,166,184	667,133
Over 1 year to 2 years	22,447	747,176
Over 2 years	<u>7,130,651</u>	<u>7,152,607</u>
	9,666,937	10,455,470
<u>Less</u> Allowance for doubtful accounts	<u>(7,156,686)</u>	<u>(7,546,860)</u>
Total amount due from reinsurers	<u><u>2,510,251</u></u>	<u><u>2,908,610</u></u>

## 8. INVESTMENTS IN SECURITIES

Investments in securities as at December 31, 2022 and 2021 consisted of the following:

### 8.1 Investments in securities

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>December 31, 2022</b>	
	<b>Cost/ Amortized Cost</b>	<b>Fair value</b>
	<b>Baht</b>	<b>Baht</b>
<b>Investment at fair value through other comprehensive income</b>		
Private enterprise debt securities	141,191,607	142,831,968
Equity securities	191,942,440	209,203,171
<b>Total</b>	<u>333,134,047</u>	<u>352,035,139</u>
<u>Add</u> Unrealized gains	18,901,092	-
<b>Total Investment at fair value through other comprehensive income</b>	<u>352,035,139</u>	<u>352,035,139</u>
<b>Investment at amortised cost</b>		
Government and state enterprise securities	111,719,461	
Private enterprises debt securities	273,900,000	
Deposits at banks with maturity over 3 months	40,000,000	
<b>Total</b>	<u>425,619,461</u>	
<u>Less</u> Allowance for expected credit loss	(10,957,623)	
<b>Total Investment at amortised cost</b>	<u>414,661,838</u>	
<b>Total Investments in securities</b>	<u>766,696,977</u>	

<b>Financial statements in which the equity method is applied and separate financial statements</b>		
<b>December 31, 2021</b>		
	<b>Cost/ Amortized Cost Baht</b>	<b>Fair value Baht</b>
<b>Investment at fair value through other comprehensive income</b>		
Private enterprise debt securities	141,191,607	148,512,917
Equity securities	171,714,565	194,048,472
<b>Total</b>	<b>312,906,172</b>	<b>342,561,389</b>
<u>Add</u> Unrealized gains	29,655,217	-
<b>Total Investment at fair value through other comprehensive income</b>	<b>342,561,389</b>	<b>342,561,389</b>
<b>Investment at amortised cost</b>		
Government and state enterprise securities	112,273,094	
Private enterprises debt securities	240,000,000	
Deposits at banks with maturity over 3 months	51,000,000	
<b>Total</b>	<b>403,273,094</b>	
<u>Less</u> Allowance for expected credit loss	(11,162,630)	
<b>Total Investment at amortised cost</b>	<b>392,110,464</b>	
<b>Total Investments in securities</b>	<b>734,671,853</b>	

As at December 31, 2022 and 2021, certain investments in securities are pledged and used for assets reserved with the Registrar amounting to Baht 100.63 million and Baht 81.33 million, respectively (see Note 32).

## 8.2 Allowance for expected credit loss

### 8.2.1 Investment at fair value through other comprehensive income

<b>Financial statements in which the equity method is applied and separate financial statements</b>			
<b>December 31, 2022</b>		<b>December 31, 2021</b>	
<b>Fair Value</b>	<b>Allowance for expected credit loss into other comprehensive income Baht</b>	<b>Fair Value</b>	<b>Allowance for expected credit loss into other comprehensive income Baht</b>
<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>
<b>Investment at fair value through other comprehensive income</b>			
Debt securities with not significantly increased in credit risk (Stage 1)	142,831,968	-	148,512,917
<b>Total</b>	<b>142,831,968</b>	<b>-</b>	<b>148,512,917</b>

## 8.2.2 Investment at amortised cost

	<b>Financial statements in which the equity method is applied and separate financial statements</b>		
	<b>December 31, 2022</b>		
	<b>Gross Amount</b>	<b>Allowance for expected credit loss</b>	<b>Net Amount</b>
	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>
<b>Investment at amortised cost</b>			
Debt securities with not significantly increased in credit risk (Stage 1)	405,619,461	(883,623)	404,735,838
Debt securities with credit impairment (Stage 3)	20,000,000	(10,074,000)	9,926,000
<b>Total</b>	<b>425,619,461</b>	<b>(10,957,623)</b>	<b>414,661,838</b>

	<b>Financial statements in which the equity method is applied and separate financial statements</b>		
	<b>December 31, 2021</b>		
	<b>Gross Amount</b>	<b>Allowance for expected credit loss</b>	<b>Net Amount</b>
	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>
<b>Investment at amortised cost</b>			
Debt securities with not significantly increased in credit risk (Stage 1)	383,273,094	(1,088,630)	382,184,464
Debt securities with credit impairment (Stage 3)	20,000,000	(10,074,000)	9,926,000
<b>Total</b>	<b>403,273,094</b>	<b>(11,162,630)</b>	<b>392,110,464</b>

8.3 Debt securities classified by the remaining maturity fair value through other comprehensive income and amortised cost as at December 31, 2022 and 2021 were as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>			
	<b>December 31, 2022</b>			
	<b>Cost / Amortized Cost</b>			
	<b>Maturities</b>			<b>Total Baht</b>
	<b>Within 1 year Baht</b>	<b>1 - 5 years Baht</b>	<b>Over 5 years Baht</b>	
Government and state enterprise securities	-	101,567,672	10,151,789	111,719,461
Private enterprises debt securities	45,000,000	208,900,000	161,191,607	415,091,607
<b>Total</b>	<b>45,000,000</b>	<b>310,467,672</b>	<b>171,343,396</b>	<b>526,811,068</b>
<u>Add Unrealized gains</u>	-	-	1,640,361	1,640,361
<u>Less Allowance for expected credit loss</u>	(91,167)	(792,456)	(10,074,000)	(10,957,623)
<b>Total</b>	<b>44,908,833</b>	<b>309,675,216</b>	<b>162,909,757</b>	<b>517,493,806</b>

<b>Financial statements in which the equity method is applied and separate financial statements</b>				
<b>December 31, 2021</b>				
<b>Cost / Amortized Cost</b>				
	<b>Maturities</b>			<b>Total Baht</b>
	<b>Within 1 year Baht</b>	<b>1 - 5 years Baht</b>	<b>Over 5 years Baht</b>	
Government and state enterprise securities	-	102,105,872	10,167,222	112,273,094
Private enterprises debt securities	25,000,000	215,000,000	141,191,607	381,191,607
<b>Total</b>	<u>25,000,000</u>	<u>317,105,872</u>	<u>151,358,829</u>	<u>493,464,701</u>
<u>Add</u> Unrealized gains	-	-	7,321,310	7,321,310
<u>Less</u> Allowance for expected credit loss	<u>(10,080,111)</u>	<u>(1,082,519)</u>	<u>-</u>	<u>(11,162,630)</u>
<b>Total</b>	<u>14,919,889</u>	<u>316,023,353</u>	<u>158,680,139</u>	<u>489,623,381</u>

8.4 The fair value of investments in debt securities as at December 31, 2022 and 2021 consisted of the follow:

<b>Financial statements in which the equity method is applied and separate financial statements</b>				
<b>Type of financial assets</b>	<b>As at December 31, 2022</b>		<b>As at December 31, 2021</b>	
	<b>Fair value end of the year Baht</b>	<b>Change in fair value during the year Baht</b>	<b>Fair value end of the year Baht</b>	<b>Change in fair value during the year Baht</b>
	Financial assets with contractual terms that give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding excluding any financial asset that meets the definition of held for trading in TFRS 9 (when adopted), or that is managed and whose performance is evaluated on a fair value basis	407,282,340	(4,401,534)	389,132,500
Contractual terms that do not give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding	142,831,968	(5,680,949)	148,512,917	(363,254)

## 9. INVESTMENT PROPERTY

Investment property as at December 31, 2022 and 2021 consist of the following:

	Financial statements in which the equity method is applied and separate financial statement								Beginning balance of investment property as at January 1, 2022	Ending balance of investment property as at December 31, 2022
	Cost				Accumulated depreciation					
	As at January 1, 2022	Increase	Disposal / Write - off	As at December 31, 2022	As at January 1, 2022	Depreciation	Disposal / Write - off	As at December 31, 2022		
Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	
Land	4,697,000	-	-	4,697,000	-	-	-	-	4,697,000	4,697,000
Right-of-use assets	51,422,058	-	-	51,422,058	(3,164,434)	(1,582,218)	-	(4,746,652)	48,257,624	46,675,406
Building	459,829,698	-	-	459,829,698	(442,684,665)	(16,039,725)	-	(458,724,390)	17,145,033	1,105,308
Building improvement	70,116,210	-	-	70,116,210	(69,982,799)	(7,663)	-	(69,990,462)	133,411	125,748
Total	586,064,966	-	-	586,064,966	(515,831,898)	(17,629,606)	-	(533,461,504)	70,233,068	52,603,462
Less Allowance for impairment	-	(455,000)	-	(455,000)	-	-	-	-	-	(455,000)
Total investment property	586,064,966	(455,000)	-	585,609,966	(515,831,898)	(17,629,606)	-	(533,461,504)	70,233,068	52,148,462

	Financial statements in which the equity method is applied and separate financial statement								Beginning balance of investment property as at January 1, 2021	Ending balance of investment property as at December 31, 2021
	Cost				Accumulated depreciation					
	As at January 1, 2021	Increase	Disposal / Write - off	As at December 31, 2021	As at January 1, 2021	Depreciation	Disposal / Write - off	As at December 31, 2021		
Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	
Land	4,697,000	-	-	4,697,000	-	-	-	-	4,697,000	4,697,000
Right-of-use assets	51,422,058	-	-	51,422,058	(1,582,217)	(1,582,217)	-	(3,164,434)	49,839,841	48,257,624
Building	459,829,698	-	-	459,829,698	(425,653,134)	(17,031,531)	-	(442,684,665)	34,176,564	17,145,033
Building improvement	70,116,210	-	-	70,116,210	(69,975,136)	(7,663)	-	(69,982,799)	141,074	133,411
Total	586,064,966	-	-	586,064,966	(497,210,487)	(18,621,411)	-	(515,831,898)	88,854,479	70,233,068



On February 12, 2019, the Company has received land and building for payment from a major receivable under lawsuit (see Note 5). Such land and building are recorded at fair value of Baht 4.70 million and Baht 1.37 million, respectively, according to the appraisal reports dated February 1, 2019 which are determined by the independent appraiser licensed by the Securities and Exchange Commission.

As at December 31, 2022 and 2021, investment property which are building and building improvement located on land leased from a related company under an operating lease agreement (see Note 36) and other land and building had total carrying amount of Baht 52.15 million and Baht 70.23 million, respectively. The fair value of investment property were determined by the independent appraiser licensed by the Securities and Exchange Commission as follows:

Investment property	Fair value		Valuation approach		Baht : Million Baht The appraisal reports dated	
	As at December 31, 2022	As at December 31, 2021	As at December 31, 2022	As at December 31, 2021	As at December 31, 2022	As at December 31, 2021
	Building located on land leased	195.72	195.72	Income Approach	Income Approach	August 18, 2021
Other land and building	4.06	4.06	Market Approach	Market Approach	March 18, 2022	February 1, 2019
Other land and building	1.55	2.01	Market Approach	Replacement cost	March 18, 2022	February 1, 2019

Depreciation for the years ended December 31, 2022 and 2021 amounting to Baht 17.63 million and Baht 18.62 million, respectively, were included in expenses for rental.

As at December 31, 2022 and 2021, certain items of investment property with costs of Baht 528.42 million and Baht 69.96 million, respectively, were fully depreciated but still in use.

The maturity analysis of lease liabilities is presented in Note 18.

## 10. INVESTMENT IN AN ASSOCIATE

As at December 31, 2022 and 2021, the Company had investment in an associate as follows:

Company name	Nature of business	Percentage of shareholding		Financial statements in which the equity method is applied		Separate financial statements	
		2022 Percent	2021 Percent	Carrying value under equity method		Cost	
		2022	2021	2022	2021	2022	2021
		Baht	Baht	Baht	Baht	Baht	Baht
<b>Associate</b>							
BUI Life Insurance Public Company Limited	Life Insurance	9.60	9.60	44,759,239	44,357,498	46,815,756	46,815,756

As at December 31, 2022 and 2021, an associate had total assets and total liabilities as follows:

	Baht : '000	
	As at December 31,	
	2022	2021
Total assets	599,420.36	648,161.92
Total liabilities	133,335.20	155,081.04

For the years ended December 31, 2022 and 2021, an associate had total revenues, net loss and net other comprehensive income (loss) as follows:

	<b>Baht : '000</b>	
	<b>For the years ended</b>	
	<b>December 31,</b>	
	<b>2022</b>	<b>2021</b>
Total revenues	51,018.69	92,984.58
Net profit (loss)	(3,727.85)	37,290.37
Other comprehensive income (loss)		
Items that will be reclassified subsequently to profit or loss		
Gain (loss) on remeasuring available-for-sale investments	(29,084.84)	46,713.97
Income tax relating to components of other comprehensive income that will be reclassified subsequently to profit or loss	<u>5,816.97</u>	<u>(9,342.79)</u>
Other comprehensive income (loss) - net of income tax	<u>(23,267.87)</u>	<u>37,371.18</u>

The statements of profit or loss and other comprehensive income in which the equity method is applied for the years ended December 31, 2022 and 2021 recognized share of loss in portion of shareholding in investment in an associate as follows:

	<b>Baht: '000</b>	
	<b>For the years ended</b>	
	<b>December 31,</b>	
	<b>2022</b>	<b>2021</b>
Share of profit of investment in an associate	2,636.21	3,581.08
Other comprehensive income (loss)		
Items that will be reclassified subsequently to profit or loss		
Share of other comprehensive income (loss) of an associate	(2,793.08)	4,486.05
Income tax relating to components of other comprehensive income that will be reclassified subsequently to profit or loss	<u>558.62</u>	<u>(897.21)</u>
Share of other comprehensive income (loss) of an associate - net of income tax	<u>(2,234.46)</u>	<u>3,588.84</u>

Reconciliation of the above summarized financial information to the carrying amount of the interest in an associate recognized in the financial statements in which the equity method is applied was as follows:

	<b>Baht : '000</b>	
	<b>As at</b>	
	<b>December 31,</b>	
	<b>2022</b>	<b>2021</b>
Net assets of an associate	466,085.16	493,080.88
Proportion of the Company's shareholding in an associate (%)	<u>9.60</u>	<u>9.60</u>
	44,759.24	47,351.70
Investment amount under net assets at investment date	-	(2,994.20)
Carrying amount of the investment in an associate	<u>44,759.24</u>	<u>44,357.50</u>

## 11. PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment as at December 31, 2022 and 2021 consisted of the following:

	Financial statements in which the equity method is applied and separate financial statements								Beginning balances of property, plant and equipment as at January 1, 2022 Baht	Ending balances of property, plant and equipment as at December 31, 2022 Baht
	Cost				Accumulated depreciation					
	As at January 1, 2022	Increase	Disposal / Write - off	As at December 31, 2022	As at January 1, 2022	Depreciation	Disposal / Write - off	As at December 31, 2022		
Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht			
Land										
Cost	10,718,000	-	-	10,718,000	-	-	-	-	10,718,000	10,718,000
Increase of land revaluation (2021)	280,400,000	-	-	280,400,000	-	-	-	-	280,400,000	280,400,000
Decrease of land revaluation (2021)	(1,412,400)	-	-	(1,412,400)	-	-	-	-	(1,412,400)	(1,412,400)
Right-of-use assets	5,396,184	-	-	5,396,184	(1,175,622)	(591,216)	-	(1,766,838)	4,220,562	3,629,346
Building and building improvement	113,232,381	-	-	113,232,381	(109,226,681)	(287,874)	-	(109,514,555)	4,005,700	3,717,826
Fixtures and office equipment	50,447,957	2,578,825	(1,600)	53,025,182	(46,575,196)	(1,770,046)	1,598	(48,343,644)	3,872,761	4,681,538
Vehicles	8,283,063	-	-	8,283,063	(8,283,058)	-	-	(8,283,058)	5	5
Total	467,065,185	2,578,825	(1,600)	469,642,410	(165,260,557)	(2,649,136)	1,598	(167,908,095)	301,804,628	301,734,315
Office equipment - under installation	-	1,216,824	-	1,216,824	-	-	-	-	-	1,216,824
Total	467,065,185	3,795,649	(1,600)	470,859,234	(165,260,557)	(2,649,136)	1,598	(167,908,095)	301,804,628	302,951,139

	Financial statements in which the equity method is applied and separate financial statements								Beginning balances of property, plant and equipment as at January 1, 2021 Baht	Ending balances of property, plant and equipment as at December 31, 2021 Baht
	Cost				Accumulated depreciation					
	As at January 1, 2021	Increase	Disposal / Write - off	As at December 31, 2021	As at January 1, 2021	Depreciation	Disposal / Write - off	As at December 31, 2021		
Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht			
Land										
Cost	10,718,000	-	-	10,718,000	-	-	-	-	10,718,000	10,718,000
Increase of land revaluation (2021)	288,640,000	-	(8,240,000)	280,400,000	-	-	-	-	288,640,000	280,400,000
Decrease of land revaluation (2021)	(1,710,000)	297,600	-	(1,412,400)	-	-	-	-	(1,710,000)	(1,412,400)
Right-of-use assets	5,339,607	56,577	-	5,396,184	(584,930)	(590,692)	-	(1,175,622)	4,754,677	4,220,562
Building and building improvement	113,419,381	-	(187,000)	113,232,381	(109,072,370)	(289,616)	135,305	(109,226,681)	4,347,011	4,005,700
Fixtures and office equipment	50,174,631	377,916	(104,590)	50,447,957	(45,014,996)	(1,664,644)	104,444	(46,575,196)	5,159,635	3,872,761
Vehicles	11,844,612	-	(3,561,549)	8,283,063	(11,844,607)	-	3,561,549	(8,283,058)	5	5
Total	478,426,231	732,093	(12,093,139)	467,065,185	(166,516,903)	(2,544,952)	3,801,298	(165,260,557)	311,909,328	301,804,628

In 2021, the Company revalued land by using value appraised by the independent appraiser licensed by the Securities and Exchange Commission which is determined by using the Sale Price Approach according to the appraisal reports dated July 5, 2021 and August 18, 2021.

Depreciation for the years ended December 31, 2022 and 2021 amounting to Baht 2.65 million and Baht 2.54 million, respectively, were included in operating expenses.

As at December 31, 2022 and 2021, certain building and equipment with costs of Baht 161.96 million and Baht 157.69 million, respectively, were fully depreciated but still in use.

The maturity analysis of lease liabilities is presented in Note 18.

## 12. INTANGIBLE ASSETS

Intangible assets as at December 31, 2022 and 2021 consisted of the following:

	Financial statements in which the equity method is applied and separate financial statements										
	Cost				Accumulated amortization				Beginning balances of intangibles asset as at January 1, 2022	Ending balances of intangibles asset as at December 31, 2022	
	As at January 1, 2022	Increase	Write - off	Transfer In (Transfer Out)	As at December 31, 2022	As at January 1, 2022	Amortization	Write - off			As at December 31, 2022
Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht		
Computer software	15,629,167	3,637,000	-	-	19,266,167	(14,784,779)	(1,023,195)	-	(15,807,974)	844,388	3,458,193
Total	<u>15,629,167</u>	<u>3,637,000</u>	<u>-</u>	<u>-</u>	<u>19,266,167</u>	<u>(14,784,779)</u>	<u>(1,023,195)</u>	<u>-</u>	<u>(15,807,974)</u>	<u>844,388</u>	<u>3,458,193</u>

	Financial statements in which the equity method is applied and separate financial statements										
	Cost				Accumulated amortization				Beginning balances of intangibles asset as at January 1, 2021	Ending balances of intangibles asset as at December 31, 2021	
	As at January 1, 2021	Increase	Write - off	Transfer In (Transfer Out)	As at December 31, 2021	As at January 1, 2021	Amortization	Write - off			As at December 31, 2021
Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht		
Computer software	15,629,167	-	-	-	15,629,167	(14,107,573)	(677,206)	-	(14,784,779)	1,521,594	844,388
Computer software - under installation	8,726,616	-	(8,726,616)	-	-	-	-	-	-	8,726,616	-
Total	<u>24,355,783</u>	<u>-</u>	<u>(8,726,616)</u>	<u>-</u>	<u>15,629,167</u>	<u>(14,107,573)</u>	<u>(677,206)</u>	<u>-</u>	<u>(14,784,779)</u>	<u>10,248,210</u>	<u>844,388</u>

Amortization for the years ended December 31, 2022 and 2021 amounting to Baht 1.02 million and Baht 0.68 million, respectively, were included in operating expenses.

As at December 31, 2022 and 2021, certain intangible assets with costs of Baht 14.76 million and Baht 12.50 million, respectively, were fully amortized but still in use.

During the year 2021, the Company wrote off computer software under installation in the amounts of Baht 8.73 million.

### 13. DEFERRED TAX ASSETS (LIABILITIES)

Deferred tax liabilities as at December 31, 2022 and 2021 were as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022 Baht</b>	<b>2021 Baht</b>
Deferred tax liabilities	4,487,057	9,616,643

Movements of deferred tax liabilities for the years ended December 31, 2022 and 2021 consisted of tax effects from the following items:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>			
	<b>Balances at January 1, 2022  Baht</b>	<b>Transactions recognized into profit or loss  Baht</b>	<b>Transactions recognized into other comprehensive income or loss  Baht</b>	<b>Balances at December 31, 2022  Baht</b>
<b>Deferred tax assets</b>				
Allowance for doubtful accounts				
- Premium receivable	1,193,683	(397,741)	-	795,942
Allowance for doubtful accounts				
- Amount due from reinsurers	486,223	945,114	-	1,431,337
Allowance for doubtful accounts				
- Other receivable	440,577	(59,311)	-	381,266
Claim reserve	28,504,697	3,732,799	-	32,237,496
Incurred but not reported claims	10,457,610	1,095,151	-	11,552,761
Building lease deposits	3,330,017	(109,175)	-	3,220,842
Post-employee benefit obligations	3,337,057	237,627	(135,695)	3,438,989
Premium ceded payables				
- excess of loss	2,126,527	(1,841,364)	-	285,163
Expected credit loss	2,711,102	(41,001)	-	2,670,101
Right-of-use assets	-	10,060,950	-	10,060,950
	<u>52,587,493</u>	<u>13,623,049</u>	<u>(135,695)</u>	<u>66,074,847</u>
<b>Deferred tax liabilities</b>				
Gain on assets revaluation	(55,797,520)	91,000	-	(55,706,520)
Gain on remeasuring investment at fair value through other comprehensive income	(6,406,616)	-	2,150,825	(4,255,791)
Lease liabilities	-	(10,599,593)	-	(10,599,593)
	<u>(62,204,136)</u>	<u>(10,508,593)</u>	<u>2,150,825</u>	<u>(70,561,904)</u>
<b>Deferred tax liabilities</b>	<u>(9,616,643)</u>	<u>3,114,456</u>	<u>2,015,130</u>	<u>(4,487,057)</u>

**Financial statements in which the equity method  
is applied and separate financial statements**

	<b>Balances at January 1, 2021</b>	<b>Transactions recognized into profit or loss</b>	<b>Transactions recognized into other comprehensive income or loss</b>	<b>Balances at December 31, 2021</b>
	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>
<b>Deferred tax assets</b>				
Allowance for doubtful accounts				
- Premium receivable	14,771,448	(13,577,765)	-	1,193,683
Allowance for doubtful accounts				
- Amount due from reinsurers	1,404,665	(918,442)	-	486,223
Allowance for doubtful accounts				
- Other receivable	15,921,770	(15,481,193)	-	440,577
Claim reserve	31,437,308	(2,932,611)	-	28,504,697
Incurred but not reported claims	11,904,824	(1,447,214)	-	10,457,610
Building lease deposits	3,294,679	35,338	-	3,330,017
Post-employee benefit obligations	3,027,336	329,096	(19,375)	3,337,057
Premium ceded payables				
- excess of loss	2,018,263	108,264	-	2,126,527
Expected credit loss	2,886,699	(175,597)	-	2,711,102
	<u>86,666,992</u>	<u>(34,060,124)</u>	<u>(19,375)</u>	<u>52,587,493</u>
<b>Deferred tax liabilities</b>				
Gain on assets revaluation	(57,386,000)	(59,520)	1,648,000	(55,797,520)
Gain on remeasuring investment at fair value through other comprehensive income	(6,525,802)	-	119,186	(6,406,616)
	<u>(63,911,802)</u>	<u>(59,520)</u>	<u>1,767,186</u>	<u>(62,204,136)</u>
<b>Deferred tax asset (liabilities)</b>	<u>22,755,190</u>	<u>(34,119,644)</u>	<u>1,747,811</u>	<u>(9,616,643)</u>

Income tax expense for the years ended December 31, 2022 and 2021, consisted of the following:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
Income tax expense from taxable income per income tax return	15,649,587	17,903,344
Deferred tax expenses relating to the origination and reversal of temporary differences	(3,114,456)	34,119,644
Income tax expense per the statements of profit or loss and other comprehensive income	<u>12,535,131</u>	<u>52,022,988</u>

Reconciliation of effective tax rate for the years ended December 31, 2022 and 2021 are as follows:

	<b>Financial statements in which the equity method is applied</b>			
	<b>2022</b>		<b>2021</b>	
	<b>Tax Rate (%)</b>	<b>Amount (Baht)</b>	<b>Tax Rate (%)</b>	<b>Amount (Baht)</b>
Profit before income tax expense		<u>72,626,418</u>		<u>144,428,819</u>
Income tax using the corporation tax rate	20.00	14,525,284	20.00	28,885,764
Reversal deferred tax assets unutilized	-	-	17.39	25,123,250
Tax effect of non-deductible income	<u>(2.74)</u>	<u>(1,990,153)</u>	<u>(1.37)</u>	<u>(1,986,026)</u>
Income tax expense per the statements of profit or loss and other comprehensive income	<u>17.26</u>	<u>12,535,131</u>	<u>36.02</u>	<u>52,022,988</u>
	<b>Separate financial statements</b>			
	<b>2022</b>		<b>2021</b>	
	<b>Tax Rate (%)</b>	<b>Amount (Baht)</b>	<b>Tax Rate (%)</b>	<b>Amount (Baht)</b>
Profit before income tax		<u>69,990,210</u>		<u>140,847,738</u>
Income tax using the corporation tax rate	20.00	13,998,042	20.00	28,169,548
Reversal deferred tax assets unutilized	-	-	17.84	25,123,250
Tax effect of non-deductible income	<u>(2.09)</u>	<u>(1,462,911)</u>	<u>(0.90)</u>	<u>(1,268,810)</u>
Income tax expense per the statements of profit or loss and other comprehensive income	<u>17.91</u>	<u>12,535,131</u>	<u>36.94</u>	<u>52,022,988</u>

#### 14. OTHER ASSETS

Other assets as at December 31, 2022 and 2021 consisted of the following:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022 Baht</b>	<b>2021 Baht</b>
Agents receivables	218,206	218,206
Compensation receivables	3,171,799	3,015,717
<u>Less</u> Allowance for doubtful accounts	<u>(1,906,328)</u>	<u>(2,202,886)</u>
Total	<u>1,483,677</u>	<u>1,031,037</u>
Accrued service income	1,472,802	2,719,945
Accrued rental income	183,105	933,100
Receivable from sale on investment	9,610,740	-
Guarantee deposits	3,709,165	3,569,070
Refundable corporate income tax	3,720,591	-
Revenue department receivable	4,255,892	2,735,631
Others	<u>5,434,486</u>	<u>5,395,405</u>
Total Other assets	<u>29,870,458</u>	<u>16,384,188</u>

During the year 2021, the Company wrote off receivables in the amounts of Baht 77.41 million for agents receivables without chance of recovery. (2022 : Nil)

## 15. INSURANCE LIABILITIES

Insurance liabilities as at December 31, 2022 and 2021 consisted of the following:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>		
	<b>As at December 31, 2022</b>		
	<b>Insurance contract liabilities Baht</b>	<b>Reinsurance liabilities (see Note 6) Baht</b>	<b>Net  Baht</b>
Claim reserves			
Claim incurred and reported	508,251,259	(334,832,644)	173,418,615
Claim incurred but not reported	60,152,445	(2,388,639)	57,763,806
	<u>568,403,704</u>	<u>(337,221,283)</u>	<u>231,182,421</u>
Premium reserve			
Unearned Premium reserve	476,604,924	(199,544,021)	277,060,903
Total	<u>1,045,008,628</u>	<u>(536,765,304)</u>	<u>508,243,324</u>
	<b>Financial statements in which the equity method is applied and separate financial statements</b>		
	<b>As at December 31, 2021</b>		
	<b>Insurance contract liabilities Baht</b>	<b>Reinsurance liabilities (see Note 6) Baht</b>	<b>Net  Baht</b>
Claim reserves			
Claim incurred and reported	323,983,178	(167,816,933)	156,166,245
Claim incurred but not reported	56,137,437	(3,849,389)	52,288,048
	<u>380,120,615</u>	<u>(171,666,322)</u>	<u>208,454,293</u>
Premium reserve			
Unearned Premium reserve	404,992,167	(150,263,606)	254,728,561
Total	<u>785,112,782</u>	<u>(321,929,928)</u>	<u>463,182,854</u>



## 15.1 Insurance reserve for short term insurance contract

### 15.1.1 Claim reserves

Claim reserves as at December 31, 2022 and 2021 consisted of the following:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>		
	<b>As at December 31, 2022</b>		
	<b>Gross Baht</b>	<b>Reinsurance Baht</b>	<b>Net Baht</b>
Balance as at beginning year	380,120,615	(171,666,322)	208,454,293
Claim incurred during the year	662,526,234	(175,854,753)	486,671,481
Changing on estimated claim and assumptions used in calculating claim reserve	(36,122,542)	(7,435,487)	(43,558,029)
Claim paid during the year	<u>(438,120,603)</u>	<u>17,735,279</u>	<u>(420,385,324)</u>
Balance as at ending year	<u>568,403,704</u>	<u>(337,221,283)</u>	<u>231,182,421</u>

	<b>Financial statements in which the equity method is applied and separate financial statements</b>		
	<b>As at December 31, 2021</b>		
	<b>Gross Baht</b>	<b>Reinsurance Baht</b>	<b>Net Baht</b>
Balance as at beginning year	381,654,476	(152,443,264)	229,211,212
Claim incurred during the year	340,256,290	(42,734,692)	297,521,598
Changing on estimated claim and assumptions used in calculating claim reserve	(37,940,966)	3,183,278	(34,757,688)
Claim paid during the year	<u>(303,849,185)</u>	<u>20,328,356</u>	<u>(283,520,829)</u>
Balance as at ending year	<u>380,120,615</u>	<u>(171,666,322)</u>	<u>208,454,293</u>

### 15.1.2 Unearned premium reserve

	<b>Financial statements in which the equity method is applied and separate financial statements</b>		
	<b>As at December 31, 2022</b>		
	<b>Gross Baht</b>	<b>Reinsurance Baht</b>	<b>Net Baht</b>
Balance as at beginning year	404,992,167	(150,263,606)	254,728,561
Premium written for the year	1,517,273,898	(434,068,354)	1,083,205,544
Earned premium for the year	<u>(1,445,661,141)</u>	<u>384,787,939</u>	<u>(1,060,873,202)</u>
Balance as at ending year	<u>476,604,924</u>	<u>(199,544,021)</u>	<u>277,060,903</u>

**Financial statements  
in which the equity method  
is applied and  
separate financial statements**

**As at December 31, 2021**

	<b>Gross Baht</b>	<b>Reinsurance Baht</b>	<b>Net Baht</b>
Balance as at beginning year	394,333,719	(147,346,931)	246,986,788
Premium written for the year	1,208,537,535	(335,940,433)	872,597,102
Earned premium for the year	<u>(1,197,879,087)</u>	<u>333,023,758</u>	<u>(864,855,329)</u>
Balance as at ending year	<u>404,992,167</u>	<u>(150,263,606)</u>	<u>254,728,561</u>

### 15.1.3 Unexpired risk reserve

As at December 31, 2022 and 2021, no additional reserve for unexpired risk reserve has been established as the gross unexpired risk reserve estimated by the Company amounting to Baht 199.14 million and Baht 213.61 million, respectively, are lower than unearned premium reserve.

## 15.2 Claims development tables

### 15.2.1 Analysis of claims development - gross

**As at December 31, 2022**

Accident year/ Reported year	2018	2019	2020	2021	2022	Total	Unit : Baht
Estimate of ultimates :							
- End of accident year	860,317,244	619,696,963	435,633,316	371,112,585	691,755,290		
- One year later	833,938,441	595,218,044	400,391,484	330,774,725			
- Two years later	704,458,399	571,229,979	370,129,137				
- Three years later	702,493,876	568,345,129					
- Four years later	702,584,705						
Absolute estimated claim reserve and outstanding claim	702,584,705	568,345,129	370,129,137	330,774,725	691,755,290	2,663,588,986	
Accumulative claim paid	<u>(701,215,855)</u>	<u>(564,511,153)</u>	<u>(358,177,351)</u>	<u>(301,602,909)</u>	<u>(309,631,422)</u>	<u>(2,235,138,690)</u>	
Total claim reserves	1,368,850	3,833,976	11,951,786	29,171,816	382,123,868	428,450,296	
Claim reserves before year 2018						139,953,408	
Total claim reserves						<u>568,403,704</u>	

**As at December 31, 2021**

Accident year/ Reported year	2017	2018	2019	2020	2021	Total	Unit : Baht
Estimate of ultimates :							
- End of accident year	1,060,739,426	860,317,244	619,696,963	435,633,316	371,112,585		
- One year later	775,946,077	833,938,441	595,218,044	400,391,484			
- Two years later	762,853,146	704,458,399	571,229,979				
- Three years later	794,190,991	702,493,876					
- Four years later	794,510,724						
Absolute estimated claim reserve and outstanding claim	794,510,724	702,493,876	571,229,979	400,391,484	371,112,585	2,839,738,648	
Accumulative claim paid	<u>(663,071,922)</u>	<u>(700,484,246)</u>	<u>(563,771,511)</u>	<u>(333,250,843)</u>	<u>(200,311,425)</u>	<u>(2,460,889,947)</u>	
Total claim reserves	131,438,802	2,009,630	7,458,468	67,140,641	170,801,160	378,848,701	
Claim reserves before year 2017						1,271,914	
Total claim reserves						<u>380,120,615</u>	

## 15.2.2 Analysis of claims development - net

As at December 31, 2022

Accident year/ Reported year						Unit : Baht
	2018	2019	2020	2021	2022	Total
Estimate of ultimates :						
- End of accident year	425,008,295	477,538,604	371,173,495	324,255,986	510,280,216	
- One year later	398,559,020	486,050,827	335,025,217	287,086,997		
- Two years later	375,650,819	461,272,726	307,065,272			
- Three years later	393,059,036	458,615,740				
- Four years later	393,389,297					
Absolute estimated claim						
reserve and outstanding claim	393,389,297	458,615,740	307,065,272	287,086,997	510,280,216	1,956,437,522
Accumulative claim paid	(392,461,474)	(455,817,456)	(298,730,671)	(264,107,616)	(326,328,902)	(1,737,446,119)
Total claim reserves	927,823	2,798,284	8,334,601	22,979,381	183,951,314	218,991,403
Claim reserves before year 2018						12,191,018
Total claim reserves						231,182,421

As at December 31, 2021

Accident year/ Reported year						Unit : Baht
	2017	2018	2019	2020	2021	Total
Estimate of ultimates :						
- End of accident year	345,428,860	425,008,295	477,538,604	371,173,495	324,255,986	
- One year later	346,597,356	398,559,020	486,050,827	335,025,217		
- Two years later	322,517,835	375,650,819	461,272,726			
- Three years later	317,766,275	393,059,036				
- Four years later	309,665,330					
Absolute estimated claim						
reserve and outstanding claim	309,665,330	393,059,036	461,272,726	335,025,217	324,255,986	1,823,278,295
Accumulative claim paid	(298,447,928)	(391,444,334)	(455,073,032)	(284,391,284)	(186,880,825)	(1,616,237,403)
Total claim reserves	11,217,402	1,614,702	6,199,694	50,633,933	137,375,161	207,040,892
Claim reserves before year 2017						1,413,401
Total claim reserves						208,454,293

## 15.2.3 Assumption

Assumptions assess the measurement of liabilities incurred on insurance contracts are summarized below;

### (a) Assumptions of incurred claim experience

At the end of the report period, the Company estimates case reserves from the historical which is a standard that is generally accepted actuarial method by classified as gross and net case reserves by the accident year and the duration of claim development. The Company used the management's judgement to consider the Loss Development Factor to determine ultimate loss provide adequate with the best estimate of expected loss in the future based on historical data. In case of the short period of time for claim development. The Company adjust with estimated the loss ratio to increase credibility in the loss reserve.

### (b) Assumptions of unallocated loss adjustment expenses (ULAE)

The Company estimates the unallocated loss adjustment expenses (ULAE) based on Claim Department's incurred expenses for example salaries, employee expenses, facility costs and technology costs, which is set as a ratio of ULAE to claim incurred.

## 16. AMOUNTS DUE TO REINSURERS

Amounts due to reinsurers as at December 31, 2022 and 2021 consisted of the following:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
Amount withheld on reinsurance	51,811,564	40,851,157
Other reinsurance payables	<u>67,755,887</u>	<u>26,454,849</u>
Total amounts due to reinsurers	<u>119,567,451</u>	<u>67,306,006</u>

## 17. EMPLOYEE BENEFIT OBLIGATIONS

The Company operates post - employment benefit plans under the Labor Protection Act, which are considered as unfunded defined benefits plans.

Movements in the present value of employee benefit obligations as at December 31, 2022 and 2021 were as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
Present value of obligation at the beginning of the years	16,685,284	15,136,682
Current service cost of the years	1,392,136	1,166,405
Interest cost	585,488	479,070
Actuarial gain in defined employee benefit plans	(678,476)	(96,873)
<u>Less</u> Benefit paid during the years	<u>(789,487)</u>	-
Present value of obligation at the end of the years	<u>17,194,945</u>	<u>16,685,284</u>

The expenses for employee benefit obligations that were recorded in the statements of profit or loss and other comprehensive income for the years ended December 31, 2022 and 2021 consisted of the following:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022 Baht</b>	<b>2021 Baht</b>
Current service cost	1,392,136	1,166,405
Interest cost	585,488	479,070
Actuarial (gain) loss in defined employee benefit plans		
- From financial assumptions changes	(572,998)	(1,219,642)
- From demographic assumptions changes	(410,477)	898,506
- From experience adjustments	304,999	224,263
Total	<u>(678,476)</u>	<u>(96,873)</u>

The Company calculated employee benefit obligations by an actuary using the Projected Unit Credit Method. The assumptions consisted of the following:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
Financial assumptions		
Discount rate (percent per year)	3.41	2.87
Expect rate of salary increase (percent per year)	4.00	4.00
Demographic assumptions		
Turnover rate (percent per year)	2.68 - 35.53	3.01 - 33.36
Retirement age (years)	60	60
Mortality rates	Thailand Mortality Ordinary table 2017	Thailand Mortality Ordinary table 2017

Analysis of significant actuarial assumptions which impact on increase (decrease) in the present value of the defined benefit obligation

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022 Baht</b>	<b>2021 Baht</b>
Financial assumptions		
Discount rate		
1% increase	(930,348)	(1,077,159)
1% decrease	1,039,268	1,214,201
Expect rate of salary increase		
1% increase	969,970	1,083,723
1% decrease	(885,319)	(981,891)
Turnover rate		
1% increase	(969,710)	(1,110,967)
1% decrease	1,076,704	1,245,171

The sensitivity analysis presented above may not be representative of the actual change in the employee benefit obligations as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the employee benefit obligations at the end of the report period have been calculated using the Projected Unit Credit Method, which is the same as that applied in calculating the post-employment benefit obligations liability recognized in the statement of financial position.

Maturity analysis of the benefit payments of the post-employment benefits obligation as at December 31, 2022 and 2021 was as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022 Baht</b>	<b>2021 Baht</b>
Within 1 year	4,651,525	3,104,140
Over 1 to 5 years	6,171,269	3,985,523
Over 5 years	6,372,151	9,595,621
Total	<u>17,194,945</u>	<u>16,685,284</u>

#### 18. LEASE LIABILITIES

The Company has entered into lease agreements of land and building office. Minimum lease payments and present value of lease liabilities as at December 31, 2022 and 2021 were as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>			
	<b>The minimum amount to be paid</b>		<b>Present value of minimum amount to be paid in the future</b>	
	<b>As at December 31, 2022 Baht</b>	<b>As at December 31, 2021 Baht</b>	<b>As at December 31, 2022 Baht</b>	<b>As at December 31, 2021 Baht</b>
Within 1 year	3,703,800	3,703,800	1,387,142	1,330,105
Over than 1 year but not over 5 years	14,335,200	14,515,200	5,665,294	5,605,781
Over than 5 years	74,861,250	78,385,050	45,945,530	47,392,184
	<u>92,900,250</u>	<u>96,604,050</u>	<u>52,997,966</u>	<u>54,328,070</u>
<u>Less</u> Deferred interest expense	(39,902,284)	(42,275,980)	-	-
	<u>52,997,966</u>	<u>54,328,070</u>	<u>52,997,966</u>	<u>54,328,070</u>

The amounts recognized in profit or loss of lease liabilities were as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
<b>Amounts recognized in profit or loss</b>		
Depreciation on right-of-use assets	2,173,433	2,172,910
Interest expense on lease liabilities	2,373,696	2,428,373
Expense relating to short-term leases and leases of low value assets	1,346,200	1,380,200

## 19. OTHER LIABILITIES

Other liabilities as at December 31, 2022 and 2021 consisted of the following:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
Deposits	16,120,553	16,650,086
Amount received in advance - premium	274,032	2,420,749
Deposits from agents	2,510,956	2,444,980
Others	14,424,000	10,997,822
Total other liabilities	<u>33,329,541</u>	<u>32,513,637</u>

## 20. LEGAL RESERVE

Pursuant to the Public Limited Companies Act B.E. 2535, the Company must allocate to a reserve fund from the annual net profit of the year, not less than five percent of the annual net profit deducted by the total accumulated loss brought forward (if any) until the reserve fund reaches an amount of not less than ten percent of the authorized capital. Such reserve fund is not available for distribution as dividend.

For the years ended December 31, 2022 and 2021, the Company has additional legal reserve of Baht 2.87 million and Baht 4.44 million, respectively.

## 21. FINANCIAL INFORMATION BY SEGMENT

The business segment results are prepared based on the Management of the Company. The operating results by business segment provided to Chief Operating Decision Maker to make decisions about allocating resources to, and assessing the performance of, operating segments is measured in accordance with Thai Financial Reporting Standard.

The Company have been operating in two principal business segments: (1) Non-life insurance business and (2) Rental of office space business, which are only organized and managed in a single geographic area, namely in Thailand. Therefore, no geographical segment information is presented.

For the years ended December 31, 2022, the Company has no gross written premium from a single external customer in the amount over 10% of total gross written premium.

For the years ended December 31, 2022 and 2021, the Company has income from rental with the external customers in the amount over 10% of total income from rental amounting to Baht 6.94 million and Baht 12.63 million, respectively.

The financial information of the Company for the years ended December 31, 2022 and 2021 were presented by business segment as follows:



**Financial statements in which the equity method is applied**

**For the years ended December 31,**

	Non-life insurance business										Rental of office space business		Non-allocable		Total	
	Fire		Marine		Motor		Miscellaneous		Total		2022 Baht	2021 Baht	2022 Baht	2021 Baht	2022 Baht	2021 Baht
	2022 Baht	2021 Baht	2022 Baht	2021 Baht	2022 Baht	2021 Baht	2022 Baht	2021 Baht	2022 Baht	2021 Baht						
<b>Underwriting income</b>																
Gross written premiums	96,359,974	87,620,938	32,451,059	24,331,412	327,168,937	299,693,400	1,061,293,928	796,891,785	1,517,273,898	1,208,537,535	-	-	-	-	1,517,273,898	1,208,537,535
<u>Add (Less) Premiums ceded to reinsurers</u>	<u>(47,117,595)</u>	<u>(39,598,719)</u>	<u>(3,727,795)</u>	<u>(2,684,603)</u>	<u>1,014,356</u>	<u>764,463</u>	<u>(384,237,320)</u>	<u>(294,421,574)</u>	<u>(434,068,354)</u>	<u>(335,940,433)</u>	-	-	-	-	<u>(434,068,354)</u>	<u>(335,940,433)</u>
Net premiums written	49,242,379	48,022,219	28,723,264	21,646,809	328,183,293	300,457,863	677,056,608	502,470,211	1,083,205,544	872,597,102	-	-	-	-	1,083,205,544	872,597,102
<u>Add (Less) Unearned premium reserve (increased) decreased from the previous years</u>	<u>(568,928)</u>	<u>1,326,373</u>	<u>(732,952)</u>	<u>(2,468,780)</u>	<u>(4,242,968)</u>	<u>(12,582,235)</u>	<u>(16,787,494)</u>	<u>5,982,869</u>	<u>(22,332,342)</u>	<u>(7,741,773)</u>	-	-	-	-	<u>(22,332,342)</u>	<u>(7,741,773)</u>
Net premium earned	48,673,451	49,348,592	27,990,312	19,178,029	323,940,325	287,875,628	660,269,114	508,453,080	1,060,873,202	864,855,329	-	-	-	-	1,060,873,202	864,855,329
Fee and commission income	21,194,650	18,948,940	125,192	68,799	518,515	2,613,750	33,538,852	23,191,507	55,377,209	44,822,996	-	-	-	-	55,377,209	44,822,996
Total underwriting income	69,868,101	68,297,532	28,115,504	19,246,828	324,458,840	290,489,378	693,807,966	531,644,587	1,116,250,411	909,678,325	-	-	-	-	1,116,250,411	909,678,325
<b>Net investment income</b>									27,200,990	18,687,027	-	-	-	-	27,200,990	18,687,027
<b>Other income</b>									-	-	-	-	814,850	1,568,344	814,850	1,568,344
<b>Rental and service income</b>																
Rental income									-	-	34,849,987	34,354,501	-	-	34,849,987	34,354,501
Service income - revenue recognition overtime									-	-	34,031,262	34,040,333	-	-	34,031,262	34,040,333
<b>Total rental and service income</b>									-	-	68,881,249	68,394,834	-	-	68,881,249	68,394,834
<b>Total revenues</b>									<u>1,143,451,401</u>	<u>928,365,352</u>	<u>68,881,249</u>	<u>68,394,834</u>	<u>814,850</u>	<u>1,568,344</u>	<u>1,213,147,500</u>	<u>998,328,530</u>
<b>Underwriting expenses</b>																
Gross claim	13,894,677	28,280,113	15,979,705	2,846,012	117,144,521	110,861,590	503,799,599	182,589,072	650,818,502	324,576,787	-	-	-	-	650,818,502	324,576,787
<u>Add (Less) Claim recovered from reinsurers</u>	<u>(8,068,778)</u>	<u>(10,838,552)</u>	<u>-</u>	<u>-</u>	<u>1,133,779</u>	<u>-</u>	<u>(176,355,241)</u>	<u>(28,712,864)</u>	<u>(183,290,240)</u>	<u>(39,551,416)</u>	-	-	-	-	<u>(183,290,240)</u>	<u>(39,551,416)</u>
Commissions and brokerages	20,978,543	18,114,182	3,555,019	2,863,906	42,335,856	36,025,860	129,946,086	96,030,458	196,815,504	153,034,406	-	-	-	-	196,815,504	153,034,406
Other underwriting expenses	22,213,500	16,044,409	6,859,770	4,940,817	38,889,879	36,285,760	269,432,226	208,557,511	337,395,375	265,828,497	-	-	-	-	337,395,375	265,828,497
Total underwriting expenses	49,017,942	51,600,152	26,394,494	10,650,735	199,504,035	183,173,210	726,822,670	458,464,177	1,001,739,141	703,888,274	-	-	-	-	1,001,739,141	703,888,274
<b>Operating expenses</b>									-	-	-	-	87,858,349	101,939,671	87,858,349	101,939,671
<b>Other expenses - expenses for rental</b>									-	-	51,128,599	47,595,520	-	-	51,128,599	47,595,520
<b>Expected credit loss (reversal)</b>									-	-	-	-	(205,007)	476,246	(205,007)	476,246
<b>Total expenses</b>									<u>1,001,739,141</u>	<u>703,888,274</u>	<u>51,128,599</u>	<u>47,595,520</u>	<u>87,653,342</u>	<u>102,415,917</u>	<u>1,140,521,082</u>	<u>853,899,711</u>
<b>Profit before income tax expense</b>															72,626,418	144,428,819
<b>Income tax expense</b>															12,535,131	52,022,988
<b>Net profit for the years</b>															<u>60,091,287</u>	<u>92,405,831</u>

**Separate financial statements**  
**For the years ended December 31,**

	Non-life insurance business										Rental of office space business		Non-allocable		Total			
	Fire		Marine		Motor		Miscellaneous		Total		2022 Baht	2021 Baht	2022 Baht	2021 Baht	2022 Baht	2021 Baht		
	2022 Baht	2021 Baht	2022 Baht	2021 Baht	2022 Baht	2021 Baht	2022 Baht	2021 Baht	2022 Baht	2021 Baht								
<b>Underwriting income</b>																		
Gross written premiums	96,359,974	87,620,938	32,451,059	24,331,412	327,168,937	299,693,400	1,061,293,928	796,891,785	1,517,273,898	1,208,537,535	-	-	-	-	1,517,273,898	1,208,537,535		
Add (Less) Premiums ceded to reinsurers	(47,117,595)	(39,598,719)	(3,727,795)	(2,684,603)	1,014,356	764,463	(384,237,320)	(294,421,574)	(434,068,354)	(335,940,433)	-	-	-	-	(434,068,354)	(335,940,433)		
Net premiums written	49,242,379	48,022,219	28,723,264	21,646,809	328,183,293	300,457,863	677,056,608	502,470,211	1,083,205,544	872,597,102	-	-	-	-	1,083,205,544	872,597,102		
Add (Less) Unearned premium reserve (increased) decreased from the previous years	(568,928)	1,326,373	(732,952)	(2,468,780)	(4,242,968)	(12,582,235)	(16,787,494)	5,982,869	(22,332,342)	(7,741,773)	-	-	-	-	(22,332,342)	(7,741,773)		
Net premium earned	48,673,451	49,348,592	27,990,312	19,178,029	323,940,325	287,875,628	660,269,114	508,453,080	1,060,873,202	864,855,329	-	-	-	-	1,060,873,202	864,855,329		
Fee and commission income	21,194,650	18,948,940	125,192	68,799	518,515	2,613,750	33,538,852	23,191,507	55,377,209	44,822,996	-	-	-	-	55,377,209	44,822,996		
Total underwriting income	69,868,101	68,297,532	28,115,504	19,246,828	324,458,840	290,489,378	693,807,966	531,644,587	1,116,250,411	909,678,325	-	-	-	-	1,116,250,411	909,678,325		
<b>Net investment income</b>																		
Other income																		
<b>Rental and service income</b>																		
Rental income																		
Service income - revenue recognition overtime																		
<b>Total rental and service income</b>																		
<b>Total revenues</b>																		
<b>Underwriting expenses</b>																		
Gross claim	13,894,677	28,280,113	15,979,705	2,846,012	117,144,521	110,861,590	503,799,599	182,589,072	650,818,502	324,576,787	-	-	-	-	650,818,502	324,576,787		
Add (Less) Claim recovered from reinsurers	(8,068,778)	(10,838,552)	-	-	1,133,779	-	(176,355,241)	(28,712,864)	(183,290,240)	(39,551,416)	-	-	-	-	(183,290,240)	(39,551,416)		
Commissions and brokerages	20,978,543	18,114,182	3,555,019	2,863,906	42,335,856	36,025,860	129,946,086	96,030,458	196,815,504	153,034,406	-	-	-	-	196,815,504	153,034,406		
Other underwriting expenses	22,213,500	16,044,409	6,859,770	4,940,817	38,889,879	36,285,760	269,432,226	208,557,511	337,395,375	265,828,497	-	-	-	-	337,395,375	265,828,497		
Total underwriting expenses	49,017,942	51,600,152	26,394,494	10,650,735	199,504,035	183,173,210	726,822,670	458,464,177	1,001,739,141	703,888,274	-	-	-	-	1,001,739,141	703,888,274		
<b>Operating expenses</b>																		
Other expenses - expenses for rental																		
Expected credit loss (reversal)																		
<b>Total expenses</b>																		
<b>Profit before income tax expense</b>																		
<b>Income tax expense</b>																		
<b>Net profit for the years</b>																		
																	<b>57,455,079</b>	<b>88,824,750</b>

The assets and liabilities of the Company's operating segments as at December 31, 2022 and 2021 were presented as follows:

<b>Financial statements in which the equity method is applied</b>								
<b>As at December 31,</b>								
	<b>Non-life insurance business</b>		<b>Rental of office space business</b>		<b>Non-allocable</b>		<b>Total</b>	
	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>		
	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	
Total assets	<u>1,488,529,816</u>	<u>1,245,384,233</u>	<u>52,331,567</u>	<u>71,166,168</u>	<u>616,815,659</u>	<u>518,127,873</u>	<u>2,157,677,042</u>	<u>1,834,678,274</u>
Total liabilities	<u>1,206,988,952</u>	<u>888,696,114</u>	<u>16,120,553</u>	<u>16,650,086</u>	<u>133,284,001</u>	<u>147,844,839</u>	<u>1,356,393,506</u>	<u>1,053,191,039</u>
<b>Separate financial statements</b>								
<b>As at December 31,</b>								
	<b>Non-life insurance business</b>		<b>Rental of office space business</b>		<b>Non-allocable</b>		<b>Total</b>	
	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>		
	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	
Total assets	<u>1,490,586,333</u>	<u>1,247,842,491</u>	<u>52,331,567</u>	<u>71,166,168</u>	<u>616,815,659</u>	<u>518,127,873</u>	<u>2,159,733,559</u>	<u>1,837,136,532</u>
Total liabilities	<u>1,206,988,952</u>	<u>888,696,114</u>	<u>16,120,553</u>	<u>16,650,086</u>	<u>133,284,001</u>	<u>147,844,839</u>	<u>1,356,393,506</u>	<u>1,053,191,039</u>

## 22. OPERATING EXPENSES

Operating expenses for the years ended December 31, 2022 and 2021 consisted of the following:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
Employee benefit expense, excluded underwriting and claim adjustment expenses	67,175,969	80,731,421
Premises and equipment expense, excluded underwriting expenses	12,012,525	20,000,683
Tax and duties	81,972	82,972
Doubtful of bad debts and doubtful accounts (reversal)	(2,675,441)	(9,640,790)
Directors' remuneration (see Note 29)	1,757,000	1,658,000
Marketing expenses	1,375,184	1,031,079
Other operating expenses	8,131,140	8,076,306
Total operating expenses	<u>87,858,349</u>	<u>101,939,671</u>

### 23. EMPLOYEE EXPENSES

Employee expenses for the years ended December 31, 2022 and 2021 consisted of the following:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
Salary and wages	89,203,098	82,105,142
Social fund expenses	1,140,368	1,032,948
Employee benefit expenses	1,977,624	1,645,475
Provident fund (see Note 31)	1,620,144	1,484,403
Other benefits	15,697,716	35,445,180
Total employee expenses	<u>109,638,950</u>	<u>121,713,148</u>

### 24. EXPECTED CREDIT LOSS (REVERSAL)

Expected credit loss (reversal) for the periods ended December 31, 2022 and 2021, as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
Expected credit loss (reversal)		
Investment at amortised cost	<u>(205,007)</u>	<u>476,246</u>

## 25. EFFECT FROM INCOME TAX RELATING TO COMPONENTS OF OTHER COMPREHENSIVE INCOME

Effect from income tax relating to components of other comprehensive income for the years ended December 31, 2022 and 2021, are as follows:

	Financial statements in which the equity method is applied					
	2022			2021		
	Before tax Baht	Income tax income Baht	Net of tax Baht	Before tax Baht	Income tax income Baht	Net of tax Baht
<b>Item that will be reclassified subsequently to profit or loss</b>						
Loss on remeasuring investment at fair value through other comprehensive income	(10,754,125)	2,150,825	(8,603,300)	(595,930)	119,186	(476,744)
Share of other comprehensive income (loss) of an associate	(2,793,084)	558,617	(2,234,467)	4,486,051	(897,210)	3,588,841
<b>Item that will not be reclassified subsequently to profit or loss</b>						
Surplus on revaluation of land	-	-	-	(8,240,000)	1,648,000	(6,592,000)
Actuarial gain in defined employee benefit plans	678,476	(135,695)	542,781	96,873	(19,375)	77,498
Total	<u>(12,868,733)</u>	<u>2,573,747</u>	<u>(10,294,986)</u>	<u>(4,253,006)</u>	<u>850,601</u>	<u>(3,402,405)</u>
	Separate financial statements					
	2022			2021		
	Before tax Baht	Income tax income Baht	Net of tax Baht	Before tax Baht	Income tax income Baht	Net of tax Baht
<b>Item that will be reclassified subsequently to profit or loss</b>						
Loss on remeasuring investment at fair value through other comprehensive income	(10,754,125)	2,150,825	(8,603,300)	(595,930)	119,186	(476,744)
<b>Item that will not be reclassified subsequently to profit or loss</b>						
Surplus on revaluation of land	-	-	-	(8,240,000)	1,648,000	(6,592,000)
Actuarial gain in defined employee benefit plans	678,476	(135,695)	542,781	96,873	(19,375)	77,498
Total	<u>(10,075,649)</u>	<u>2,015,130</u>	<u>(8,060,519)</u>	<u>(8,739,057)</u>	<u>1,747,811</u>	<u>(6,991,246)</u>

## 26. GAIN (LOSS) ON INVESTMENT

Gain (loss) on investment for the years ended December 31, 2022 and 2021 consisted of the following:

	Financial statements in which the equity method is applied and separate financial statements	
	2022	2021
	Baht	Baht
Gain (loss) on sale of investment	1,700,445	(3,635,647)
Gain on impairment of investment at fair value through other comprehensive income	-	1,361,743
Total Gain (loss) on investment in securities	<u>1,700,445</u>	<u>(2,273,904)</u>

## 27. BASIC EARNINGS PER SHARE

Basic earnings per share for the years ended December 31, 2022 and 2021 were as follows:

	<b>Financial statements in which the equity method is applied</b>		<b>Separate financial statements</b>	
	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>
Net profit (Baht)	60,091,287	92,405,831	57,455,079	88,824,750
Issued and paid-up share capital (shares)	<u>29,999,790</u>	<u>29,999,790</u>	<u>29,999,790</u>	<u>29,999,790</u>
Basic earnings per share (Baht)	<u>2.00</u>	<u>3.08</u>	<u>1.92</u>	<u>2.96</u>

## 28. TRANSACTIONS WITH RELATED PARTIES

A portion of the Company's assets, liabilities, revenues and expenses arose from transactions with related parties. The relationship may be by shareholding or the companies may have the same group of shareholders or directors. The accompanying financial statements reflect the effects of these transactions determined on the basis of commitments and conditions as in the normal course of business. Transactions with the related parties are mainly as follows:

The relationships between the Company and its related parties are summarized below:

<b>Companies</b>	<b>Relationship</b>	<b>Type of Business</b>
BUI Life Insurance Public Company Limited	An associate	Life insurance
TPI Polene Public Company Limited	Some common shareholders and directors	Concrete products
Bangkok Union Broker Co., Ltd.	Some common shareholders	Life and non-life insurance broker
Hong Yiah Seng Realestates and Investment Company Limited	Some common shareholders and directors	Investment in stock and lands
Leophairatana Enterprises Company Limited	Major shareholders and common directors	Investment in stock
TPI Concrete Co., Ltd.	Some common directors	Concrete products
TPI Polene Bio Organics Co., Ltd.	Some common directors	Chemical fertilizer products
TPI Polene Power Public Co., Ltd.	Some common directors	Production and transmission of electricity
TPI All Seasons Co., Ltd.	Some common directors	Plastic products production
Thai Plastic Products Co., Ltd.	Some common directors	Plastic package products
Thai Plastic Film Co., Ltd.	Some common directors	Plastic products
International Trading Development Corporation Limited	Some common directors	Rice retail and wholesale
Hong Yiah Seng Company Limited	Some common directors	Rice retail and wholesale
Pornchai Enterprises Co., Ltd.	Some common directors	Property rental
United Grain Industry Co., Ltd.	Some common directors	Plastic package products
Thai Nitrate Co., Ltd.	Some common directors	Nitric acid and ammonium nitrate products
D.R. Development Co., Ltd.	Some common directors	Property rental
Patjakij Paisan Underwriting Company Limited	Some common shareholders	Non-life insurance agent and brokers
Master Achieve (Thailand) Co., Ltd.	Some common directors	Wholesale of retired petroleum products

Significant balances and transactions were as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>As at December 31,</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
Premium receivable		
Associate	10,705	-
Other related parties	20,934,154	26,067,892
Investment at fair value through other comprehensive income - equity securities		
Other related parties	112,953,175	116,611,841
Investment at amortised cost - Private enterprise debt securities		
Other related parties	205,000,000	210,000,000
Accrued interest income - Debentures		
Other related parties	973,356	1,029,014
Claim reserves		
Associate	6,000	23,000
Other related parties	151,059,145	31,717,466
Accrued rental and service income		
Other related parties	-	200
Lease liabilities		
Other related parties	49,197,288	50,018,544
Other liabilities - Rental deposit		
Associate	1,503,894	1,503,894
Other related parties	36,000	36,000
Commissions and brokerages payable		
Other related parties	6,755,439	6,659,263
Prepaid rental expense		
Other related parties	34,500	34,500

**Financial statements in which  
the equity method is applied and  
separate financial statements**

**For the years ended  
December 31,**

**2022                      2021  
Baht                        Baht**

Gross written premium		
Associate	40,900	53,406
Other related parties	336,739,352	278,371,721

The Company used the same pricing policy and conditions for the above premiums as it did for other customers and other insurance companies.

Rental and service income		
Associate	5,201,891	5,098,371
Other related parties	147,600	159,144

The Company has land and building rental agreement with a related company. Rental and service rates and conditions are the same as the related party offers to other companies.

Claims		
Associate	4,750	10,000
Other related parties	152,238,261	29,798,966

The Company paid insurance claims in compliance with insurance policy criteria and it is normal commercial transaction for insurance.

Commissions and brokerages		
Other related parties	38,527,212	34,630,309

The Company paid commissions and brokerages expenses in compliance with the Office of Insurance Commission criteria and the same basis of the commission rate that the Company has offered to other companies.

Interest income		
Other related parties	7,965,123	6,494,192

Interest was charged at the same interest rates at a related company has offered to other companies.

Dividend income		
Other related parties	6,456,991	4,654,528

The Company received dividend income as approval from the Shareholder's related parties.



## 29. DIRECTORS AND KEY MANAGEMENT PERSONNEL'S REMUNERATION

Executive compensation is a benefit paid to executives and directors of the Company consists of monetary compensation, including salaries, related benefits, director's remuneration and post-employment benefits. The management of the Company stands for individuals who are defined according to regulation of Securities and Exchange.

The Company directors and management personnel's remuneration recognized as expenses for the years ended December 31, 2022 and 2021 were as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>For the years ended</b>	
	<b>December 31,</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
Directors and key management personnel's remuneration		
Short - term benefits	18,989,650	19,109,225
Post-employment benefits	290,274	290,274
Directors' remuneration (see Note 22)	<u>1,757,000</u>	<u>1,658,000</u>
Total	<u>21,036,924</u>	<u>21,057,499</u>

Directors' remuneration for the years 2022 and 2021 were approved by the ordinary shareholder's meeting of the Company held on April 21, 2022 and April 21, 2021, respectively

## 30. DIVIDENDS PAID

On April 21, 2022, the Annual general meeting of shareholders of the Company passed a resolution to distribute the dividend for the year 2021 of Baht 1 per share for 29,999,790 shares, totaling Baht 30 million which were paid to shareholders on May 20, 2022.

On April 21, 2021, the Annual general meeting of shareholders of the Company passed a resolution to distribute the dividend for the year 2020 of Baht 0.25 per share for 29,999,790 shares, totaling Baht 7.50 million which were paid to shareholders on May 21, 2021.

## 31. PROVIDENT FUND

The Company has established a contributory registered provident fund, in accordance with the Provident Fund Act B.E. 2530. Under the plan, employees must contribute their basic salaries, with the Company matching the individuals' contributions as follow:

<b>Years of service</b>	<b>Percent (%)</b>
Less than 3 years	3
3 years but less than 5 years	4
5 years and above	5

A registered provident fund manager has been appointed to manage the fund in compliance with the requirements of the Ministerial Regulations issued under the Provident Fund Act B.E. 2542.

For the years ended December 31, 2022 and 2021, the Company's contributions recorded as expenses in the statements of profit or loss and other comprehensive income were Baht 1.62 million and Baht 1.48 million, respectively (see Note 23).

### 32. SECURITIES PLEDGED AND ASSETS RESERVED WITH THE REGISTRAR

As at December 31, 2022 and 2021, certain investments in securities of the Company were pledged and used for assets reserved with the Registrar (see Note 8) in accordance with the Insurance Act and the Notification of the Office of Insurance Commission regarding "Rates, Rules and Procedures for pledge of unearned premium reserve of Non-Life Insurance Company B.E. 2557", respectively, as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022 Baht</b>	<b>2021 Baht</b>
Investment in securities used to secure the facilities collateral with the Office of Insurance Commission		
Securities pledged with the registrar		
Government and state enterprise securities	15,011,458	15,003,843
Assets reserved with the registrar		
Government and state enterprise securities	<u>85,618,036</u>	<u>66,327,729</u>
Total investment in securities of pledged	<u><u>100,629,494</u></u>	<u><u>81,331,572</u></u>

### 33. CONTRIBUTION TO NON-LIFE GUARANTEE FUND

As at December 31, 2022 and 2021, the Company has accumulated funding amount which was paid into contribution to non-life guarantee fund amounting to Baht 31.44 million and Baht 28.02 million, respectively.

### 34. SHORT-TERM LEASES AND SERVICE AGREEMENTS OR LOW VALUE ASSETS

Short-term leases and service agreements or low value assets as at December 31, 2022 and 2021 consisted of the following:

Type	Financial statements in which the equity method is applied and separate financial statements		
	Remaining periods		Total rental payments for the remaining periods Baht
	Within 1 year	1 - 5 years	
	Baht	Baht	
<b>As at December 31, 2022</b>			
Equipment and service - Other	1,281,450	2,235,100	3,516,550
	<u>1,281,450</u>	<u>2,235,100</u>	<u>3,516,550</u>
<b>As at December 31, 2021</b>			
Equipment and service - Other	1,066,000	2,554,750	3,620,750
	<u>1,066,000</u>	<u>2,554,750</u>	<u>3,620,750</u>

For the years ended December 31, 2022 and 2021, the Company recorded the rental and service fees under operating lease agreements as expense in the statements of profit or loss and other comprehensive income amounting to Baht 1.34 million and Baht 1.38 million, respectively.

### 35. CONTINGENT LIABILITIES AND COMMITMENTS

35.1 As at December 31, 2022 and 2021, lawsuits have been brought against the Company, as insurer, from which the Company estimates and records losses totaling Baht 21.01 million and Baht 18.36 million, respectively. The Company's management believes that such estimation is adequate to losses and do not believe the outcome of the litigation to result in losses that significantly differ from the recorded liability.

35.2 As at December 31, 2022, the Company has outstanding commitments in respect of software development and office equipment of Baht 5.64 million and Baht 1.31 million, respectively. (As at December 31, 2021 : Nil)

### 36. OFFICE SPACE RENTAL AGREEMENTS

Operating leases, in which the Group is the lessor, relate to investment property owned by the Group with lease terms of between 1 to 3 years, with an extension option. The lessee does not have an option to purchase the property at the expiry of the lease period.

The Company entered into office rental and service agreements to rent out office spaces with many customers. Under these agreements, the Company shall receive rental and service payments which were classified by period as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
Year 1	53,327,477	50,489,243
Year 2	30,425,991	36,062,856
Year 3	6,539,618	14,982,818
<b>Total</b>	<u>90,293,086</u>	<u>101,534,917</u>

The following table presents the amounts reported in profit or loss:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	<b>2021</b>
	<b>Baht</b>	<b>Baht</b>
Lease income on operating leases	58,529,436	57,946,051

### **37. INSURANCE AND FINANCIAL RISK MANAGEMENT**

#### 37.1 Insurance risk

##### 37.1.1 Insurance risk management policy

The Company has emphasized the importance of development and improvement of risk management by the Company's management to govern and manage risk management system in the Company overview in order to comply with the risk management policy of which the policy frame and guidelines has been appropriately and continuously established by the Board of Directors to control the risk to the acceptable level.

Insurance risk is a risk arising directly from inappropriate insurance policies and pricing causing obligation in ineffective and inefficient payment of claims which will finally result in financial loss. The following actions are undertaken by the company to manage this risk:

- The Company's management is established for development of products and pricing to match the needs of customers as well as maintain competitiveness of the Company.
- The policy and underwriting standard practice are introduced along with the instruction of underwriting and authority of underwriters which is used as a guideline to consider and control the risk to the acceptable level.

- Strategy management of reinsurance is established for both Proportional Reinsurance and Non-proportional Reinsurance and policy and risk management has been established consistent towards the Company's policy regarding underwriting each year.

### 37.1.2 Sensitivity analysis

The sensitivity analysis is performed on the net loss reserve and outstanding claims, based on changes in assumptions that may affect the level of liabilities. Effect of risk that changes in assumptions as at December 31, 2022 and 2021 is as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2022</b>	
	<b>Increase (decrease) in insurance contract liabilities Baht</b>	<b>Increase (decrease) in profit and equity Baht</b>
Claim reserves		
Gross		
10 % increase	12,063,064	(12,063,064)
10 % decrease	(12,063,064)	12,063,064

<b>Financial statements in which the equity method is applied and separate financial statements</b>		
<b>2022</b>		
	<b>Increase (decrease) in insurance contract liabilities Baht</b>	<b>Increase (decrease) in profit and equity Baht</b>
Net of reinsurance		
10 % increase	11,296,862	(11,296,862)
10 % decrease	(11,296,862)	11,296,862
Unallocated claim adjustment expense reserves		
Gross and net of reinsurance		
10 % increase	1,012,094	(1,012,094)
10 % decrease	(1,012,094)	1,012,094

<b>Financial statements in which the equity method is applied and separate financial statements</b>		
<b>2021</b>		
	<b>Increase (decrease) in insurance contract liabilities Baht</b>	<b>Increase (decrease) in profit and equity Baht</b>
Claim reserves		
Gross		
10 % increase	9,262,374	(9,262,374)
10 % decrease	(9,132,095)	9,132,095
Net of reinsurance		
10 % increase	8,464,656	(8,464,656)
10 % increase	(8,334,377)	8,334,377
Unallocated claim adjustment expense reserves		
Gross and net of reinsurance		
10 % increase	1,097,822	(1,097,882)
10 % decrease	(1,097,882)	1,097,822

### 37.1.3 Concentration of insurance risks

Concentration risk is a risk arising from the concentration of reinsuring to one company or concentrating on only one type of insurance in the large and inappropriate amount. The Company has considered to the risk management for this kind of risk as follows:

- Limitation of risk taking and diversification of each type of risks are introduced with control and monitoring through the system called Block Management.
- For management of reinsurance to reduce the concentration risks, the process of selection of the reinsurance company is prioritized where the credit rating will be considered in order to get only quality reinsurance companies. Moreover, the importance of monitoring and assessing the financial stability and diversification of reinsurers are also taken into account.

The following table shows the Company's exposure to concentration of insurance contract liabilities per category of business.

	<b>Financial statements in which the equity method is applied and separate financial statements</b>				
	<b>Fire Baht</b>	<b>Marine Baht</b>	<b>Motor Baht</b>	<b>Miscellaneous Baht</b>	<b>Total Baht</b>
<b>As at December 31, 2022</b>					
Claim reserve					
Gross	116,758,976	8,016,838	102,893,717	340,734,173	568,403,704
Net of reinsurance	16,210,299	8,016,838	102,893,717	104,061,567	231,182,421
Unearned premium reserve					
Gross	48,560,845	8,282,198	172,543,763	247,218,118	476,604,924
Net of reinsurance	24,531,522	8,282,198	172,543,763	71,703,420	277,060,903
<b>As at December 31, 2021</b>					
Claim reserve					
Gross	113,964,520	1,818,652	137,465,478	126,871,965	380,120,615
Net of reinsurance	16,570,666	1,818,652	126,279,227	63,785,748	208,454,293
Unearned premium reserve					
Gross	43,339,281	7,549,246	168,300,795	185,802,845	404,992,167
Net of reinsurance	23,962,594	7,549,246	168,300,795	54,915,926	254,728,561

## 37.2 Financial instrument risk

### 37.2.1 Accounting policies

Details of significant accounting policies and methods adopted, including criteria for recognition of revenues and expenses relating to financial assets and financial liabilities are disclosed in Note 3.

### 37.2.2 Liquidity risk

Liquidity risk is a risk arising from lack of ability to pay debt or perform other obligations when such debts or obligations are due.

The Company manages, controls and monitors the liquidity ratio closely to provide sufficient supporting the debt arising from the insurance contract and demanding the money in each time interval. The Company's financial assets mainly comprise cash and deposit at financial institutions and investments in securities which are highly liquid and are able to be sold quickly at close to their fair value when the Company wishes to raise funds.

The analysis of the liquidity risk from claim reserves which estimate base on an analysis of payment histories.

	<b>Financial statements in which the equity method is applied and separate financial statements</b>			
	<b>Payment periods</b>			<b>Total</b>
<b>Less than 1 year</b>	<b>1 - 5 years</b>	<b>5 - 10 years</b>		
	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>
<b>As at December 31, 2022</b>				
Claim reserves	265,473,848	278,911,378	24,018,478	568,403,704
<b>As at December 31, 2021</b>				
Claim reserves	178,275,238	184,080,312	17,765,065	380,120,615

### 37.2.3 Credit risk

Concentrations of the credit risk with respect to premium receivable are insignificant because the Company's customers diverse across different industries and geographic regions in Thailand. The maximum exposure to credit risk is limited to the carrying value of such premium receivable after deduction of allowance for doubtful debts as stated in the statements of financial position.

### 37.2.4 Interest rate risk

Interest rate risk arises from changes in interest rates which affect the interest income from investments. The Company's investments include both short-term and long-term investments with floating interest rate and fixed interest rates. The Company manages the risk by considering the risk of investments together with appropriateness of return on such investments.



As at December 31, 2022 and 2021, significant financial assets classified by type of interest rate were as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>			
	<b>As at December 31, 2022</b>			
	<b>Floating interest rate</b>	<b>Fixed interest rate</b>	<b>No interest rate</b>	<b>Total</b>
	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>
Cash and cash equivalents				
Deposits at bank	236,378,506	41,000,000	3,853,405	281,231,911
Investment in securities				
Investment at fair value through other comprehensive income				
Private enterprise debt securities	-	-	142,831,968	142,831,968
Equity securities	-	-	209,203,171	209,203,171
Investment at amortised cost				
Government and state enterprise securities	-	111,719,461	-	111,719,461
Private enterprises debt securities	-	262,942,377	-	262,942,377
Deposits at banks with maturity over 3 months	-	40,000,000	-	40,000,000
<b>Total</b>	<b>236,378,506</b>	<b>455,661,838</b>	<b>355,888,544</b>	<b>1,047,928,888</b>
	<b>Financial statements in which the equity method is applied and separate financial statements</b>			
	<b>As at December 31, 2021</b>			
	<b>Floating interest rate</b>	<b>Fixed interest rate</b>	<b>No interest rate</b>	<b>Total</b>
	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>
Cash and cash equivalents				
Deposits at bank	166,034,505	30,000,000	6,954,536	202,989,041
Investment in securities				
Investment at fair value through other comprehensive income				
Private enterprise debt securities	-	-	148,512,917	148,512,917
Equity securities	-	-	194,048,472	194,048,472
Investment at amortised cost				
Government and state enterprise securities	-	112,273,094	-	112,273,094
Private enterprises debt securities	-	228,837,370	-	228,837,370
Deposits at banks with maturity over 3 months	-	51,000,000	-	51,000,000
<b>Total</b>	<b>166,034,505</b>	<b>422,110,464</b>	<b>349,515,925</b>	<b>937,660,894</b>

The financial instruments carrying interest at fixed rates were classified based on the length of time from the statement of financial position date to the date specified for the fixing of a new rate or to the maturity date (whichever is sooner) as follows:

<b>Financial statements in which the equity method is applied and separate financial statements</b>					
<b>As at December 31, 2022</b>					
	<b>Period specified for fixing new interest rate</b>				<b>Average interest rate %</b>
	<b>Within 1 year</b>	<b>1 - 5 years</b>	<b>Over 5 years</b>	<b>Total</b>	
	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	
Investment in securities					
Investment at amortise cost					
Government and state enterprise securities	-	101,567,672	10,151,789	111,719,461	2.61
Private enterprises debt securities	44,908,833	208,107,544	9,926,000	262,942,377	4.07
Deposits at banks with maturity over 3 months	40,000,000	-	-	40,000,000	0.90
<b>Total</b>	<b>84,908,833</b>	<b>309,675,216</b>	<b>20,077,789</b>	<b>414,661,838</b>	

<b>Financial statements in which the equity method is applied and separate financial statements</b>					
<b>As at December 31, 2021</b>					
	<b>Period specified for fixing new interest rate</b>				<b>Average interest rate %</b>
	<b>Within 1 year</b>	<b>1 - 5 years</b>	<b>Over 5 years</b>	<b>Total</b>	
	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	<b>Baht</b>	
Investment in securities					
Investment at amortise cost					
Government and state enterprise securities	-	102,105,872	10,167,222	112,273,094	2.61
Private enterprises debt securities	14,919,888	213,917,482	-	228,837,370	3.83
Deposits at banks with maturity over 3 months	51,000,000	-	-	51,000,000	0.54
<b>Total</b>	<b>65,919,888</b>	<b>316,023,354</b>	<b>10,167,222</b>	<b>392,110,464</b>	

### 37.2.5 Equity securities risk

Equity securities risk is a risk arising from the fluctuation of equity security value which derives from interest rate, and stock prices resulting in decrease of the Company's assets value. The Company considers the risk and risk management guidance as follows:

- Investment policy and investment plan that focuses on investments with caution is established. Selection of the appropriate investment, giving priority to the safety of principal and return on investment under the acceptable risk is made.
- Management of investment which the Company has hired the expert financial institute to manage the Company's portfolio in order to gain an appropriate return from the investment and reduce the risks from market fluctuation. The operation performance report is regularly sent to the Company.

- Monitoring and updating the changes in interest rate and the key currency exchange rate which affect to the Company is established, so that the Company can alter its financial policy to be suitable for the economic trends.

### 37.2.6 Fair value measurements

Considerable judgment is necessarily required in estimation of fair value of financial assets or financial liabilities. Accordingly, the estimated fair value presented herein is not necessarily indicative of the amount that could be realized in a current market exchange. The use of different market assumptions and/or estimation methodologies may have a material effect on the estimated fair value. The following methods and assumptions were used by the Company in estimating fair values of financial instruments.

#### 37.2.6.1 Financial assets or financial liabilities measured at fair value

Certain financial assets or financial liabilities of the Company are measured at fair value at the end of reporting period. The following table gives information about how the fair values of these financial assets or financial liabilities are determined:

	Financial statements in which the equity method is applied and separate financial statements			Valuation techniques and key inputs
	Fair value		Fair value hierarchy	
	As at December 31, 2022 Baht	2021 Baht		
<b>Financial assets</b>				
Investment at fair value through other comprehensive income				
Equity Securities - public enterprise	168,017,862	158,830,046	Level 1	Latest bid prices of the last working day of the reporting period as quoted on the Stock Exchange of Thailand
Equity securities - Unit trusts	12,172,680	11,615,760	Level 2	Unit trusts' net asset value at the last working day of the reporting period
Debt securities - Unit trusts	142,831,968	148,512,917	Level 2	Unit trusts' net asset value at the last working day of the reporting period
Equity Securities	29,012,629	23,602,666	Level 3	Using book value approach or discounted cash flows

#### 37.2.6.2 Financial assets or financial liabilities not measured at fair value

Cash and cash equivalents, premium receivable, accrued investment income, reinsurance assets, amount due from reinsurers, other assets, Insurance liabilities and Amount due to reinsurers; commission and brokerages payable, accrued expenses and other liabilities the fair values approximate their carrying values due to the relatively short period to maturity.

The transactions disclosed in the following tables, are considered that the carrying amounts recognized in the financial statements are different from their fair values as follows:

		<u>Financial statements in which the equity method is applied and separate financial statements</u>	
		As at December 31, 2022	
Fair value hierarchy		Carrying amount	Fair value
		Baht	Baht
<u>Financial assets</u>			
Investment at amortised cost	Level 2*	414,661,838	407,282,340

		<u>Financial statements in which the equity method is applied and separate financial statements</u>	
		As at December 31, 2021	
Fair value hierarchy		Carrying amount	Fair value
		Baht	Baht
<u>Financial assets</u>			
Investment at amortised cost	Level 2*	392,110,464	389,132,500

\* For debts securities, their fair values are determined based on the prices approached by the Thai Bond Market Association.

### 37.2.6.3 Non-financial assets measured at fair value or measured at cost but their fair values are disclosed

Investment property has fair value as disclosed in Note 9 which fair value is determined based on the Replacement Cost Approach, fair value hierarchy level 3.

Land has fair value equal to its carrying amount which fair value is determined based on the Sale Price Approach, fair value hierarchy level 3.

## 37.3 Capital management

The Company's objective in managing capital is to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders.

Monitoring the capital level of the Company to be comply with the requirement under the Notifications of the Office of Insurance Commission is conducted.

As at December 31, 2022 and 2021, the Company maintains capital level in compliance with such requirement.

## 38. EVENT AFTER THE REPORTING PERIOD

At the Company's Board of Directors' meeting held on February 21, 2023, the Board of Directors passed a resolution to approve a dividend payment of Baht 1.50 per share for 29,999,790 shares, totaling Baht 45 million which will be divided into stock dividend at the ratio of 10 existing share to 1 stock dividend or at Baht 1 per share, totaling Baht 30 million and cash dividend at the rate of Baht 0.50 per share totaling Baht 15 million. However, the payment of dividend must be approved by the resolution of the Annual General Meeting of shareholders of the Company.

### **39. APPROVAL OF THE FINANCIAL STATEMENTS**

These financial statements were approved for issuance by the Company's Board of Directors on February 21, 2023.

**Part 4**  
**Confirmation of Information**  
**Accuracy**

## Confirmation of Information Accuracy



The Company having carefully, reviewed the information contained in this Annual Registration Statement, hereby certify that the said information is accurate, complete and true, is not misleading and does not omit any material information which is required to be disclosed and false or that:


(1)The financial statements and financial information forming a part hereof contain accurate and complete material information in respect of the financial condition, results of operations and cash flows of the Company and its subsidiaries;

(2)The Company is responsible for arranging for an effective disclosure system to assure that the Company properly and completely discloses the material information of the Company and its subsidiaries, and shall be responsible for monitoring to ensure compliance with such system;

(3)The Company is responsible for arranging for an effective internal controls and monitoring them to ensure compliance with such system, and the Company has reported the information as of 17 February 2023 relating to the internal control, including the deficiency and material change of the internal control that may affect preparation of financial reports of the Company and its subsidiaries, to the auditor and Audit Committee.

As evidence that all documents are the same set of documents that the Company has reviewed. The Company assigned Ms. Sujintana Champeesri to initial all pages hereof. If any pages do not have the initials of Ms. Sujintana Champeesri indicated, it shall be deemed that the Company has not reviewed the aforesaid information. Name Position Signature.

<u>Name</u>	<u>Position</u>	<u>Signature</u>
1.Ms.Malinee Leopairat	Executive Chairman	
2.Ms.Tanyaratt Iamsopana	Executive Director/Managing Director	

<u>Name</u>	<u>Position</u>	<u>Signature</u>
Ms.Sujintana Champeesri.	Executive Director	

# **Part 5**

## **Appendix**



## Appendix 1

### Profile about directors, executives, people with power to control the company and company secretary

Name - Surname / Position / Appointment Date	Age (years)	Education/Training	Shareholding percentage in the company	Family relationship between directors and executives	period	work experience  position	Name of organization / company / type of business
1. Mr. Manu Leopaiprote - Chairman of the Board(2000) - Independent Director	79	<ul style="list-style-type: none"> <li>● Ph.D., Honorary Doctorate of Business Administration Thammasat University</li> <li>● Master's degree M.Sc. (Economics) University of Kentucky, U.S.A.</li> <li>● Bachelor's degree in Economics (Good Honors) Thammasat University</li> <li>● Diploma of Industrial Development from Nagoya Training Center, Japan.</li> <li>● Diploma, Class 34, National Defense College</li> <li>● Certificate of the Thai Institute of Directors <ul style="list-style-type: none"> <li>➤ Role of Chairman (RCM) Course Class 3/2001</li> <li>➤ Directors Certification Program (DCP) Class 30/2003</li> </ul> </li> </ul> <p><b>Insignia</b></p> <ul style="list-style-type: none"> <li>- Knight Grand Cross (First Class) of the Most Noble Order of the Crown of Thailand.</li> <li>- Knight Grand Cross (First Class) of the Most Exalted Order of the White Elephant.</li> <li>- Knight Grand Cordon (Special Class) of the</li> </ul>	None	None	Listed company	<p>2004-Present Chairman of the Board/Independent Director</p> <p>2004-Present Directors/Chairman of the Audit Committee/Independent Director Chairman of the Audit</p> <p>2006-present Chairman of the Audit Committee</p> <p>2010-Present Chairman of the Board of Directors</p> <p>2010-Present Chairman of the Board of Directors</p> <p>2011-present Chairman of the Board of Directors/Audit Committee</p> <p>2010-Present Chairman of the Board of Directors/Audit Committee</p> <p>2016-Present Chairman of the Audit Committee</p> <p>2020-present Chairman of the Board of Directors/ Chairman of the Audit Committee</p>	<p>Khon Kaen Sugar Industry PCL</p> <p>Polyplex (Thailand) Public Company Limited</p> <p>Siam Steel International Public Company Limited</p> <p>ARIP Public Company Limited</p> <p>Jubilee Enterprise Public Company Limited</p> <p>T.M.C. Industry Plc.</p> <p>SVOA Public Company Limited</p> <p>TPI Polene Power Public Company Limited</p> <p>The Steel Public Company Limited</p>

Name - Surname / Position / Appointment Date	Age (years)	Education/Training	Shareholding percentage in the company	Family relationship between directors and executives	period	work experience  position	Name of organization / company / type of business
		Most Noble Order of the Crown of Thailand. - Knight Grand Cordon (Special Class) of the Most Exalted Order of the White Elephant.					
						<u>General company</u>	
						None	
2. Mr. Pichit Sinpatanasakul - Chairman of the Audit Committee (2013) - Audit Committee (1999- 2013) - Nomination and Remuneration Committee (2007) - Independent Director	65	<ul style="list-style-type: none"> <li>● Master's degree in Business Administration, Sasin College Chulalongkorn University</li> <li>● Bachelor of Business Administration, Boston University Massachusetts U.S.A.</li> <li>● Certificate of the Thai Institute of Directors <ul style="list-style-type: none"> <li>➤ Directors Accreditation Program (DAP), Class 6/2003</li> <li>➤ Directors Certification Program (DCP) Class 46/2004</li> <li>➤ Audit Committee Program (ACP) Class 15/2006</li> <li>➤ Monitoring Fraud Risk Management course</li> <li>➤ Role of the Compensation Committee (RCC) Class 11/2010</li> </ul> </li> <li>● Certificate of Thailand Insurance Leadership Program Class 7</li> </ul>	0.43%  129,373 stock	None	<u>Listed company</u>  2020 - Present  2013 - Present  2007-Present  2016-2017  1999-2013  <u>General company</u>  None	Audit Committee/Independent Director Chairman of the Audit Committee  Nomination and Remuneration Committee Risk Management Committee  Audit Committee	Inter Far East Energy Corporation Public Company Limited Bangkok Union Insurance PCL.  Bangkok Union Insurance PCL.  Bangkok Union Insurance PCL.  Bangkok Union Insurance PCL.

Name - Surname / Position / Appointment Date	Age (years)	Education/Training	Shareholding percentage in the company	Family relationship between directors and executives	period	work experience position	Name of organization / company / type of business
3. Associate Professor Pranom Kowinwiphat	80	<ul style="list-style-type: none"> <li>• Master of Accounting, Georgia State University, USA.</li> <li>• Bachelor's degree in Accounting, Thammasat University</li> <li>• Operations to increase knowledge in accounting Texas University at Austin, U.S.A.</li> <li>• Thai Institute of Directors Certifica <ul style="list-style-type: none"> <li>➤ Directors Certification Program (DCP), class 12/2001</li> <li>➤ Role of Chairman Program (RCP), class 10/2004</li> <li>➤ Corporate Fraud Detection and Prevention Course</li> <li>➤ Audit Committee Program (ACP), class 15/2005</li> <li>➤ Role of the Compensation Committee (RCC) Course, Class 11/2010</li> <li>➤ What the Board Should Do in a Downturn Situation Course</li> <li>➤ Monitoring Fraud Risk Management Course</li> </ul> </li> <li>• Workshop on "Audit Committee in a New Era of Governances" Harvard Business School, U.S.A.</li> </ul>	None	None	<p><u>Listed company</u></p> <p>1999-2022</p> <p>2007-2022</p> <p>2022</p> <p>2016-2017</p> <p>in the past</p> <p><u>General company</u></p> <p>In the past</p> <p>in the past</p> <p>in the past</p> <p>in the past</p> <p>in the past</p>	<p>Audit Committee</p> <p>Chairman of the Nomination and Remuneration Committee</p> <p>Chairman of the Audit Committee/Independent Director</p> <p>Risk Management Committee</p> <p>Director and Audit Committee</p> <p>Advisory Committee</p> <p>Thammasat's birthday merit fund</p> <p>Accounting Lecturer</p> <p>Member of the Faculty of Commerce and Accountancy</p> <p>Director and Chairman of the Audit Committee</p> <p>Member of the Audit Committee of the Tax Auditor</p> <p>Member of the Accreditation Committee and evaluating the quality of education</p>	<p>Bangkok Union Insurance PCL.</p> <p>Bangkok Union Insurance PCL.</p> <p>Thai Plastic Coated Fabric Industry PCL.</p> <p>Bangkok Union Insurance PCL.</p> <p>Bangchak Petroleum Plc.</p> <p>Thammasat Relations Office, Thammasat University</p> <p>Maharakham University</p> <p>Thammasat University</p> <p>Metropolitan Electricity Authority</p> <p>Department of Revenue, Ministry of Finance</p> <p>Office for Accreditation and Quality Assessment of Education (Public Organization) or ONESQA</p>

Name - Surname / Position / Appointment Date	Age (years)	Education/Training	Shareholding percentage in the company	Family relationship between directors and executives	period	work experience  position	Name of organization / company / type of business
		<ul style="list-style-type: none"> <li>Responsibilities of the Board of Directors and Executives under the Securities and Exchange Act B.E. 2535 (Revised)</li> <li>The latest revised accounting standard, version 7 from the Federation of Accounting Professions. under the royal patronage</li> <li>Keep up with international accounting standards. Faculty of Commerce and Accountancy Thammasat University</li> </ul>			in the past	Expert committee	Faculty of Commerce and Accountancy Thammasat University
4. Mr. Thavich Taychanavakul - Audit Committee (2013) - Chairman of the Audit Committee (1999-2013) - Independent Director	73	<ul style="list-style-type: none"> <li>Bachelor's degree in Business Administration kinki University Osaka Japan</li> <li>National Defense College Kingdom Defense Course Public-private partnership model 366</li> <li>➤ Thai Institute of Directors Certificate</li> <li>➤ Directors Accreditation Program (DAP), class 27/2004</li> <li>➤ Finance for Non Finance Directors (FND) Class 30/2006</li> </ul>	0.52% 156,067 stock	None	<u>listed company</u> 2020-present	Chairman of the Board/Chairman of the Executive Committee/Chief Executive Officer Director Audit Committee Director Audit Committee Risk Management Committee Chairman of the Audit Committee	Inter Far East Energy Corporation Plc.     Bangkok Union Insurance PCL. Bangkok Union Insurance PCL. TPI Polene Plc. TPI Polene Plc. Bangkok Union Insurance PCL. Bangkok Union Insurance PCL.

Name - Surname / Position / Appointment Date	Age (years)	Education/Training	Shareholding percentage in the company	Family relationship between directors and executives	period	work experience  position	Name of organization / company / type of business
					<u>general company</u>		
					2013-present	Chairman of the Board of	Mae Fah Luang University
					2012-Present	Honorary Advisor	Thai Industrial Estate Association and its partners
					2012-Present	Executive Chairman	Hi-Tech Kabin Logistics Co., Ltd.
					1991-Present	Executive Chairman	Ayutthaya Technician Training Center
					1990-present	Managing Director	Thai Industrial Estate Co., Ltd.
					1991-2011	Secretary General	Association of Thai Industrial Estates
5. Mr. Soonthorn Konuntakiet	65	<ul style="list-style-type: none"> <li>Business Administration University of Detroit Michigan U.S.A.</li> <li>Thai Institute of Directors Certificate <ul style="list-style-type: none"> <li>Directors Accreditation Program (DAP), Class 6/2003</li> <li>Finance for Non Finance Directors (FND) Course, Class 12/2004</li> <li>Understanding the Fundamental of Financial Statements (UFS), Class 2/2006</li> <li>Role of the Compensation Committee (RCC) Course, Class 11/2010</li> </ul> </li> </ul>	0.04% 13,750 stock	None	<u>listed company</u>		
- Director(2535)					1999-present	Director/Audit Committee	Bangkok Union Insurance PCL.
- Audit Committee (1999)					2007-Present	Nomination and Remuneration Committee	Bangkok Union Insurance PCL.
- Member of the Nomination and Remuneration Committee (2007)					2016-Present	Chairman of Risk Management Committee	Bangkok Union Insurance PCL.
- Chairman of the Risk Management Committee (2016)					<u>general company</u>		
- Independent Director					2012-2015	Deputy Marketing Manager	Good World Intertrade Co., Ltd.
					1999-2011	Marketing Department Manager	Sea Value Co., Ltd.

Name - Surname / Position / Appointment Date	Age (years)	Education/Training	Shareholding percentage in the company	Family relationship between directors and executives	period	work experience  position	Name of organization / company / type of business
6. Ms.Malinee Leopairat - Director(1973) - Executive Chairman (2011) -Risk Management Committee (2018) - Being a director who has the authority to sign and bind as stipulated in the certifying letter.	80	<ul style="list-style-type: none"> <li>• Master of Actuarial Science University of Georgia united states</li> <li>• Bachelor of Statistics (2nd Class Honors) in Statistics, Commerce and Accounting Chulalongkorn University</li> <li>• Certificate of the Thai Institute of Directors <ul style="list-style-type: none"> <li>➤ Directors Certification Program (DCP) Class 22/2002</li> <li>➤ Actuarial License, Section 78/2 of the Non-Life Insurance Act, B.E. 2535 (1992), amended by Non-Life Insurance Act (No. 2) B.E. 2551</li> <li>➤ Actuarial License, Section 83/2 of the Life Insurance Act, B.E. 2535 (1992), amended by Life Insurance Act (No. 2) B.E. 2551</li> </ul> </li> </ul>	2.54% 763,052 stock	is a sister Mr.Prachai Leophairatana	<ul style="list-style-type: none"> <li><u>listed company</u></li> <li>2011-present</li> <li>2018-Present</li> <li>2016-Present</li> <li>1973-2011</li> <li><u>general company</u></li> <li>1997-present</li> <li>1973-present</li> <li>1989-present</li> <li>1987-1989</li> </ul>	<ul style="list-style-type: none"> <li>Executive Chairman</li> <li>Risk Management Committee</li> <li>Director</li> <li>Director</li> <li>Managing Director</li> <li>Director</li> <li>Director</li> <li>Director</li> <li>president of the association</li> </ul>	<ul style="list-style-type: none"> <li>Bangkok Union Insurance PCL.</li> <li>Bangkok Union Insurance PCL.</li> <li>TPI Polene Plc.</li> <li>TPI Polene Power Plc.</li> <li>Bangkok Union Insurance PCL.</li> <li>Bangkok Union Life Assurance PCL.</li> <li>Leopairattana Enterprise Co., Ltd.</li> <li>United Cereal Industry Co., Ltd.</li> <li>Thai General Insurance Association</li> </ul>

Name - Surname / Position / Appointment Date	Age (years)	Education/Training	Shareholding percentage in the company	Family relationship between directors and executives	period	work experience  position	Name of organization / company / type of business
7. Mr. Prachai Leophairatana - Director(2012) - Being a director who has the authority to sign and bind as stipulated in the certifying letter.	76	<ul style="list-style-type: none"> <li>• Ph.D., Honorary Doctorate of Engineering Industrial Engineering Rajamangala University of Technology Krungthep</li> <li>• Master's degree, Master of Engineering University of California (Berkeley) United States</li> <li>• Bachelor's degree in Engineering (First Class Honors) University of Canterbury New Zealand</li> <li>• Certificate of the Thai Institute of Directors <ul style="list-style-type: none"> <li>• Directors Accreditation Program (DAP) Class 35/2005</li> </ul> </li> </ul> <p><u>An important honor to be honored</u></p> <ul style="list-style-type: none"> <li>• Decorations – The Royal Order of the White Elephant (1999)</li> <li>• Red Cross Medal – Bestowment, 1st class, the highest (1990)</li> <li>• Knight Grand Cordon (Special Class) of the Most Noble Order of the Crown of Thailand. (1996)</li> <li>• Decorations - Pathom Direkkunaphorn (2014)</li> </ul>	4.05% 1,215,000 stock	is the younger brother of Miss Malinee Leopairat	listed company 2012-Present 2001-Present 1991-Present 2000-2006  <u>general company</u> 1990-present 1989-present 1989-present 1988-Present 1973-present 1978-2006  1969-1997	Director Chief Executive Officer Chairman of the Board Executive Chairman  Chairman of the Board Chairman of the Board Chairman of the Board Chairman of the Board Chairman of the Board Chief Executive Officer  Chairman of the Board	Bangkok Union Insurance PCL. TPI Polene Plc. TPI Polene Power Plc. Bangkok Union Insurance PCL.  Thai Nitrate Co., Ltd. United Grains Industry Co., Ltd. Thai Plastic Film Co., Ltd. Thai Plastic Products Co., Ltd. Leopairattana Enterprise Co., Ltd. Thai Petrochemical Industry PCL. and TPI affiliates Cathay Finance Securities Plc.

Name - Surname / Position / Appointment Date	Age (years)	Education/Training	Shareholding percentage in the company	Family relationship between directors and executives	period	work experience  position	Name of organization / company / type of business
8. Ms. Thanyaratt Iamsopana - Executive Director (2006) - Managing Director (2011) - Being a director who has the authority to sign and bind as stipulated in the certifying letter.	45	• Master's degree in Engineering, Technical University Berlin, Germany	5.22% 1,566,340	She is the older sister of Miss Maneerat Iamsopana.	<u>listed company</u> 2020-present	Director	TPI Polene Plc.
		• Bachelor's degree in Engineering Thammasat University	stock		2011-present	Managing Director	Bangkok Union Insurance PCL.
		• Thai Institute of Directors Certificate ➤ Directors Accreditation Program (DAP) Class 58/2006			2006-present	Executive Director	Bangkok Union Insurance PCL.
		➤ Global Executive Program (GEP) Class 1/2022			2022-present	Risk Management Committee	Bangkok Union Insurance PCL.
		➤ Modern Management Program Class 52			2010-2011	Vice Managing Director	Bangkok Union Insurance PCL.
		➤ Ministry of Finance Management Skills Development Course For Young Leaders (EYP) Class 2/2016			2004-2010	Marketing Manager	Bangkok Union Insurance PCL.
					<u>general company</u> current	Director	Bangkok Union Life Assurance PCL.
9. Mr. Pakorn Leopairut - Executive Director (2019) - Being a director who has the authority to sign and bind as stipulated in the certifying letter.	42	• Master of Public and Private Management NIDA	0.49% 147,184	None	<u>listed company</u> 2007-present	Director	TPI Polene Power Plc.
		• CEDI-BABSON ENTREPRENEURIAL LEADERSHIP PROGRAM model 1/2013	stock		Jan 2016-Present	Management Committee Member	TPI Polene Power Plc.
		• Young F.T.I Eite, Class 1, The Federation of Thai Industries			Feb. 2016-Present	Managing Director	TPI Polene Power Plc.
		• Executive Development Program, Class 10, Ministry of Finance.			2008-Present	Assistant Vice President	TPI Polene Plc.
		• Learning to Economic Guru, Class 3,			<u>general company</u> 2009-present	Executive Director	TPI All Seasons Co., Ltd.



Name - Surname / Position / Appointment Date	Age (years)	Education/Training	Shareholding percentage in the company	Family relationship between directors and executives	period	work experience  position	Name of organization / company / type of business
		Ministry of Finance			2010-Present	Executive Director	TPI Polene Organic Co., Ltd.
		• Energy Executive Program, Class 1, Federation of Thai Industries			2010-Present	Executive Director	TPI Services Co., Ltd.
		• Wealth Management TISCO Class 4 (WEP4)			2010-Present	Executive Director	Zenith International Trading Co., Ltd.
		• Directors Accreditation Program (DAP) Class 132/2016 from Thai Institute of Directors Association			2014-Present	Executive Director Executive	TPI Commerce Co., Ltd.
		• Leading in a Disruptive World Class 3 Stanford University, USA			Jul 2015-Present	Director	TPI Inter Trade Co., Ltd.
		• The Young Executive Program in Energy Literacy for a Sustainable Future Class 7			Jul 2015-Present	Executive Director	TPI Refinery (1997) Co., Ltd.
					2007-2008	Investment Analyst	MFC Asset Management Plc.
					2006-present	Executive Director	Thai Petrochemical Industry Co., Ltd.
					2002-2007	supervisor	Thai Petrochemical Industry PCL.
					2007-Present	Managing Director	Thai Nitrate Co., Ltd.
10. Ms. Sujintana Champeesri - Executive Director (2007) - Being a director who has the authority to sign and bind as stipulated in the certifying letter. - Manager of Accounting and Finance	63	• Master's degree, Master of Economics (Business Economics), Thammasat University. • Bachelor of Business Administration majoring in Accounting. Ramkhamhaeng University • Thai Institute of Directors Certificate ➤ Directors Accreditation Program (DAP), Class 60/2006 ➤ Company Secretary Program (CSP), Class 20/2006 ➤ Diploma, Corporate Secretary Development Program, Class 2,	0.03% 10,096 stock	None	<u>listed company</u> 2007-Present 2006-Present 2002-Present 2016-2017 2006-2021 <u>general company</u> (none)	Executive Director Director Manager of Accounting and Finance Risk Management Committee Company Secretary	Bangkok Union Insurance PCL.

Name - Surname / Position / Appointment Date	Age (years)	Education/Training	Shareholding percentage in the company	Family relationship between directors and executives	period	work experience  position	Name of organization / company / type of business
		Year 1994, Faculty of Commerce and Accountancy Chulalongkorn University					
11. Ms. Maneerat Iamsopana - Executive Director (2020) - Being a director who has the authority to sign and bind as stipulated in the certifying letter.	43	<ul style="list-style-type: none"> <li>Master's degree, Master of Business Administration Major in Finance, University of Wisconsin-Whitewater, USA</li> <li>Bachelor's degree in Business Administration Marketing Kasetsart University</li> <li>Diploma in Enterprise Risk Management Faculty of Economics Chulalongkorn University</li> </ul>	5.47% 1,641,352 stock	She is the younger sister of Miss Thanyaratt Iamsopana.	<u>listed company</u> 2020-present  <u>general company</u> 2020-present 2013-2020 2000-2012	Executive Director  Managing Director Vice Managing Director Assistant Managing Director	Bangkok Union Insurance PCL.  } Bangkok Union Life Assurance PCL.

Name - Surname / Position / Appointment Date	Age (years)	Education/Training	Shareholding percentage in the company	Family relationship between directors and executives	period	work experience position	Name of organization / company / type of business
<b>Other executives</b>							
1. Mrs. Yaovadee Chaitanapinyo - Deputy Manager of Warranty Department - Director of Insurance and Insurance Product Review - Claims Committee	56	<ul style="list-style-type: none"> <li>Bachelor's degree, majoring in English. Ramkhamhaeng University</li> <li>Certificate, "Insurance Business Executive Development", Class 15, 2008, Chulalongkorn University</li> </ul>	None	None	2012-Present	Deputy Manager of Warranty Department	} Bangkok Union Insurance PCL. Non-life Insurance Association
					1999 – 2012	Manager of the insurance department 3	
					1994 – 1999	Assistant Claims Supervisor	
					2001 – 2003	Marine and Transport Insurance Subcommittee	
2. Mr. Suthee Sirivoratham - Claims manager (Retired from employment on June 15, 2022)	70	<ul style="list-style-type: none"> <li>Bachelor's degree in Management Ramkhamhaeng University</li> </ul>	None	None	2016-2022	Claims Manager	Bangkok Union Insurance PCL.
					2015-2016	Company consultant	AXA Insurance Plc.
					1977-2014	Senior director Auto claim department	MSIG Insurance (Thailand) PCL.
3. Mr. Tanes Jirachaianan - Claims Department Manager - Director of Claims	61	<ul style="list-style-type: none"> <li>Bachelor's Degree in Law Sukhothai Thammathirat Open University</li> <li>Certificate of Development Program for Non-life Insurance Business Executives Faculty of Commerce and Accountancy Chulalongkorn University</li> <li>Certificate of Legal Studies from Lawyer's License, Lawyers Council of Thailand</li> </ul>	None	None	2022-Present	Claims Manager	Bangkok Union Insurance PCL.
					1991-2021	Heavy Car Claims Department Manager	Thaivivat Insurance Plc.
						Instructor for the course on techniques for managing car repair expenses	Motor Claims Club Thai General Insurance Association
						Director of Motor Claims Club	Thai General Insurance Association

Name - Surname / Position / Appointment Date	Age (years)	Education/Training	Shareholding percentage in the company	Family relationship between directors and executives	period	work experience position	Name of organization / company / type of business
4. Ms. Sunee Kunvoratham - Human Resources Manager	60	<ul style="list-style-type: none"> <li>Bachelor's degree in General Management Sukhothai Thammathirat Open University</li> <li>Certificate, "Finance for Management" Program, Class 5, Year 1994, Chulalongkorn University.</li> <li>Certificate, "Insurance Business Executive Development" Course, Class 14, Year 2006, Thai General Insurance Association.</li> <li>Certificate, "Human Resource Management and Development for a New Age Organization", Class 11, 2010, Institute of Development Administration (Nida)</li> </ul>	None	None	2008-Present	Human Resources Manager	} Bangkok Union Insurance PCL.
					2012-2020	Acting Managing Director Office Manager	
					1990-2008	Finance Manager	
5. Mr. Bunlung Kaewpankan - Manager of the Director's Office - Company Secretary	59	<ul style="list-style-type: none"> <li>Bachelor's degree in Law Ramkhamhaeng University</li> <li>Diploma of the Modern Managers Program (MMP 51), 2005, Faculty of</li> </ul>	None	None	2020-2022	Manager, Office of the Managing Director	Bangkok Union Insurance PCL.
					2021-2022	Company Secretary	Bangkok Union Insurance PCL.
					2019-2021	Senior Director Accident/Law	Thai Sri Insurance PCL.

Name - Surname / Position / Appointment Date	Age (years)	Education/Training	Shareholding percentage in the company	Family relationship between directors and executives	period	work experience  position	Name of organization / company / type of business
- Head of Compliance (starting November 15, 2021 to August 9, 2022)		Commerce and Accountancy, Chulalongkorn University.			2015-2018	Division Assistant Managing Director, Head of legal	Mittare Insurance PCL.
- resigned from the company on August 15, 2022		<ul style="list-style-type: none"> <li>• Certificate of the Thai Institute of Directors</li> <li>- Company Secretary Program (CSP) Class 35/2010</li> <li>- Effective Minute Taking (EMT) course, class 16/2010</li> <li>• Fundamental Practice for Corporate Secretary (FPCS 22), Thai Listed Companies Association, 2010</li> <li>• Executive Legal and Compliance 2011 Certificate from Creative Entrepreneurship Development Institute Bangkok University</li> <li>• License Lawyers Council under the Royal Patronage</li> <li>• Attorneys who certify signatures and documents, Lawyers Council under the Royal Patronage</li> </ul>			2007-2014 2021-2022 2021-2022	Legal Manager and Company Secretary Legal and Regulations Committee Advisor to the Automotive Insurance Lawyers Club	Thai Economy Insurance PCL. Thai General Insurance Association Thai General Insurance Association

Name - Surname / Position / Appointment Date	Age (years)	Education/Training	Shareholding percentage in the company	Family relationship between directors and executives	period	work experience position	Name of organization / company / type of business				
6. Ms. Walaipatch Wongsoontorn - Acting Assistant Manager, Office of the Managing Director - Company Secretary (starting August 9, 2022) - Acting for the head of the company's compliance unit (Compliance), starting August 15, 2022	34	<ul style="list-style-type: none"> <li>Bachelor's Degree in Law Ramkhamhaeng University</li> <li>Barrister, Institute of Legal Education of the Thai Bar Association</li> <li>Lawyer Council License</li> <li>Innovative for Performance Improvement 4.0, DS Johnson Development Institute</li> <li>Compliance and Compliance Audit, Institute of Internal Auditors of Thailand</li> <li>Anti-Money Laundering and Anti-Terrorist Financing Standard Course, AMLO Office</li> </ul>	None	None	2022–Present	Company secretary	} Bangkok Union Insurance Plc.				
		2021-2022			Acting Assistant Manager, Managing Director's Office Senior Legal and Regulatory Officer						
		2021			Supervisor Compliance	Navakij Insurance Plc.					
		2018-2021			Assistant Head of Compliance Department	Nam Seng Insurance Plc.					
		2015-2018			Lawyer						
		<u>Duties and Responsibilities of the Company Secretary</u>									
		(1) Coordinating with the Board of Directors and sub-committees in the Company's affairs, including arranging Board meetings to consider matters in accordance with the law.									

Name - Surname / Position / Appointment Date	Age (years)	Education/Training	Shareholding percentage in the company	Family relationship between directors and executives	period	work experience  position	Name of organization / company / type of business
		(2) Keep documents related to the Board of Directors' meetings and shareholders' meetings in a safe place.					
		(3) Provide information and advice to the Board of Directors in order to comply with the law.					
		(4) Notify the resolutions of the Board of Directors to the relevant departments of the Company to implement and follow up on the performance to report to the Board of Directors.					
		(5) Disclosure of information as required by law.					

## Appendix 2

Profile of the Board of Directors, Bangkok Union Insurance Public Company Limited, associated companies and related companies as of December 31, 2022

list of directors list of companies	Mr. Manu Leopairote	Mr. Pichit Sinpatanasakul	Mr. Soonthorn Konuntakiet	Mr. Thavich Taychanavakul	Ms. Malinee Leopairat	Ms. Thanyaratt Iamsopana	Ms. Maneerat Iamsopana	Mr. Prachai Leophairatana	Mr. Pakorn Leopairut	Ms. Sujintana Champeesri
Company	X	/	/	/	//	//	//	//	//	//
Associated Company	-	-	-	-	//	//	//	-	-	-
TPI Polene Co., Ltd.	-	-	-	/	/	//	-	//	//	-
TPI Polene Power Plc.	/	-	-	-	/	-	-	X	//	-
D R Pattanakarn Co., Ltd.	-	-	-	-	//	/	/	-	-	-
TPI Concrete Co., Ltd.	-	-	-	-	-	-	-	X//	//	-
TPI Polene Organic Biotechnology Co., Ltd.	-	-	-	-	-	-	-	X//	//	-
TPI All Seasons Co., Ltd.	-	-	-	-	-	-	-	X//	//	-
Thai Plastic Products Co., Ltd.	-	-	-	-	//	-	-	X//	//	-
Thai Plastic Film Co., Ltd.	-	-	-	-	//	-	-	X//	//	-
Thai Pattana International Trade Co., Ltd.	-	-	-	-	-	-	-	X//	//	-
Hong Yiah Seng Realestates and Investment Co., Ltd.	-	-	-	-	//	-	-	X//	//	-
Hong Yiah Seng Co., Ltd.	-	-	-	-	//	-	-	X//	//	-
Thai Nitrate Co., Ltd.	-	-	-	-	-	-	-	X//	//	-
Pornchai Enterprises Co., Ltd.	-	-	-	-	//	-	-	X//	//	-



list of directors	Mr. Manu Leopairote	Mr. Pichit Sinpatanasakul	Mr. Soonthorn Konuntakiet	Mr. Thavich Taychanavakul	Ms. Malinee Leopairat	Ms. Thanvaratt Iamsopana	Ms. Maneerat Iamsopana	Mr. Prachai Leophairatana	Mr. Pakorn Leopairut	Ms. Sujintana Champeesri
list of companies										
Master Achieve (Thailand) Co., Ltd.	-	-	-	-	-	-	-	X//	//	-
Leophairatana Enterprises Co., Ltd.	-	-	-	-	X//	-	-	//	-	-
United Grain Industry Co., Ltd.	-	-	-	-	//	-	-	X//	//	-

**Note :** X = Chairman of the Board // = Executive Director / = Director

Company = Bangkok Union Insurance Public Company Limited

Associated Company = Bangkok Union Life Assurance Public Company Limited

### Appendix 3

#### Profile of the Head of Internal Audit, Head of Compliance and Accounting Supervisor

Name - Surname / Position	Age (years)	Educational qualifications/Training history	Percentage of shareholding in the company	Family relationship between directors and executives	work experience  period	position	Name of organization / company / type of business
1. Mr. Sutee Chuaypitak Internal Audit Department Manager (Start 1 January 2020 until 9 November 2022 )	46	<ul style="list-style-type: none"> <li>● Bachelor's degree in Business Administration Financial Accounting Rajamangala Institute, Bophitphimuk Campus</li> <li>● IFRS 9 : Investment (International Financial Reporting Standard No. 9 Financial Instruments) Federation of Accounting Professions Under the royal patronage of the year 2017</li> <li>● Information Technology Risk Management (IT&amp;Cyber Risk Management)</li> </ul>	none	none	2020-2022	Manager, Internal Audit Department	} Bangkok Union Insurance PCL.
					2013-2020	Senior Corporate Development Officer	
					2005-2013	Internal Audit Staff	
					1999-2005	Head of Internal Audit Department	MC Zen Co., Ltd.
2. Mr.Pisit Prasitsomboon Assistant Manager of Internal Audit Department (Start 10 November 2022)	35	<ul style="list-style-type: none"> <li>● Bachelor's Degree Faculty of Business Administration Accounting, Rajamangala University of Technology Krungthep</li> <li>● Field inspection techniques and work paper preparation. Federation of Accounting Professions</li> <li>● Tool and Techniques for The Beginning Auditor, Association of Internal Auditors of Thailand</li> </ul>	none	none	2022-Present	Assistant Manager of Internal Audit Department	Bangkok Union Insurance Plc.
					2017-2019	Senior inspection officer	Rama 3 Group Honda Automobile Co., Ltd.
					2011-2016	Head of Internal Audit	Singer Thailand Plc.

---

3. Mr. Bunlung Kaewpanka \*\*\*\* Information is shown in Attachment 1 \*\*\*\*

---

4. Ms. Walaipatch Wongsontorn \*\*\*\* Information is shown in Attachment 1 \*\*\*\*

---

5. Ms. Warunee Lewiwatthavorn	55	<ul style="list-style-type: none"><li>Bachelor's degree, Faculty of Business Administration, Accounting Siam University</li><li>IFRS 9 Financial Instruments Course and IFRS 17 Insurance Contracts Federation of Accounting Professions under the Royal Patronage of His Majesty the King</li></ul>	none	none	2009-Present	Accounting Manager	} Bangkok Union Insurance Plc.
Accounting Supervisor					1999-2008	Assistant Head of Accounting Department	
					1989-1998	Accountant	

---

## **Appendix 4**

### **Operation assets**

#### **1. Assets used in business**

##### **• Fixed assets / important assets in business**

##### **Land and Buildings**

The head office of the Company is located on the Company's 7-storey office building located on the Company's land plot with an area of 412 square wa, located at 175-177 Surawong Road, Suriyawong Sub-district, Bangrak District, Bangkok.

In the provinces The company has 2 plots of land and buildings which are

Plot 1, area of 30 square wa, with a 3-storey building, located at 192/3 Moo 1, Sukhumvit Road, Khlong Tamru Subdistrict, Mueang District, Chonburi Province. by using it as the location of the Chonburi branch office

Plot 2, area 18 square wa, with a 4-storey building, located at 25/27 Village No. 12, Rangsit Village, Pathumphon Karn Kheha, Phaholyothin Road, Khlong Nueng Subdistrict Khlong Luang District Pathum Thani Province by using it as the location of the Klong Luang District branch office

As of December 31, 2022, the above mentioned land and buildings have a total book value of 293.40 million baht, of which the land is worth 289.71 million baht and the building is worth 3.69 million baht.

In order to support insured services in insurance operations, which is the main business of the company, the company also has a branch office in Surat Thani. Nakhon Sawan Branch Ha Yaek Sub-Branch, Ko Yo and a sub-branch of Lampang It is an office building that the company rents to serve customers in the said province. and nearby provinces

In addition to the aforementioned building, the Company is also the owner of a 20-storey building located at 177/1 Surawong Road, Suriyawong Subdistrict, Bang Rak District, Bangkok, adjacent to a 7-storey building with a total usable area of approximately 13,800 square meters. For rent as a different office location It can also be used as a car park to facilitate customers with a book value of 46.80 million baht, which the company has entered into a land lease agreement with the company. Bangkok Union Broker Co.,Ltd. 3-year lease from July 7, 2022 to July 6, 2025. The company has an obligation to pay the land rental under the lease at the rate of 3 million baht per year.

Such fixed assets of the Company are not used to incur any obligations.

- **Investment property**

The company has investment objectives to increase the company's revenue. It will invest in assets with low risk, stability and returns at an appropriate rate. In addition, the Company has also complied with the rules of the Notification of the Insurance Commission regarding investment in other businesses of non-life insurance companies.

**2. Details of the property appraisal list**

N/A

## **Appendix 5**

### **Policy and Guideline for Corporate Governance And Code of Conduct of the Company**

#### **Corporate Governance Policy**

The company has a committee made up of experts with extensive experience and vision. by performing duties in accordance with the law, objectives, and articles of association of the Company and resolutions of the shareholders' meeting with care, transparency, responsibility honesty and ethical To increase the company's economic value for the best benefits to shareholders, insureds, citizens and stakeholders of the company. In addition, the Board of Directors is confident that good corporate governance it is important to support the success of the company's performance. The Board of Directors is committed and intends to comply with the aforementioned principles by establishing policies to support corporate governance as follows:

#### **1.Rights of Shareholders/Equal Treatment of Shareholders**

The Company has realized and given importance to the rights of shareholders. The company is determined to have consistently excellent performance under current and future risks with transparent and fair operation including adding value to shareholders by doing their best to protect their assets and maintain the reputation of the company

(1) Shareholders have equal fundamental rights to attend the meeting. The company informs shareholders of the rules used in the meeting right to vote.

(2) The company determines to hold an annual general meeting of shareholders within 4 months from the end of the company's accounting period.

(3) The company requires the delivery of the meeting invitation letter. The details of the meeting agenda together with supporting documents are provided to shareholders at least 7 days in advance of the meeting date. In addition, the Company has published the notice of the Annual General Meeting of Shareholders in a newspaper at least 3 days in a row and not less than 3 days before the meeting date, including disclosed through the system of the Stock Exchange of Thailand

(4) Consideration of arranging the matter as an agenda of the Annual General Meeting of Shareholders. Scheduled to operate from the end of January every year. It is proposed to the Executive Chairman for consideration before proposing to the Board of Directors' meeting. to ask for approval on the agenda and supporting documents for the meeting Including the meeting invitation letter in order to provide supporting documents for the meeting to be delivered to the shareholders together with the invitation letter. There is sufficient information for shareholders to use in making decision to vote on various agendas.

(5) At the shareholders' meeting The company has a policy that every director has a duty to attend every shareholder meeting whereby shareholders can ask questions of the chairman of the committees on any related issues.

(6) To provide convenience to shareholders in every meeting by focusing on allowing shareholders to be able to attend the meeting to achieve equality as follows:

(6.1) The company will arrange to use the meeting place in the district. Bangkok, where the company's head office is located is of sufficient size to accommodate shareholders. There are complete facilities. Convenient transportation and complete meeting equipment such as audio equipment, microphones and stationery, etc.

(6.2) Determining the date and time of the meeting. The company will consider the appropriate time as well, for example not holding the meeting during the holidays. or continuous holidays, etc.

(6.3.) The company will arrange to vote on each agenda item for consideration. and vote on each item. In the event that there are multiple items, such as the agenda for election of directors.

(7) At the shareholders' meeting, shareholders are entitled to the following matters:

(7.1) Right to propose agenda and a list of qualified persons. suitable for holding the position of director. The Company provides an opportunity for shareholders to propose such matters through direct channels with the company secretary or through the company website. Before the Board of Directors' meeting.

(7.2) All shareholders are entitled to attend the meeting and vote at every meeting.

(7.3) The right to choose to appoint any person as a proxy to attend the meeting on his/her behalf. The company attached the proxy form along with the meeting invitation letter. In order for the shareholders who wish to appoint a proxy to attend the meeting and vote on their behalf, they have chosen to appoint any person as a proxy to attend the meeting on their behalf. And the company specifies that independent directors are responsible for taking care of the shareholders. by offering an alternative for shareholders to choose to appoint a proxy allow independent directors to attend the meeting instead.

(7.4) The right to appoint individual directors.

(7.5) Right to appoint an auditor and set the audit fee.

(7.6) The right to approve the allocation of dividends from the Company's operating results. and receive an equal share of profits in the form of dividends.

(7.7) Chairman of the meeting. Provide opportunities for shareholders to have equal rights to express their opinions give feedback and ask questions to the meeting according to the meeting agenda as well.

(7.8) Shareholders can check their own shareholding information as of the closing date of the register book to suspend the transfer of shares at the Company. Thailand Securities Depository Co., Ltd.

(8) In addition to the annual general meeting of shareholders. If it is necessary to propose a special agenda in an urgent case that affects or relates to the interests of the shareholders or related to the conditions or regulations of the government or agency governing the company which must be proposed for approval from the shareholders. The Company will call an Extraordinary General Meeting of Shareholders on a case by case basis.

(9) The company discloses to shareholders of the meeting's resolutions and voting results of each agenda in the shareholders' meeting on the next business day which is disclosed through the system of the Stock Exchange of Thailand.

(10) The company arranges to produce the minutes of the meeting after the meeting within 14 days.

(10.1) Record the number of shareholders attending the meeting in person and authorize other persons to attend the meeting, both the number of persons and the number of shares including the proportion of the number of shares attending the meeting compared to the total number of shares.

(10.2) Record the names of directors, attendees and directors who leave the meeting Record of clarification of voting procedures to the meeting prior to the meeting Record issues or questions of shareholders Director's answer Details of considerations, discussions, opinions of shareholders and voting results in each agenda that shareholders agree, disagree and abstain.

(10.3) The company discloses the minutes of the meeting to shareholders disclosed on the company's website and through the system of the Stock Exchange of Thailand.

(11) Other than those mentioned above Shareholders have various rights as provided by law.

## **2. Business ethics**

The company has a policy of adhering to doing what is right as a guideline for the company's business operations. All directors, executives and employees have a common mission to perform their duties with honesty and fairness within the framework of the law, and within the scope of their responsibility as well as performing duties with prudence in order to avoid any risk of damage to the Company and the public. The code of conduct for employees will appear in the company's quality policy. Articles of Association of the Company and operating regulations for non-life insurance Company indemnification for employees to adhere to by assigning the working group to inspect the employees' performance and the Internal Audit Department is responsible for monitoring the implementation of the Code of Conduct and to consider disciplinary action in the event of a violation.



## **Appendix 6**

### **Report of the Audit Committee**

To: The shareholders

The Audit Committee was appointed by the Board of Directors of the Company on May 9, 2021, comprising four members, all of whom are independent directors in accordance with the requirements and best practices of the Audit Committee of the Stock Exchange of Thailand. They are all capable Directors with experience in accounting and finance, and personnel management. The members of The Audit Committee are as follow:

- |                                  |                                 |
|----------------------------------|---------------------------------|
| 1. Mr. Pichit Sinpatanasakul     | Chairman of the Audit Committee |
| 2. Asso. Prof. Pranom Kowinwipat | Audit Committee                 |
| 3. Mr. Thavich Taychanavakul     | Audit Committee                 |
| 4. Mr. Soonthorn Konuntakiet     | Audit Committee                 |

Assoc. Prof. Pranom Kowinwipat, Independent Director and Audit Committee, has resigned from the directorship of the Company due to health problems with effective date from October 26th, 2022 onwards. Therefore, the audit committee consists of 3 members.

The Audit Committee performs the duty according to the charter approved by the Board of Directors and in compliance with the Stock Exchange of Thailand (SET) regulations. During 2022, the Audit Committee held 4 meetings with the management, external and internal auditors. The main issues are as follow:

#### **Review Financial Statements**

The Audit Committee reviewed the company's 2022 quarterly financial statements, annual financial statements and notes to financial statements audited by the auditor of Deloitte Touche Tohmatsu Jaiyos Co., Ltd., a CPA firm on the approved list of The Securities and Exchange Commission (SEC.), by inviting Accounting and Finance manager to confer, discuss and answer questions on the preparation of financial statements. This would ensure the completeness and correctness before endorsement on the financial statements and notes to financial statements.

#### **Review of Internal Control**

The company has effective internal control which specific scopes and objectives both at the management and operational level. In order to control and make best use of assets, the company has segregation and internal control system to ensure that the operating business is in accordance to the company directives.

#### **Review of the Compliance with rules and regulations of the Stock Exchange of Thailand, laws for non-life insurance business, and corporate good governance.**

The Audit Committee reviewed and evaluated the operation in order to be in accordance with the Stock Exchange of Thailand and non-life insurance regulations. This

will ensure that the company has sufficient corporate good governance.

### **Review of Internal Audit**

The Audit Committee examined and reviewed internal audit plan to be in accordance with Professional Practice of Internal Auditing. Reviewed the company's 2022 internal audit results to ensure appropriateness and efficiency of the audit plan. The Audit Committee's meetings were held four times on a quarterly basis. The Audit Committee had opinions about the operation plan and the manpower of the internal control department for the year 2022. They suggested the improvement to ensure the better control in order to cover all important points of operation.

### **Review of the External Auditor**

The Audit Committee recommended to the Company's Board of Directors to appoint the CPAs from Deloitte Touche Tohmatsu Jaiyos Co., Ltd. as the company's external auditors in 2022 in order to audit the financial statements and the Risk-Based Capital report submitted to the Office of Insurance Commission.

### **Opinion on conflict of interest transaction**

The Audit Committee has reviewed the transactions between the company and related companies and legal entities whether there were conflicts of interest in the present or in the future according to the notification of the Securities and Exchange Commission (SEC) regarding the related transaction with the related companies. All related transactions were without conflict of interest and demonstrated reasonableness and fairness under normal trade terms. They existed for the sole purpose of supporting the operation of the company and maximization of profit for the company. All related parties transactions comply with the regulations of the Office of Insurance Commission.

As for the transactions with major shareholders, the company started underwriting policies directly with the major shareholders and not via related brokers since April 2019.

The Audit Committee opined that the company observed good governance in providing accuracy and credibility of financial statements and accountancy in compliance to the regulations which related to the business. The company also has proper internal control system and complies with the regulations. Additionally, the risk management of the company was evaluated to be systematic and efficient.



Mr. Pichit Sinpatanasakul  
Chairman of the Audit Committee



บางทอกสหประกันภัย  
Bangkok Union Insurance

175-177 อาคารบางทอกสหประกันภัย ถนนสุขุมวิท แขวงสุริยวงค์  
เขตบางรัก กรุงเทพฯ 10500 โทรศัพท์ 02-233-6920, 02-238-4111  
โทรสาร 02-237-1856 E-mail: [bui@bui.co.th](mailto:bui@bui.co.th)

[www.bui.co.th](http://www.bui.co.th)